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Feasibility Study and Concept Design II for the Maine Correctional Center

Maine Department of Corrections
Windham, Maine



Joint Study Report
Volume 1
Maine Project #14MCC015

April 6, 2015
SMRT Project No. 13133

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ACKNOWLEDGEMENT

Many within the Maine Department of Corrections have provided valuable insight and data to support this updated study. This current study has had a new team of participants, all of whom have been thoughtful, professional, and collaborative in their efforts to provide the data and develop the project approach that this report is based upon. Their good work serves the State of Maine and its citizens well.

EXECUTIVE SUMMARY

Background

In November 2013, the Maine Department of Corrections (MDOC) and Bureau of General Services (BGS) retained SMRT Architects of Portland (SMRT) and Pulitzer/Bogard & Associates, LLC (P/BA) to develop a feasibility study pertaining to a new plan for replacement, expansion and/or renovation of the Maine Correctional Center (MCC) in Windham. The contracts were issued pursuant to Part HH of Public Law Chapter 368, which required the MDOC to retain a consultant to:

"prepare an independent feasibility study of the need for correctional facility construction projects in the Town of Windham. The feasibility study must consider and provide financial analysis with respect to a number of components including but not limited to the costs of the existing correctional system and the population growth and costs of a new correctional facility in the Town of Windham."

The intent of this Study was to establish the economic feasibility of expanding and replacing the MCC with a new facility that would accomplish the following objectives:

- Lower the actual and per diem costs of operating the correctional system in general, and MCC specifically;
- Enhance community safety and significantly expand services to prisoners who have mental illnesses, have substance abuse problems, are sex offenders, are medically ill, are elderly, or require special services;
- Assist county jails by providing bed capacity for their inmates who have specialized needs;
- Avoid the necessary and expensive deferred maintenance and extensive capital construction otherwise required at MCC and the Downeast Correctional Facility; and
- Create needed medium security beds for male prisoners.

A report was published on February 4, 2014 for this work, but the project was not pursued by the State at that time. In July of 2014, MDOC engaged SMRT, Inc. and P/BA to update the February study. The study update work required the consultants to:

- A. Reconsider other locations for the new facility on state-owned property at the Maine Correctional Center;
 - i. perform additional site investigations to inform construction costs associated

with known challenges on the above property locations;

- B. Update the MCC operational program;
- C. Develop an architectural and operational program, which will result in facilities to better serve the female population;
- D. Design improvements to facilities that serve the female population to a schematic level to permit this need to be met as soon as possible;
 - i. update cost estimates for the concept selected and for the proposed improvements to women's' facilities;
- E. Update the original report to include items A-D, and a new concept for a new Maine Correctional Center; and
- F. Update economic cost/benefit analysis to provide a full picture of the costs and benefits associated with the proposed project.

Baseline Operating Costs

With the focus on saving operating costs to fund a new MCC, the starting point of the analysis was to review and document the current cost of running the MDOC's adult institutional system. Table ES.1 below illustrates those costs in FY15 dollars.

Table ES.1: FY15 MDOC Adult Facilities Operating

Facility	BCF	CCF	DCF	MCC	MSP	SMWRC	Total
FY15 Budget ¹	\$6,435,041	\$5,074,019	\$5,424,050	\$28,858,179	\$34,349,044	\$2,205,214	\$82,345,547
Prisoner Boarding							\$547,613
IMHU (LD1515)							\$3,300,000
Grand Total							\$86,193,160
Budgeted Capacity	217	207	156	686	880	68	2,214
Staff	57	51	54	258	300	20	740
Per Diem Cost	\$81.25	\$67.16	\$95.26	\$115.25	\$106.94	\$88.85	\$101.90

¹ Totals represent eleven separate cost categories: Administration, Building & Maintenance, Contractual, Energy, Food, Fuel, Healthcare, Insurance, Transportation, Travel, Wages/Salary/Benefits.

The taxpayers are currently funding MDOC at \$82.4M for the direct costs associated with operating the six adult facilities.² The calculated systemwide per diem cost is \$101.90.

The Capital Program/ Realignment

To achieve the anticipated efficiency and effectiveness objectives as set forth above, an operational, capital, and facilities realignment program is proposed. The highlights of this program are:

- Replace the majority of structures at the MCC with state-of-the-art facilities that will: house 955 prisoners (736 males and 219 females); provide a range of needed programmatic and treatment services; and be substantially more cost efficient to operate;
- Consolidate the Mountain View Youth Development Center (MVYDC) and a downsized Charleston Correctional Facility into a single facility that will have the capacity to serve 295 male adult prisoners. Juvenile offenders at MVYDC will be relocated to Long Creek Youth Development Center (LCYDC);³
- Close the Downeast Correctional Facility due to its extremely high per diem operating costs and very limited physical plant, which requires significant maintenance and does not meet correctional standards;
- Close the Southern Maine Women’s Reentry Center and relocate its female prisoners to a new reentry center to be built at the MCC site; and
- Increase the operational capacity at the Maine State Prison by 202 prisoners.

In addition, to defining the operational, spatial and staffing requirements for the new MCC, an evaluation of the existing facilities was conducted to determine which structures could remain operational. In addition, a site study was completed to locate the new facility in an optimal location on the grounds of the existing MCC facility.

The total capital project cost, including “soft costs,”⁴ associated with the replacement/ expansion of the MCC is \$163,256,500 in FY15 dollars. It is proposed that bonding of

2 This cost does not include systemwide costs for central office, juvenile detention facilities, and capital improvements, prisoner boarding, and intensive mental health unit (LD1515).

3 A small component will be available at the New Charleston Correctional Facility for the short-term processing of juveniles from the northern tiers of the state until MDOC can transport them to the LCYDC.

4 Soft costs are everything that must be in the budget but not paid through the construction contract, including design services, survey, geotechnical engineering, fixtures-furniture & equipment, contingency budget, construction testing and inspections, fees to utilities, moving, assigned staff representing MDOC, etc.

this capital program be financed through the Maine Municipal Bond Bank and the annual payment of a bond is projected to cost \$11.87 million per year over 20 years.

Projected MDOC Operating Costs

Table ES.2 illustrates the impact of the creation of both a far more efficient future MCC and more efficient Maine Department of Corrections through the closure, downsizing, and consolidation of other MDOC facilities. The realignment of the adult facilities is projected to reduce the adult systemwide per diem from \$101.90 to \$92.67 (a 9.1% decrease), reduce the staff: 100 prisoner ratio from 33.4 to 31 (a 7.2% efficiency). The projected operating costs are based on FY15 dollars.

ES.2: Projected MDOC Adult Systemwide Operating Costs by Facility

Category	BCF	New CCF	MCC	MSP	Projected MDOC Adult Facility Costs
Projected Total	\$6,451,488	\$9,818,048	\$33,187,160	\$36,860,742	\$86,317,437
Prisoner Boarding					\$0
IMHU (LD1515)					\$3,300,000
Grand Total					\$89,617,437
Prisoner	220	295	955	1,082	2,552
Per Diem ^b	\$80.34	\$91.18	\$95.21	\$93.33	\$92.67
Staff	57	106.5	321.5	306	791
Staff: 100 Inmates	25.9	36.1	33.7	28.3	31.0

Because this realignment approach includes repurposing of the MVDYDC, the projected costs for both adult and juvenile facilities must be considered to fully understand the impact of the reconfiguration of the adult facility system on the overall MDOC institutional system. The annual systemwide (adult and juvenile) operating costs are reduced by \$9M (FY15 dollars). Table ES.3 summarizes the FY15 budgets and projected costs for both the MDOC adult and juvenile facilities. The projected systemwide operating costs are based on FY15 dollars.

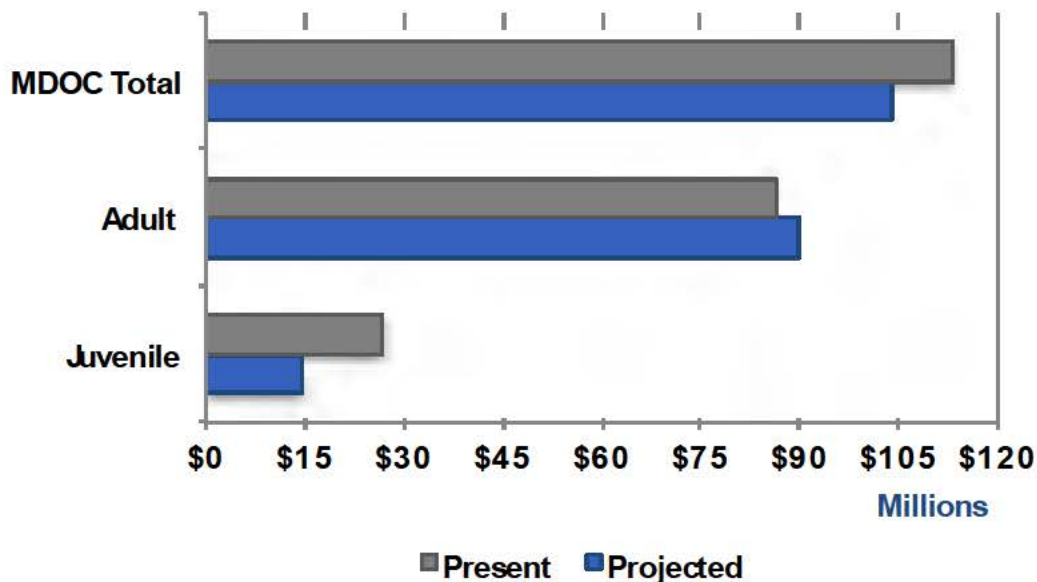
5 Per Diem cost figures exclude the cost of LD1515.

Table ES.3: Projected MDOC Systemwide Operating Costs by Facility, FY15 Budget and Projected

Category	ADULT FACILITIES							JUVENILE FACILITIES		Future MDOC Facility Costs	Current MDOC FY15 Budget
	BCF	CCF	New CCF	DCF	MCC	MSP	SMWRC	MVYDC	LCYDC		
FY15 Budget	\$6,435,041	\$5,074,019	\$0	\$5,424,050	\$28,858,179	\$34,349,044	\$2,205,214	\$12,693,042	\$14,176,719	\$0	\$109,215,308
Future Facility Costs	\$6,451,488	\$0	\$9,818,048	\$0	\$33,187,160	\$36,860,742	\$0	\$0	\$14,477,749	\$100,795,186	\$0
Prisoner Boarding										\$0	\$547,613
IMHU (LD1515)										\$3,300,000	\$3,300,000
Total Operating Costs										\$104,095,186	\$113,062,921

Figure ES.4 depicts the systemwide operational savings by comparing the FY15 budgets and projected costs, first by the overall system and then by the adult and juvenile systems separately.

Figure ES.4: MDOC Systemwide Operating Costs, FY15 and Projected



Benefit/Cost Analysis

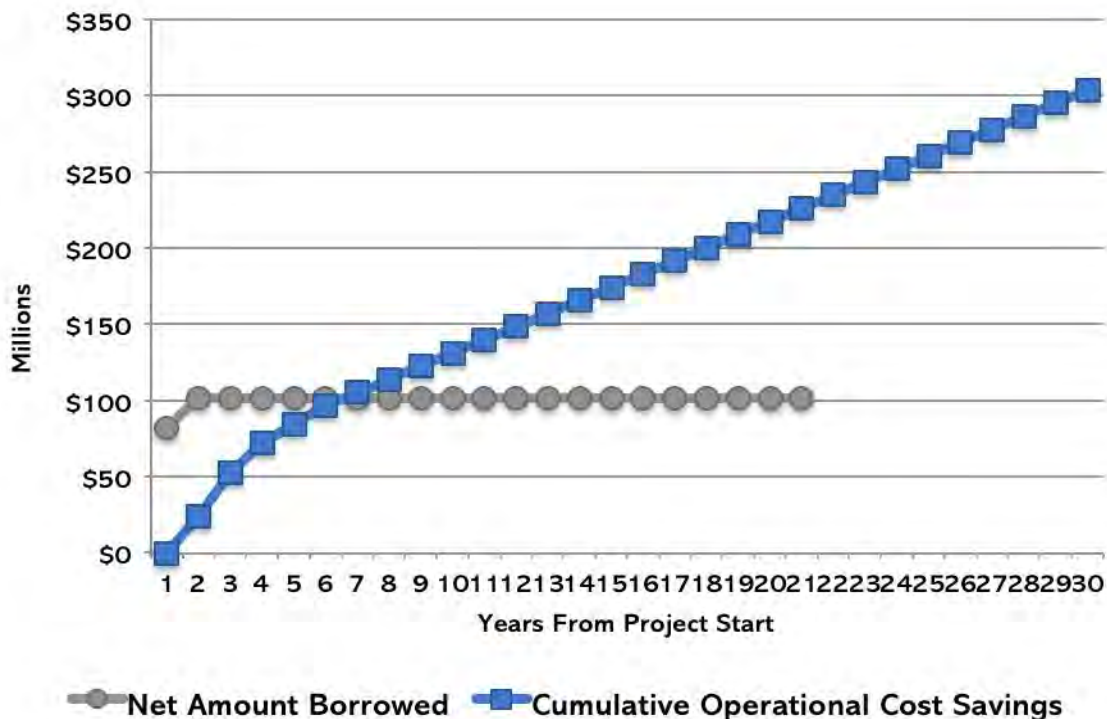
The Benefit/Cost Analysis (BCA) and economic impact analysis were conducted by Dr. Charles Colgan, Director of the Maine Center for Business and Economic Research in the Muskie School of Public Service at the University of Southern Maine. The BCA shows that the present value of the economic benefits of the proposed project exceeds the present value of costs by \$41.34 million over thirty years (using a 4% discount rate). The project has a benefit-cost ratio of 1.27, which exceeds the project acceptance ratio of 1.0. The costs are measured as the project outlays for the construction and renovation changes at the MCC facility and the benefits are defined as reductions in annual operating costs and the avoidance of \$63.23 million in needed improvements to existing MDOC facilities if the MCC project is *not* undertaken.

Comparing the annual principal and interest payments of a bond to pay for the project costs (at 4% over 20 years) with the savings, yields a positive cash flow to the General Fund after year 4 and by year 6 of the funding initiative sufficient savings will offset the annual payments. From Year 6 on, avoided costs exceed bond payments by \$1.62

million/year to year 21 when the first of the MCC bonds are paid off. In that year, savings exceed bond payments by \$11.73 million. After year 21 the MCC bonds are paid off and all avoided costs accrue as savings to the General Fund.

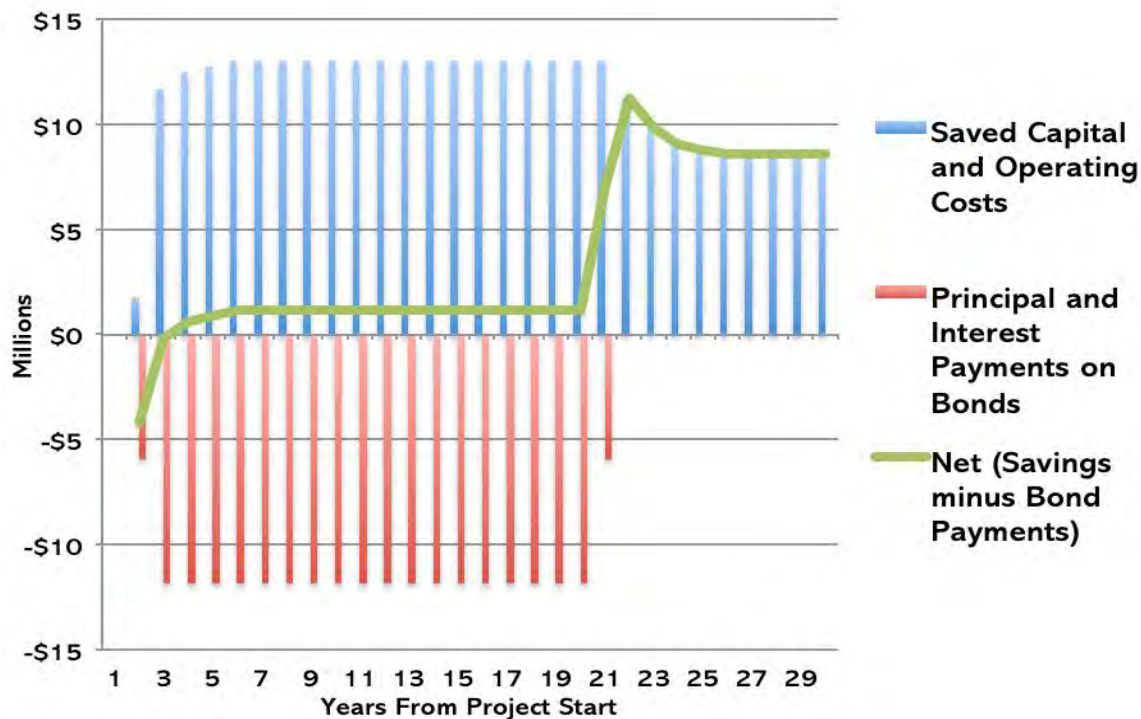
Over the twenty-one years of financing, the State's bond obligation can be calculated as the total capital cost of the MCC project (\$163.26 million) less the bonds not issued for the repairs needed if the MCC project is not undertaken (\$62.23 million). The "net" borrowing needs implied by the MCC construction project is \$101.03 million. This net borrowed amount can be compared with the cumulative operational cost savings at MCC to be realized if the MCC project is undertaken. This comparison is made in Figure ES.5.

Figure ES.5: Net Borrowing vs. Cumulative Operational Cost Savings



Another way to consider the effects on state finances is to compare the annual costs avoided with the MCC project with the annual payments on the bonds needed to finance the project. This comparison is made in Figure ES.6, which shows the estimated bond payments on \$163.26 million (in two bonds to reflect the two year construction project), the annual costs avoided (including both capital and operating cost savings), and the net of these two figures. Beginning in Year 4, capital and operating costs avoided exceed the principal and interest payments on the bonds by \$1.62 million each year out to Year 21.

Figure ES.6: Cash Flow Analysis



The MCC is a significant construction project for the State of Maine, which over two years will employ about 1,050 people each year directly in Cumberland County and an additional 375 people indirectly in Maine. With short-term construction projects, these “multiplier effect” jobs are rarely new jobs, but the purchase of goods and services for the construction project, plus spending by employees directly in the Maine economy, supports at least part of these additional jobs. Taken together, the direct and indirect employment should result in wages and salaries paid of about \$112 million.

Conclusion

The replacement of MCC and general realignment of MDOC facilities will serve to provide the State with a far more efficient correctional system while also significantly enhancing the effectiveness and treatment capacity of its correctional programs, treatment and reentry efforts. It will allow the State to “do more with far less”. In addition, as the Benefit/Cost Analysis concludes, this program can be accomplished at no net cost to the taxpayers on a cash flow basis needed to fund the construction and the overall economic impact on the state is positive. The timing is optimum for the State at this time due to the fact that construction costs are expected to escalate rapidly in the next few years and interest rates

have never been lower. Moreover, the cost of running the prison system will only continue to rise and this plan provides a long-term strategy for providing enhanced and necessary services while also containing and reducing operating costs.

INTRODUCTION

The Plan

In November 2013, the MDOC retained SMRT, Inc. and Pulitzer/Bogard & Associates, LLC (P/BA) to develop a feasibility study and concept design for replacement, expansion and/or renovation of the MCC in Windham. The contracts were issued pursuant to Part HH of Public Law Chapter 368, which required the MDOC to retain a consultant to:

“prepare an independent feasibility study of the need for correctional facility construction projects in the Town of Windham. The feasibility study must consider and provide financial analysis with respect to a number of components including but not limited to the costs of the existing correctional system and the population growth and costs of a new correctional facility in the Town of Windham.”

The primary tasks to be accomplished under the feasibility study included:

- A. The bed capacity of the current correctional system to be included in a new prison and the bed capacity of the new proposed prison in the Town of Windham.
- B. Projections of the prison inmate population in the State over the next 5 years and the additional capacity needed in the prison system.
- C. The current cost of the corrections system broken down into operating costs of fuel, food, wages and salaries, energy, transportation and maintenance, including the total number of employees and the costs at facilities that will be incorporated into the new proposed Windham facility.
- D. The proposed operating costs of the new proposed correctional facility in the Town of Windham broken down into fuel, food, wages and salaries, energy, transportation and maintenance, including the total number of employees.
- E. The total principal and debt service costs listed by fiscal year for the proposed new facilities.
- F. The impact the new proposed facility in the Town of Windham will have on county jails and their inmate populations.

The primary tasks to be accomplished under the concept design study included:

- A. Physical analysis of existing MDOC facilities considered to be candidates for closure or downsizing.

- B. Analysis of the existing MCC structures and operations.
- C. Development of a cost for continued operations at these facilities.
- D. Preparation of a Concept Design for the proposed MCC replacement facility.
- E. Preparation of a project development budget for the proposed MCC replacement facility.

A report was published on February 4, 2014 for this work, but the project was not pursued by the State at that time. In July of 2014, MDOC engaged SMRT, Inc. and P/BA to update the prior study and report. The revised report was to:

- A. Reconsider other locations for the new facility on state-owned property at the Maine Correctional Center, which would either be on the grounds of the existing MCC or to the southeast of Mallison Falls Road. This change of the site location was in response to public input provided during the first study.
- B. Perform additional site investigations to provide data for construction costs associated with known challenges on the above property locations.
- C. Update the macro-program and develop a detailed architectural and operational program describing requirements for the first phase of the project, which was to provide facilities to better serve the female population.
- D. Design improvements to facilities that serve the female population to a schematic level as a start to the work in order to permit this need to be met as soon as possible.
- E. Update cost estimates for the concept selected, and for the proposed improvements to women's facilities.
- F. Update the report to include items A-E, and a new concept for a new Maine Correctional Center.
- G. Update economic cost/benefit analysis to provide a full picture of the costs and benefits associated with the proposed project, taking into account operating and capital costs for both existing and proposed facilities.

This planning effort is being updated as the need remains to improve the performance of the Maine Department of Corrections operations and address the needs of the department's special management populations, still understanding that, as of 2012, the Maine Department of Corrections *average daily cost per offender* was the ninth highest

among the 47 states reporting such data.⁶ On the one hand, this is to be expected given the state's very low incarceration rate and low number of total persons incarcerated (the fourth smallest prison population among 50 states).⁷

This is not the first time that the State has employed this process to address the high cost of corrections in Maine.

The 1997 Phase I Master Plan

In January 1997, the Maine Department of Corrections and Bureau of General Services (BGS) contracted with the criminal justice consulting team of Pulitzer/Bogard & Associates, LLC, in association with SMRT Architects of Portland, Maine, to develop a Correctional Facilities Capital Plan. This plan was intended to assess the then current adult and juvenile correctional facilities and operations, and to recommend modifications that would create a more cost-effective correctional system. This effort stemmed, at least in part, from a concern on the part of the Governor's Office and Department of Corrections about the high cost of operating Maine's correctional system, particularly when compared to states with similar demographics.

Within the MDOC adult system, the facilities were too numerous, too small, too poorly configured, and too inefficient to allow the system to operate in a cost-effective manner.

As a response to these findings, the consultant team proceeded to develop a Correctional Facilities Capital Plan for the State's adult and juvenile facilities. This Plan called for the State to consolidate the adult facilities at two locations, a new 1,072-bed facility at Warren (MSP) and a renovated and expanded 788-bed Maine Correctional Center at Windham (MCC). Included in these figures were 150 beds at the Bolduc unit (at MSP) and 100 beds at MCC for community restitution and pre-release activities.

In the spring of 1998, the Plan was presented to the Legislature, which funded some major components including the replacement of the existing prison in Thomaston with a new facility at Warren, and the construction of a new women's unit at Windham. However, other major pieces of the Plan relating to the expansion and renovation of the Maine Correctional Center were deferred. The scaled-back plan was subjected to a rigorous cost/benefit analysis, which showed that operating cost savings and maintenance cost avoidance would, over a period of 10 years, offset the cost of the new facilities. Future year operating cost savings would accrue to the benefit of the taxpayers.

6 Source: *American Correctional Association 2013 Directory of Adult and Juvenile Correctional Departments, Institutions, Agencies, and Probation and Parole Authorities*, Alexandria, VA, page 32. This is the most current data available.

7 *Id.*, page 48.

It was the Legislative resolve at the time that the Department of Corrections would return at a later date with a Phase II request for system improvements to address the unresolved issues from Phase I of the Facilities Plan.

In the three years after Phase I of the Plan was approved by the Legislature and signed by the Governor, there were major developments toward implementation. In 2002, the new MSP facility at Warren opened and the outmoded State Prison in Thomaston was closed and demolished. And, also in 2002, a new specially designed unit for 70 women opened at Windham, providing an environment designed for the delivery of gender-specific services to this often neglected correctional population.

The 2001-2002 Phase II Master Plan-Maine Correctional Center and Downeast Correctional Facility

In the fall of 2001, the State retained the original consulting team of planners, operations specialists, and architects to develop a Phase II Master Plan. This plan focused on two facilities, the Downeast Correctional Facility (DCF) and the Maine Correctional Center, and the essential roles they would play in fulfilling the Department's needs for the next ten years.

The facility evaluation of DCF found numerous physical plant problems, water treatment concerns, life safety violations and the highest per diem operating cost in the system due to its small size and inefficient layout. The plan for DCF, called for a 152-bed replacement facility to be located in the Town of Machias.

A similar analysis of the MCC indicated many operational, physical plant, and security shortcomings. This was coupled with a need to provide medical special treatment beds for prisoners from throughout the system as well as substance abuse and sex offender treatment in therapeutic environments. The plan would address those issues as well as serve to modernize most areas of the facility, achieve compliance with national standards/building codes in all renovations and new construction, and enhance the security perimeter to safely accommodate all population levels in special beds.

The proposed capital project costs for the DCF and MCC construction programs were at the time \$13.8M for DCF and \$11.1M for MCC. Funding for these two projects was part of a bond proposal that went before the voters in 2002. The referendum went down to defeat.⁸

8 Source: [http://ballotpedia.org/Maine_Machias_Correctional_Facility_Bond,_Question_1_\(2002\)](http://ballotpedia.org/Maine_Machias_Correctional_Facility_Bond,_Question_1_(2002))

MDOC's Vision

Consistent with the enabling legislative authority for this study, the leadership of the MDOC has articulated a vision for this project that is highly responsive to solving the historical problems inherent in the system (e.g., outmoded and inefficient facilities, a lack of space and staff resources for comprehensive medical, mental health, substance abuse and sex offender treatment as well as education services.⁹) Simply put, the vision is to “do more with less” by operating a cost-effective, cost-efficient correctional system in which services can be maximized.

Key to the realization of this vision is an expansion and/or major renovation of the MCC facility in Windham. In addition, this vision is supported by the following policy decisions:

Closure/Consolidation of Facilities

- Close the Downeast Correctional Facility.
- Consolidate the Charleston Correctional Facility (CCF) and the Mountainview Youth Development Center (MYDC) facilities into a single minimum/community custody adult facility, hereinafter referred to as the new Charleston Correctional Facility (New CCF). Juveniles would be relocated to Long Creek Youth Development Center (LCYDC), though a small juvenile intake area would remain at the New CCF.
- Vacate the existing women's reentry facility – Southern Maine Women's Reentry Center (SMWRC) – in York and move the female prisoner population to a new facility adjacent to MCC and the current women's facility.

Expansion and Renovation of MCC

- Expand and renovate MCC in order to provide sufficient capacity within the adult facilities system to accommodate the prisoners from facilities slated for closure and the projected growth in the prisoner population through 2037.
- Convert MCC into the State's primary location for inpatient medical, mental health care and expand therapeutic and treatment environments for substance abuse and sex offender treatment programs as well as for young adult offenders.
- Renovate MCC to keep portions of the facility that are efficient and add new space that meets professional standards and provides for safe, secure, and efficient operations.

⁹ This vision was articulated in a planning session that occurred on November 21, 2013, which was attended by many members of the MDOC executive team and representatives of the two consulting firms completing the feasibility study and architectural work.

- Expand the existing women’s unit to include specialized beds for medical and mental health treatment and services as well as new beds for female prisoners who require a high degree of security.
- Create a full service centralized reception center for all prisoners, with appropriate security for all new admissions

County Jail Inmates

- Assist counties by providing specialized medical and mental health housing and services for county jail inmates requiring higher levels of care.
- Cease the practice of boarding state prisoners in county jails.

Standards and Best Practices

Consistent with our firms’ practices and the current practice as articulated by the MDOC’s leadership, all analysis and planning to be accomplished within this feasibility study will assume that all operations and physical plant recommendations are compliant with standards promulgated by the American Correctional Association (ACA). Currently, all MDOC facilities are accredited through the ACA, with the exception of the DCF, because the physical plant there cannot adequately measure up to national standards. In addition, both the planned facilities and operations conform to evidence-based practices.

A second source of standards that is directly relevant and critical to this planning process are those derived as a result of the 2003 Federal Prison Rape Elimination Act (PREA). PREA standards have been promulgated in order to implement this law and these became effective in August 2012.¹⁰ While the PREA standards are primarily operational in nature, addressing issues such as screening for vulnerability, investigations of incidents, required treatment, training of staff, and policies and procedures, a number of the standards have direct or indirect physical plant implications relative to sight lines, supervision of prisoners, facilities and programs for prisoners separated due to vulnerability, and use of closed circuit television surveillance.

¹⁰ The final rule was published in the [federal register](#) on June 20, 2012, and became effective on August 20, 2012. Certain standards do not go into effect until a later date. The standard that governs external audits provides that the first audit cycle begins on August 20, 2013, and, to be in compliance, that jurisdictions must have at least one third of their facilities audited within the subsequent 12-month period ending August 20, 2014.

Feasibility Study & Concept Design Report

These documents present both the Feasibility Study and the Concept Design for the new Maine Correctional Center. This presentation is made to provide MDOC and the Maine Legislature the opportunity to evaluate and understand the proposed project, to confirm its viability, and to confirm that it correlates to the needs of Maine. SMRT and P/BA encourage MDOC and the Legislature to look carefully at the presented information so that the project may achieve the highest level of success.

ECONOMIC ANALYSES

Benefit- Cost Analysis

The purpose of a benefit-cost analysis is to determine whether the economic gains resulting from a particular decision exceed the economic costs. In the case of the proposed investment in the Maine Correctional Center, the costs of the project are the costs of construction of the new facilities (including removal and renovation of existing facilities). The benefits to be counted are statewide reductions in the operating costs for the Maine Department of Corrections institutional budgets through the closure of inefficient and/or aging facilities, the consolidation of existing facilities, and the construction of new more cost effective facilities.

Capital costs for the project including construction and “soft costs” are estimated at \$163.26 million, and the construction project is expected to take 2 years to complete.

Estimates of changes in operating costs were made by Pulitzer/Bogard Associates and are described elsewhere in this report. The reductions in operating costs into three categories:

- Personnel and other costs. These are estimated at \$8.97 million per year.
- Utility cost savings: These are estimated at \$0.546 million per year
- Deferred maintenance costs which have not been funded but which must be attended to if the Downeast and Charleston facilities are to remain open. These are estimated at \$0.1 million per year at the Downeast facility and \$0.06 million per year at the Charleston facility.

For purposes of this analysis, all cost savings within the MDOC system are assumed to begin in year 3 after the commencement of the construction project at the Maine Correctional Center. Some cost savings may begin after year 1, but the timing depends on many unknown factors and so the simpler (and more conservative) assumption of savings beginning after all construction at MCCC is completed is used. In addition, other system-wide operational cost assumptions include:

1. The Downeast Correctional Facility will be closed
2. Continued operation of the IMHU (LD1515), which will be relocated to the new MCC.

3. The Mountain View Youth Development Center (MVYDC) will no longer serve juvenile offenders, and will be repurposed to serve adult prisoners. To that end, MVYDC and CCF will be consolidated into a single adult-serving facility, the Charleston Correctional Facility, which will be comprised of the existing MVYDC and one of CCF's existing housing units. The facility will continue to house 72-hour holds of juvenile offenders for the northern region. Juvenile offenders will be relocated to Long Creek Youth Development Center.
4. The women's SMWRC in York will be vacated and relocated to a new facility adjacent to MCC.
5. With the exception of MCRRC in Belfast, MDOC will no longer house prisoners in county jails

The Downeast Correctional Facility is assumed to be closed in year 3 and the benefits of reduced costs begin in year 4. The Charleston Correctional Facility will be consolidated with the former MVYDC in year 4 and the reduced costs begin to count in year 5.

The changes just enumerated will result in an estimated \$8.967 million in system wide reductions in annual expenditures. These savings are the principal long-term benefit of undertaking the improvements at the Maine Correctional Center and reorganizing services at other correctional institutions. But these are not the only cost savings; continuation of the existing configuration of facilities will entail significant costs that can be avoided if the facility and reorganization proposals are accepted.

This is particularly the case because the Maine Correctional Center as well as both the Downeast Correctional and Charleston Correctional facilities have experienced significant physical deterioration which must be addressed to meet minimum functional, health, and safety needs. These alternative capital expenditures are estimated by SMRT at \$47.05 million for the Maine Correctional Center, \$12.60 million for the Downeast facility, and \$2.57 million for the Charleston facility, for a total of \$62.23 million. The timing of these capital expenditures is uncertain. The condition of the facilities that are being considered for rehabilitation is generally such that the state would be much better off making the investments in the existing facilities as soon as possible if the decision is made to forego the upgrade and expansion at the Maine Correctional Center. For purposes of this analysis, the assumption is that the highest cost rehabilitation projects are done soonest and that all projects are completed over five years.

A cost benefit analysis must include consideration of the fact that benefits received some years or decades in the future must be compared against expenditures that are made in the present. This adjustment is made using a process called discounting, which adjusts the value of the flows of costs benefits in the future for the "fact that money received in the future has less value than money received today. This adjustment is made using an interest, or discount, rate, which is assumed to be reflected in an interest rate reflecting

the next best use of the dollars used to pay the costs of the project. This discount rate thus adjusts for the “time value of money” and allows a given project to be compared to any other use of the funds that would earn values equivalent to the discount rate. For this purpose, a discount rate of 4% is used.

The analysis was conducted for a thirty-year period, which is the designed life cycle for the facilities.

Figure 1 shows the undiscounted benefit and costs of the project distributed over the project. Table 1 in the Appendix shows the data that lays behind Figure 1.

Figure 1: Undiscounted Costs and Benefits

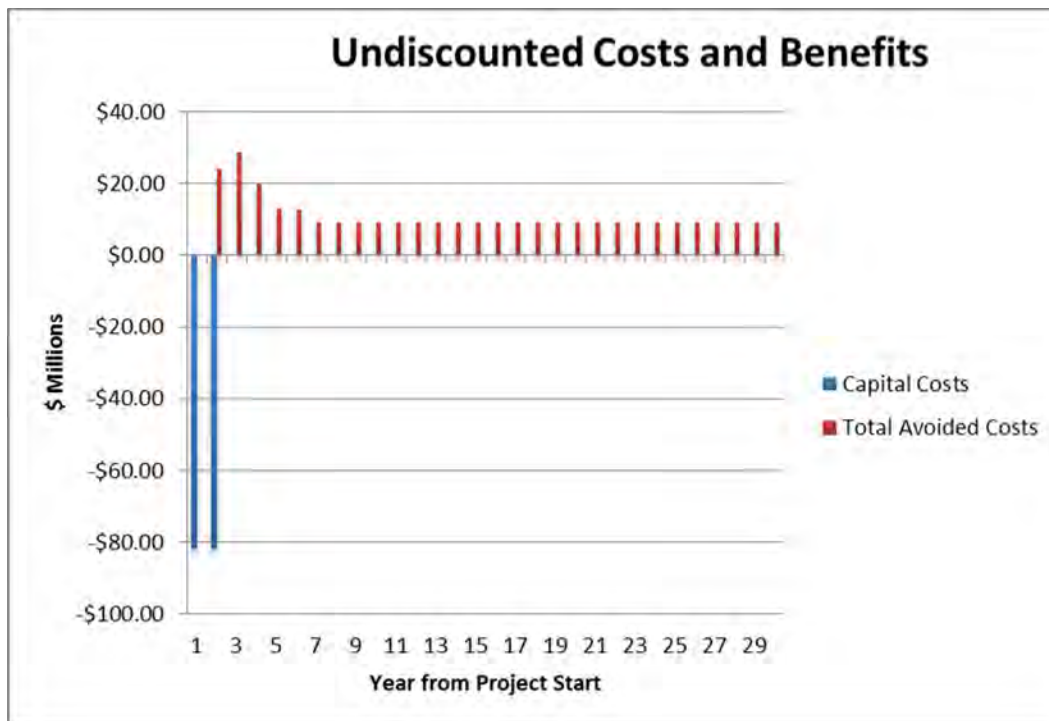


Figure 2 shows the discounted benefit and costs. Table 2 in the Appendix contains the data.

Figure 2: Discounted Costs and Benefits



Under the assumptions just described, the present value of the costs is \$153.96 million and the present value of benefits is \$195.30 million, which means that benefits (avoided costs) exceed costs (the capital costs at Maine Correctional Center) by \$41.34 million. The benefit-cost ratio is 1.27. This means that over 30 years, the State of Maine will save \$41.34 million by making the investment in the Maine Correctional Center rather than leaving the current configuration of facilities in place.

Cash Flow Analysis

The \$163.26 million costs of the rebuilding of the Maine Correctional Center will most likely be paid for with bonds. Assuming that the State borrows this sum at 4% for 20

years (the State's preferred time frame for bonds of this type), the annual payment on the bonds would be \$11.87 million.¹¹

Figure 3: Cash Flow Analysis

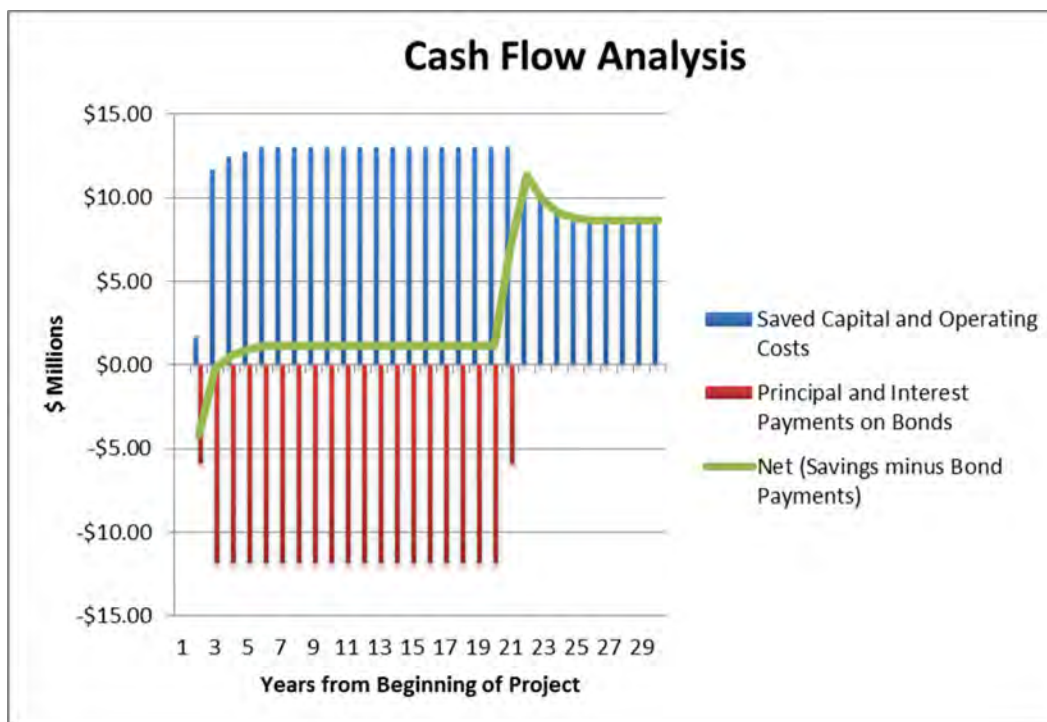


Figure 3 above tracks the cash flow for the project. (The table containing the data is included in the Appendix.) The bond payments are shown as negative columns; the avoided costs used in the analysis are shown as positive columns. The net is shown as the marked line graph. In this analysis, the avoided costs from not undertaking the \$63.23 million in repairs and maintenance are converted to avoided costs by assuming that the individual components of the needed projects are separately bonded for 20 years at 4%, the same assumption used for the MCC bonds. Thus the avoided costs in Figure 3 represent reductions in operating costs as a result of the MCC upgrades plus the avoided bond payments from the alternate repair projects.

11 This calculation is based on a bond with a monthly coupon. In the first year, bonds to pay for the first half of construction costs are issued; these run for years 1-20 of the analysis and the annual payment is \$5.94 million. In the second year bonds to pay for the second half of constructions are issued and run from year 2-21 in the analysis, making the total \$11.87 million for years 2-21. The bonds require a payment of \$5.94 million in Year 1 and Year 22.

The results of this analysis show that there is a negative cash flow (bond payments on the MCC bonds will exceed any other savings) in years 2 and 3. The largest difference between bond payments and other savings is in year 2 at \$4.17 million. As additional repairs to existing facilities are avoided, the negative cash flow decreases to \$0.28 million in year 3. From Year 6 on, avoided costs exceed bond payments by \$1.62 million year to year 21 when the first of the MCC bonds are paid off. In that year, savings exceed bond payments by \$11.73 million. After year 21 the MCC bonds are paid off and all avoided costs accrue as savings to the General Fund.

Economic Impact Analysis

The rehabilitation and reconstruction project at the Maine Correctional Center is a significant infrastructure project, equal to about two thirds of the highway construction budget each year. A construction project totaling \$163.26 million over two years would typically employ about 1,050 people each year directly in Cumberland County.

These direct construction jobs would support about 375 additional jobs in the Maine economy. With short-term construction projects, these “multiplier effect” jobs are rarely new jobs, but the purchase of goods and services for the construction project plus spending by employees directly in the Maine economy supports at least part of these additional jobs. Taken together, the direct and indirect employment should result in wages and salaries paid of about \$112 million.

POPULATION FORECASTS

Introduction

Many factors underpin a correctional system’s long-term prison population projection. These factors can be separated into two major categories – external and internal. *External* factors reflect the interplay of demographic, socio-economic and crime trends that produce arrests, and offenders’ initial entry into the criminal justice process. When populations or reported crimes change over time, one can expect some impact on criminal justice resources.

Internal factors reflect the various decision points within the criminal justice system that cumulatively determine prison admissions and length of stay (LOS). These decisions begin with police and end with correctional officials who, within the context of the court-imposed sentences, have the authority to release, recommit, give and restore a wide array of good time credits, and offer programs that may reduce recidivism. The limited scope of this project has limited the internal factor data available and thus the methodology for producing a forecast of the Maine prison population. The only internal data available are historical population counts. These will be presented in the methodology section. Below is a brief summary of external factors examined for the prison population projections produced.

As shown in the Table 2.1 below, the resident population in Maine has remained static over the past decade. Further, total reported crime has declined by an average of 0.1 percent between 2002 and 2012. Reported violent crime has seen a 1.3 percent average annual increase since 2002.

Table 2.1: Historical Maine Resident Population and Reported Crime per 100,000 Residents¹²

Year	Resident Pop.	Total Crime	Violent Crime	Property Crime
2002	1,294,894	2,655.1	107.8	2,547.3
2003	1,309,205	2,558.8	108.6	2,450.2
2004	1,314,966	2,517.4	103.7	2,413.7
2005	1,318,220	2,531.6	112.5	2,419.1
2006	1,321,574	2,634.2	115.5	2,518.7
2007	1,317,207	2,546.8	118.0	2,428.8
2008	1,319,691	2,576.7	119.1	2,457.6
2009	1,318,301	2,525.0	119.9	2,405.1

¹² Source: FBI.gov; US Census Bureau

Year	Resident Pop.	Total Crime	Violent Crime	Property Crime
2010	1,327,379	2,600.7	122.1	2,478.6
2011	1,328,544	2,669.6	123.3	2,546.3
2012	1,329,192	2,632.6	122.7	2,509.9
Avg. % Change	0.3%	-0.1%	1.3%	-0.1%

As shown in the Table 2.2 below, the resident population growth in Maine has changed far less dramatically over the past decade when compared to the US as a whole. Further, reported crime in Maine has declined at a far slower rate than the nation as whole. The decline in the Maine prison population has closely mirrored that of the US as a whole.

Table 2.2: Comparison of US & Maine

	United States	Maine
POPULATION¹³		
Total Population (7/1/12)	313,914,040	1,329,192
Change in Population		
1-year change (7/1/11 – 7/1/12)	0.7%	0.1%
10-year change (7/1/02 – 7/1/12)	9.1%	2.8%
CRIME RATE¹⁴ (Rate per 100,000 inhabitants)		
UCR Part I Reported Crime Rates (2012)		
Total	3,246.1	2,632.6
Violent	386.9	122.7
Property	2,859.2	2,509.9
Change in Total Reported Crime Rate		
1-year change (2011-2012)	-1.5%	-1.4%
10-year change (2002-2012)	-21.3%	-0.8%
PRISON POPULATION¹⁵		
Total Inmates (State Prisons Only) 2013	1,353,198	2,113
1-year change (2012-2013)	-2.1%	1.9%
5-year change (2009-2013)	-4.0%	-3.8%
Average annual change (2009-2013)	-1.0%	-0.9%
State Incarceration Rate 2012 (per 100,000 inhabitants) ¹⁶	418	145

13 Source: U.S. Census Bureau, Population estimates for July 1, 2012.

14 Source: Uniform Crime Reports, Crime in the United States – 2012, Federal Bureau of Investigation.

15 Source: US data: Prisoners in 2012 – Advance Counts, Bureau of Justice Statistics, July 2013

16 Source: Prisoners in 2012 – Advance Counts, Bureau of Justice Statistics, July 2013; US & ME data for sentenced prisoners only in 2012.

Methodology

Projections were developed using monthly ADP for males and female from January 2009 - October 2013. Separate projections were developed for male and female and results combined to obtain a total bed space need. Each of the 58 data points was put through 4 separate statistical tests to determine trends and predictability. The statistical models attempted were linear regression, moving average, exponential and logarithmic smoothing. For each of the models, past fit absolute error was determined and taken in consideration along with the resulting future trend prediction. The following table summarizes the results of the various forecast scenarios.

Table 2.3: Projections Error

	Male	Female
Linear Regression Historical Fit Error	1.7%	4.1%
Annual Prediction % Change	-1.8%	-2.0%
Monthly Average Change Historical Fit Error	1.0%	3.0%
Annual Prediction % Change	+0.6%	+0.1%
Exponential Historical Fit Error	1.7%	4.2%
Annual Prediction % Change	-1.5%	-1.6%
Logarithmic Smoothing Historical Fit Error	1.8%	4.5%
Annual Prediction % Change	-0.2%	-0.1%

Based on the above results, the monthly average change historical fit model was the only one that produced a positive growth scenario for both the male and female populations. This is a direct result of both populations posting a long-term decrease of the 58 months observed. The historical monthly average change fit model places more emphasis on the last 36 months of observation during which time the male and female population have remained stable. Based on the results and historical flat trends in admissions, a modestly growing forecast is the most reasonable and was chosen.

Statewide Projections

Table 2.4 presents the historical and projected ADP for the Maine Department of Corrections (MDOC) from 2009 to 2037. The MDOC ADP is projected to increase from 2,113 in 2013 to 2,142 in 2023, an increase of 1.4 percent. In 2037, the MDOC ADP is projected to be 2,183, an increase of 3.3 percent from the 2013 ADP.

Table 2.4: MDOC Actual and Projected ADP by Gender: 2009-2037

Year	Male	Female	Total
2009	2,048	149	2,197
2010	2,048	156	2,204
2011	1,971	156	2,127
2012	1,927	146	2,073
2013	1,972	141	2,113
2014	1,974	142	2,116
2015	1,976	143	2,119
2016	1,978	144	2,121
2017	1,980	144	2,124
2018	1,982	145	2,127
2019	1,984	146	2,130
2020	1,986	147	2,133
2021	1,988	148	2,136
2022	1,990	149	2,139
2023	1,992	150	2,142
2024	1,994	151	2,144
2025	1,996	151	2,147
2026	1,998	152	2,150
2027	2,000	153	2,153
2028	2,002	154	2,156
2029	2,004	155	2,159
2030	2,006	156	2,162
2031	2,008	157	2,165
2032	2,010	158	2,168
2033	2,012	159	2,171
2034	2,014	160	2,174
2035	2,016	161	2,177
2036	2,018	162	2,180
2037	2,020	163	2,183

Table 2.5 presents the 5-year average peaking factor for the MDOC ADP. The total average monthly peaking factor from 2009 to 2013 is 2.2 percent.

Table 2.5: MDOC Monthly Historical Peaking Factor as a Percentage Over Annual ADP

	2009	2010	2011	2012	2013	5 Year Average
Male	3.1%	1.8%	1.6%	2.0%	2.0%	2.1%
Female	5.3%	9.8%	4.7%	5.7%	9.9%	7.0%
Total	3.1%	2.4%	1.5%	2.2%	1.9%	2.2%

Table 2.6 presents the projected male ADP with peaking factors added to generate a high scenario forecast.

Table 2.6: MDOC Male Projected Beds with 2.1% Peaking Factor, 3% Utilization Factor and 10% Classification Factor

Year	Male Base	Peaking 2.1%	Classification 10%	Utilization 3%	Total
2014	1,974	41	202	60	2,277
2015	1,976	41	202	61	2,280
2016	1,978	42	202	61	2,282
2017	1,980	42	202	61	2,284
2018	1,982	42	202	61	2,287
2019	1,984	42	203	61	2,289
2020	1,986	42	203	61	2,291
2021	1,988	42	203	61	2,293
2022	1,990	42	203	61	2,296
2023	1,992	42	203	61	2,298
2024	1,994	42	204	61	2,300
2025	1,996	42	204	61	2,303
2026	1,998	42	204	61	2,305
2027	2,000	42	204	61	2,307
2028	2,002	42	204	61	2,310
2029	2,004	42	205	61	2,312
2030	2,006	42	205	61	2,314
2031	2,008	42	205	61	2,316
2032	2,010	42	205	62	2,319
2033	2,012	42	205	62	2,321
2034	2,014	42	206	62	2,323
2035	2,016	42	206	62	2,326
2036	2,018	42	206	62	2,328
2037	2,020	42	206	62	2,330

Table 2.7 presents the projected female ADP with peaking factors added to generate a high scenario forecast.

Table 2.7: MDOC Female Projected Beds with 2.1% Peaking Factor, 3% Utilization Factor and 10% Classification Factor

Year	Female Base	Peaking 7%	Classification 10%	Utilization 3%	Total
2014	142	10	15	5	172
2015	143	10	15	5	173
2016	144	10	15	5	174
2017	144	10	15	5	175
2018	145	10	16	5	176
2019	146	10	16	5	177
2020	147	10	16	5	178
2021	148	10	16	5	179
2022	149	10	16	5	180
2023	150	10	16	5	181
2024	151	11	16	5	182
2025	151	11	16	5	183
2026	152	11	16	5	184
2027	153	11	16	5	185
2028	154	11	17	5	186
2029	155	11	17	5	188
2030	156	11	17	5	189
2031	157	11	17	5	190
2032	158	11	17	5	191
2033	159	11	17	5	192
2034	160	11	17	5	193
2035	161	11	17	5	194
2036	162	11	17	5	196
2037	163	11	17	5	197

Table 2.8 presents the projected total ADP generated from both the male and female high scenario forecast.

Table 2.8: MDOC Projected Number of Beds with 2.1% Peaking Factor, 3% Utilization Factor and 10% Classification Factor

Year	Male	Female	Total
2014	2,277	172	2,449
2015	2,280	173	2,452
2016	2,282	174	2,456
2017	2,284	175	2,459
2018	2,287	176	2,462
2019	2,289	177	2,466
2020	2,291	178	2,469
2021	2,293	179	2,472
2022	2,296	180	2,476
2023	2,298	181	2,479
2024	2,300	182	2,482
2025	2,303	183	2,486
2026	2,305	184	2,489
2027	2,307	185	2,493
2028	2,310	186	2,496
2029	2,312	188	2,499
2030	2,314	189	2,503
2031	2,316	190	2,506
2032	2,319	191	2,510
2033	2,321	192	2,513
2034	2,323	193	2,517
2035	2,326	194	2,520
2036	2,328	196	2,524
2037	2,330	197	2,527

Disaggregation by Custody, Sex and Special Needs

Table 2.9 presents the percentage of male and female security levels by classification level for the MDOC inmate population on 11/13/2013. The majority of both "regular" males and females were housed in medium or minimum custody.

Table 2.9: MDOC Classification Breakdown by Gender on 11/13/2013

	Close	Medium	Minimum	Community	Unclassified
Female -Regular	0.0%	41.5%	47.7%	7.7%	2.3%
Female Mental Health*	0.0%	0.8%	0.0%	0.0%	0.0%
Male -Regular	12.2%	37.7%	20.1%	11.6%	3.1%
Male Ad-Seg.	0.5%	0.3%	0.0%	0.0%	0.0%
Male Assisted Living	0.1%	1.7%	1.5%	0.0%	0.0%
Male RULE	0.2%	3.8%	2.3%	0.0%	0.0%
Male Mental Health	0.4%	0.1%	0.0%	0.0%	0.0%
Male Young Adults	0.0%	3.9%	0.5%	0.0%	0.0%

*Female mental health are the only female special needs beds indicated

Table 2.10 presents the female bed utilization by classification level forecast from 2014 to 2037. All classification levels are projected to have static growth. The majority of what little growth is forecasted is projected to be within minimum and medium custody levels.

Table 2.10: MDOC Female Beds with All Peaking, Classification, Utilization Forecast, 2014-2037

Year	Close	Medium	Medium Mental Health	Minimum	Community	Unclassified	Total
2014	0	71	1	82	13	4	172
2015	0	72	1	82	13	4	173
2016	0	72	1	83	13	4	174
2017	0	73	1	83	13	4	175
2018	0	73	1	84	14	4	176
2019	0	73	1	84	14	4	177
2020	0	74	1	85	14	4	178
2021	0	74	1	85	14	4	179
2022	0	75	1	86	14	4	180
2023	0	75	1	86	14	4	181
2024	0	76	1	87	14	4	182
2025	0	76	1	87	14	4	183
2026	0	77	1	88	14	4	184
2027	0	77	1	88	14	4	185
2028	0	77	1	89	14	4	186
2029	0	78	1	89	14	4	188
2030	0	78	1	90	15	4	189
2031	0	79	1	91	15	4	190
2032	0	79	1	91	15	4	191
2033	0	80	1	92	15	4	192
2034	0	80	1	92	15	4	193
2035	0	81	1	93	15	4	194
2036	0	81	2	93	15	5	196
2037	0	82	2	94	15	5	197

Table 2.11 presents the male bed utilization by classification level forecast from 2014 to 2037. All classification levels are projected to have static growth. What little growth that is forecasted is projected to be evenly distributed among all classification areas.

Table 2.11: MDOC Male Beds with All Peaking, Classification, Utilization Forecast
Regular Classification Levels, 2014-2037

Year	Close	Medium	Minimum	Community	Unclassified	Total
2014	278	858	458	265	70	1,929
2015	278	859	458	265	70	1,931
2016	279	860	459	265	70	1,932
2017	279	861	459	266	70	1,934
2018	279	862	460	266	70	1,936
2019	279	863	460	266	70	1,938
2020	280	863	461	266	70	1,940
2021	280	864	461	267	70	1,942
2022	280	865	462	267	70	1,944
2023	281	866	462	267	70	1,946
2024	281	867	462	268	70	1,948
2025	281	868	463	268	70	1,950
2026	281	869	463	268	70	1,952
2027	282	869	464	268	70	1,954
2028	282	870	464	269	71	1,956
2029	282	871	465	269	71	1,958
2030	283	872	465	269	71	1,960
2031	283	873	466	269	71	1,962
2032	283	874	466	270	71	1,964
2033	283	875	467	270	71	1,966
2034	284	876	467	270	71	1,968
2035	284	876	468	271	71	1,970
2036	284	877	468	271	71	1,972
2037	285	878	469	271	71	1,973

Table 2.12 presents the male special populations forecasts from 2014 to 2037. All special populations are projected to have static growth.

Table 2.12: Male Beds with All Peaking, Classification, Utilization Forecast: Special Population 2014-2037

Year	Ad Seg Close	Ad Seg Med	Asst Living Close	Asst Living Med	Asst Living Min	RULE Close	RULE Med	RULE Min	Mental Health Close	Mental Health Med	Young Adult Med	Young Adult Min	Total
2014	12	6	1	38	35	5	86	53	10	1	90	12	349
2015	12	6	1	38	35	5	86	53	10	1	90	12	349
2016	12	6	1	38	35	5	86	53	10	1	90	12	350
2017	12	6	1	38	35	5	87	53	10	1	90	12	350
2018	12	6	1	39	35	5	87	53	10	1	90	12	350
2019	12	6	1	39	35	5	87	53	10	1	90	12	351
2020	12	6	1	39	35	5	87	53	10	1	90	12	351
2021	12	6	1	39	35	5	87	53	10	1	91	12	351
2022	12	6	1	39	35	5	87	53	10	1	91	12	352
2023	12	6	1	39	35	5	87	53	10	1	91	12	352
2024	12	6	1	39	35	5	87	53	10	1	91	12	352
2025	12	6	1	39	35	5	87	53	10	1	91	12	353
2026	12	6	1	39	35	5	87	53	10	1	91	12	353
2027	12	6	1	39	35	5	87	53	10	1	91	12	353
2028	12	6	1	39	35	5	88	53	10	1	91	12	354
2029	12	6	1	39	35	5	88	54	10	1	91	12	354
2030	12	6	1	39	35	5	88	54	10	1	91	12	354
2031	12	6	1	39	35	5	88	54	10	1	91	12	355
2032	12	6	1	39	35	5	88	54	10	1	92	12	355
2033	12	6	1	39	35	5	88	54	10	1	92	12	355
2034	12	6	1	39	35	5	88	54	10	1	92	12	356
2035	12	6	1	39	35	5	88	54	10	1	92	12	356
2036	12	6	1	39	36	5	88	54	10	1	92	12	357
2037	12	6	1	39	36	5	88	54	10	1	92	12	357

NEW MCC PRISONER POPULATIONS AND BED CAPACITY

Explanation/Rationale

Introduction

During meetings with MDOC officials it was established that the goals for the system were to consolidate operations in a new facility in Windham, which would enable the closing and/or downsizing some of the smaller facilities. The mission for the new MCC would be to serve as central reception for all prisoners entering the MDOC system, house all female prisoners regardless of custody status, improve delivery of treatment and services for special needs populations, and provide housing and services for a segment of male general population inmates. Through consolidation of prisoner populations, those requiring specialized services and/or housing considerations would be concentrated at the new MCC. To meet these goals, the planning included the following assumptions:

- Downeast Correctional Facility (DCF) would cease operations and close
- Charleston Correctional Facility (CCF) would be downsized while maintaining valid vocational operations (see MVDYDC assumption)
- Southern Maine Women's Reentry Center (SMWRC) would close and affected female prisoners and associated operations would be moved to the new Women's Reentry Center (WRC) located at the new MCC
- Mountain View Youthful Development Center (MVDYDC) would no longer serve juvenile offenders, and would be repurposed to become an adult minimum and community custody facility. To that end, MVDYDC and the downsized CCF would be consolidated into a single adult facility. Juvenile offenders would be relocated to Long Creek Youth Development Center
- Maine State Prison (MSP) and MCC would be stand-alone facilities with limited expectation that prisoners would transition between the two facilities on a regular basis. MCC will be the reception facility for all new admissions to MDOC. Based upon population counts, there may be a need to transfer prisoners on a regular basis between MSP and MCC to accommodate new admissions and/or for programming purposes.
- The mental health unit at the MSP presently funded to provide intensive mental health treatment services as required by LD1515 (with Committee amendments), which targets county jail inmates, would be moved to the new MCC
- State prisoners would no longer be boarded at county jail facilities, with the exception of the Maine Coastal Regional Reentry Center (MCRRC)

The new MCC will be designed to provide the appropriate housing, treatment and services necessary to address the following special needs:

- Medical treatment and care
- Mental health treatment and care
- Intensive substance abuse treatment (CRA)
- Intensive sex offender treatment (RULE)
- Young adult offender program (YAOP)

Determining MDOC Systemwide Bed Need

The number and type of beds required to meet the current and future prisoner populations is dependent upon a number of factors, such as:

- Number of prisoners
- Gender
- Length of stay
- Custody status (risk level)
- Individuals requiring specialized services
 - a. Medical care
 - b. Mental health care
 - c. Protective custody
 - d. Intensive treatment and programming

The primary consideration in determining the number of beds needed is the growth being experienced by the system and whether there are more or less prisoners being admitted and whether their length of stay is increasing or decreasing, and whether there are factors present or anticipated that will impact either of these considerations. As previously noted in this report, the MDOC male population will increase by 2.4%, while the female population will increase by 15.6% through the year 2037. It is forecast that in 2037, the MDOC will require 2,527 beds – 2,330 for males and 197 for females.

Once the number of beds is identified, the next determination to be made is how those beds should be configured. This considers the custody classifications of prisoners and any special management considerations that may be present. For example, a prisoner may have a custody classification of medium yet require specialized housing due to having a mental illness; requiring safeguarding from other prisoners (also known as protective custody); or ongoing violent behavior that requires segregation from the general population (also known as restrictive housing). While a prisoner having a custody classification of medium without any special management considerations is normally housed in a general population (GP) bed, having a special management consideration oftentimes requires removal from GP and assignment to a specialized bed, e.g., protective custody. While some prisoners may occupy specialized beds on a long-term basis, e.g., assisted living/geriatric, most prisoners occupy specialized beds on a short-term basis, e.g., infirmary, acute mental health, disciplinary detention, etc. The challenge for corrections officials is to have the necessary bed types available to meet demand. Accordingly, a classification factor to allow long-term beds to remain vacant on a

temporary basis as well as to properly house the remaining long-term prisoners in the correct housing type was included in the bed need analysis. A peaking factor – as described earlier, was also included for the male and female prisoner populations as well as a utilization factor to account for downtime of cells due to maintenance and other variables.

In collaboration and consultation with MDOC officials, the type and number of beds needed through 2037 to meet the housing and programmatic requirements of prisoners committed to the MDOC system were established based on the population projections completed for the MDOC in November 2014 (see Tab 2. Population Forecasts). As part of this planning process, general policy standards were developed that outline the housing pod size and cell configuration for each custody classification, which is reflective of contemporary correctional design and based on the principles of direct supervision. The intent was to apply these policy standards to extent practical – particularly within existing facilities. Table 3.1 outlines policy standards for housing pod configuration by custody classification.

Table 3.1: Housing Pod Configuration by Custody Classification

Custody Classification	Housing Pod Size	Cell Configuration
MALE		
Close	64 Beds	Mix of single and double cells; wet
Medium	80 Beds	Double cells; wet
Minimum	96 Beds	Double rooms; dry
Community	110 Beds	Double rooms; dry
FEMALE		
Close	48 Beds	Mix of single and double cells; wet
Medium	64 Beds	Double rooms; dry
Minimum	64 Beds	Double rooms; dry
Community	80 Beds	Double rooms; dry

Table 3.2 outlines the bed needs for adult prisoners through the year 2037.

Table 3.2: MDOC Systemwide Bed Need

Bed Type	Male	Female
Long Term	2,283	183
Reception	51	4
GP Close	271	21
GP Medium	924	39
GP Medium RULE	142	0
GP Minimum	463	72
GP Community	271	37
Protective Custody	25	0
Medical Supported/Assisted Living	76	3
Mental Health (subacute)	40	7
County Jail	20	0
Short Term	47	14
Infirmery	18	4
Mental Health (acute)	11	3
Restrictive (incl. Disc. Det.)	18	7
Total Beds	2,330	197

MDOC System Bed Distribution

Existing MDOC Bed Capacity Distribution

Before the type and number of beds that would be needed at the new MCC could be identified, the type and number of beds required to meet the needs of the MDOC population through 2037 were first assigned to existing beds that will remain operational within the future reconfigured system. In collaboration with MDOC officials, the existing beds within the MDOC were allocated for future populations. Table 3.2 summarizes the type and number of beds required by the MDOC system and the assignment of these beds to existing facilities that will continue to be part of MDOC's future operations. There is not a precise match between the number of existing beds and the projected beds required; the difference is primarily attributed to conforming with the policy standards for housing unit sizes overlaid on existing housing pods.

This bed distribution table assumes the closing of the DCF and SMWRC facilities, and the consolidation of the downsized CCF with MVDYDC (the consolidated facility hereinafter will be referenced as the New CCF). The last column in the table, "MCC Need (Delta)", represents the beds that would be needed at the new MCC. Following Table 3.3 is Table

3.4, which provides another depiction of the same information contained in Table 3.3 using a different reporting format.

Table 3.3: MDOC - Needed Beds and Planned Beds by Existing Facility, 2037

Classification Category	Need	MSP*	BCF	New CCF	Total	MCC Need (Delta)
Long Term Beds						
Male						
Reception	51				0	-51
GP Close	271	321			321	50
GP Medium (incl. CRA)	924	672			672	-252
GP Medium (RULE)	142				0	-142
GP Minimum	463		117	295	412	-51
GP Community	271		103		103	-168
Protective Custody	25	24			24	-1
Medical Supported/Assisted Living	76				0	-76
Mental Health (subacute)	40				0	-40
County Jail	20	24			24	4
<i>Male Long Term Total</i>	<i>2,283</i>	<i>1,041</i>	<i>220</i>	<i>295</i>	<i>1,556</i>	<i>-727</i>
Female						
Reception	4				0	-4
GP Close	21				0	-21
GP Medium-39 & Minimum-30	69				0	-69
GP Minimum-42 & Community-37	79				0	-79
Protective Custody	0				0	0
Medical Supported/Assisted Living	3				0	-3
Mental Health (subacute)	7				0	-7
County Jail	0				0	0
<i>Female Long Term Total</i>	<i>183</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>-183</i>
Long Term Total	2,466	1,041	220	295	1,556	-910
Short Term Beds						
Male						
Infirmary	18	7			7	-11
Mental Health (acute)	11				0	-11
Restrictive (incl. Disc. Det.)	18	34			34	16
<i>Male Short Term Total</i>	<i>47</i>	<i>41</i>	<i>0</i>	<i>0</i>	<i>41</i>	<i>-6</i>
Female						
Infirmary	4				0	-4
Mental Health (acute)	3				0	-3

Classification Category	Need	MSP*	BCF	New CCF	Total	MCC Need (Delta)
Restrictive (incl. Disc. Det.)	7				0	-7
<i>Female Short Term Total</i>	14	0	0	0	0	-14
Short Term Total	61	41	0	0	41	-20
Total Beds	2,527	1,082	220	295	1,597	-930

* Maine State Prison Future Bed Distribution

Close – 321 beds

- Medium Building Housing Pods D-F: 4 pods of 64 beds (32 double cells)
- Medium Building Housing Pod G: 1 pod of 64 beds (single cells)
- SMU Housing Pod C: 1 pod of 50 beds (single cells)
- SMU Housing Pod B Upper ('Corridor'): 1 pod of 15 beds (single cells)

Medium – 672 beds

- Medium Building Housing Pods A-C: 3 pods of 64 beds (32 double cells)
- Building #5 Housing Pods A-F: 6 pods of 80 beds (40 double cells)

Protective Custody – 24 beds

- SMU Housing Pod A2: 1 pod of 24 beds (single cells)

County Jail – 24 beds

- SMU Housing Pod A1: 1 pod of 24 beds (single cells)

Restrictive Housing – 34 beds

- SMU Housing Pod B Lower: 1 pod of 24 beds (single cells)
- SMU Housing Pod B Upper ('L'): 1 pod of 10 beds (single cells)

Table 3.4: MDOC - Needed Beds and Planned Beds by Existing Facility, 2037
 (Alternate Format)

2037	Reception	GP Close	GP Medium	GP Medium (RULE)	GP Minimum	GP Community	Protective Custody	Medical Supported	MH (subacute)	County Jail	Total Long Term	Infirmiry	MH (acute)	Restrictive	Total Short Term	Total
Bed Need - Male	51	271	924	142	463	271	25	76	40	20	2,283	18	11	18	47	2,330
MSP		321	672				24			24	1,041	7		34	41	1,082
BCF					117	103					220				0	220
New CCF					295						295				0	295
Total Existing Male Beds	0	321	672	0	412	103	24	0	0	24	1,556	7	0	34	41	1,597
MCC Need - Male	-51	50	-252	-168	-142	-51	-1	-76	-40	4	-727	-11	-11	16	-6	-733
Bed Need - Female	4	21	39	72	37	0	0	3	7	0	183	4	3	7	14	197
Total Existing Female Beds	0										0	0			0	0
MCC Need - Female	-4	-21	-39	-72	-37	0	0	-3	-7	0	-183	-4	-3	-7	-14	-197
Total Beds											1,556				41	1,597
MCC Need - Total											-910				-20	-930

New MCC Bed Capacity Distribution

Once the 2037 bed needs were overlaid on the existing system beds, the delta between the number of needed beds and the existing beds were then used to configure the new MCC. Table 3.5 addresses the calculated bed need delta by describing the number and types of beds being planned, and housing configurations for the new MCC. There is not a precise match between the overall number of planned beds and the projected beds required. While the total projected bed need for the new MCC is 930, the recommended scenario contains 955 beds. The difference is primarily attributed to conforming with the policy standards for housing unit sizes.

Table 3.5: New MCC Planned Bed Distribution, 2037

Housing Category ¹⁷	No. Of Beds Needed	No. Of Beds Per Pod	No. Of Pods	Total Beds	Notes
Males					
Reception	51	64	1	64	64 singles per pod; wet cells; pending classification
GP Close	(50)	0	0	0	No GP Close beds planned; MSP has an adequate number of beds to meet anticipated demand
GP Medium (CRA, YAOP)	252	80	3	240	40 doubles per pod; wet cells; 1 pod designated for CRA; 1 pod designated for YAOP
GP Medium (RULE)	142	80	2	160	20 quads (4-person room) per pod; dry rooms
GP Minimum	51	0	0	0	No GP Minimum beds planned; adequate surplus beds in other GP classifications to meet demand; Minimum prisoners will be assigned to a minimum bed based on availability
GP Community	168	100	1	100	Housing pod comprised of 5 subpods (clusters); 10 doubles per cluster; dry rooms
Protective Custody	1	0	0	0	No Protective Custody beds planned; MSP has an adequate number of beds to meet anticipated demand
Medical Housing – Supported/Assisted Living	76	80	1	80	40 doubles per pod; wet cells
Mental Health <ul style="list-style-type: none"> ▪ Subacute – 40 ▪ Acute – 11 	51	50	1	50	Housing pod comprised of 4 subpods: Subpod #1 (MH Subacute) = 10 singles; wet cells Subpod #2 (MH Subacute) = 15 singles; wet cells Subpod #3 (MH Subacute) = 15 singles; wet cells Subpod #4 (MH Acute) = 10 singles plus 2 safety cells; wet cells
County Jail	(4)	0	0	0	No County Jail beds planned; MSP has an adequate number of beds to meet anticipated demand
Infirmary	11	18	1	18	18 singles per pod; wet cells; includes 1 isolation cell; adjacent to

17 When multiple classifications are grouped together, the bed need numbers (when available) for each specific classification category are identified to assist the reader in understanding the total number of beds needed for that group

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Housing Category ¹⁷	No. Of Beds Needed	No. Of Beds Per Pod	No. Of Pods	Total Beds	Notes
					female infirmary and clinic; plus 1 hospice suite
Restrictive Housing	(16)	24	1	24	24 singles per pod; wet cells
Total Male Beds	773			736	
Females					
GP Close – 21 GP Medium Restrictive Housing – 7	28	48	1	48	Housing pod with 1 subpod: Main Housing Pod (GP Close & High Medium) = 20 doubles; wet cells Subpod #1 (Restrictive Housing) = 8 singles; wet cells
GP Medium – 39 GP Minimum – 30 Reception – 4	73	73	1	73	Housing pod with 1 subpod: Main Housing Pod (GP Medium & Minimum) = 3 singles, 25 doubles, and 4 quads (4-person room); dry rooms Subpod #1 (Reception) = 4 singles; wet cells; pending classification
GP Minimum – 42 GP Community – 37	79	72	1	72	Housing pod comprised of 3 subpods (clusters); 12 doubles per cluster; dry rooms
Protective Custody	0	0	0	0	No Protective Custody beds planned; female prisoners requiring long-term protective custody will be boarded at an appropriate correctional facility
Health Care Housing ▪ Medical Supported/Assisted Living – 3 ▪ MH Subacute – 7 ▪ MH Acute – 3	13	20	1	20	Housing pod with 2 subpods: Main Housing Pod (MH Subacute) = 6 singles, 2 doubles; wet cells Subpod #1 (Medical Housing) = 2 singles, 2 doubles; wet cells Subpod #2 (MH Acute) = 4 singles plus 2 safety cells; wet cells
County Jail	0	0	0	0	No County Jail beds planned; female county jail inmates will be accommodated based on need and bed availability
Infirmary – 4	4	6	1	6	6 singles per pod; wet cells; includes 1 isolation cell; adjacent to male infirmary and clinic; plus 1 hospice suite
Total Female Beds	197			219	
TOTAL MCC	930			955	

MDOC Systemwide 2037 Bed Capacity Distribution

Table 3.6 summarizes the beds being planned to meet the projected population for 2037. It outlines by facility, the number and types of beds that will be available. MSP and MCC will serve the higher custody prisoners and those that require specialized services and housing. While MCC will serve as the primary facility for many special needs prisoners, especially those with medical and mental health concerns, there is a need for similar capacities at both facilities, e.g., restrictive housing (including disciplinary detention). Following Table 3.6 is Table 3.7, which provides another depiction of the same information contained in Table 3.6 using a different reporting format.

Table 3.6: MDOC System - Bed Distribution by Facility, Number and Type, 2037

Classification Category	Need	MSP	MCC	BCF	New CCF	Total	Delta
Long Term Beds							
Male							
Reception	51		64			64	13
GP Close	271	321				321	50
GP Medium (CRA, YAOP)	924	672	240			912	-12
GP Medium (RULE)	142		160			160	18
GP Minimum	463		0	117	295	412	-51
GP Community	271		100	103		203	-68
Protective Custody	25	24				24	-1
Medical Supported/Assisted Living	76		80			80	4
Mental Health (subacute)	40		40			40	0
County Jail	20	24				24	4
<i>Male Long Term Total</i>	<i>2,283</i>	<i>1,041</i>	<i>684</i>	<i>220</i>	<i>295</i>	<i>2,240</i>	<i>-43</i>
Female							
Reception	4		4			4	0
GP Close	21		40			40	19
GP Medium-39 & Minimum-30	69		69			69	0
GP Minimum-42 & Community-37	79		72			72	-7
Protective Custody	0		0			0	0
Medical Supported/Assisted Living	3		6			6	3
Mental Health (subacute)	7		10			10	3
County Jail	0		0			0	0
<i>Female Long Term Total</i>	<i>183</i>	<i>0</i>	<i>201</i>	<i>0</i>	<i>0</i>	<i>201</i>	<i>18</i>
Long Term Total	2,466	1,041	885	220	295	2,441	-25
Short Term Beds							
Male							

Classification Category	Need	MSP	MCC	BCF	New CCF	Total	Delta
Infirmary	18	7	18			25	7
Mental Health (acute)	11		10			10	-1
Restrictive Housing (incl. Disc. Det.)	18	34	24			58	40
<i>Male Short Term Total</i>	47	41	52	0	0	93	46
Female							
Infirmary	4		6			6	2
Mental Health (acute)	3		4			4	1
Restrictive Housing (incl. Disc. Det.)	7		8			8	1
<i>Female Short Term Total</i>	14	0	18	0	0	18	4
Short Term Total	61	41	70	0	0	111	50
Total Beds	2,527	1,082	955	220	295	2,552	25

Table 3.7: MDOC System - Bed Distribution by Facility, Number and Type, 2037
 (Alternate Format)

2037	Reception	GP Close	GP Medium	GP Medium (RULE)	GP Minimum	GP Community	Protective Custody	Medical Supported	MH (subacute)	County Jail	Total Long Term	Infirmary	MH (acute)	Restrictive	Total Short Term	Total
Bed Need - Male	51	271	924	142	463	271	25	76	40	20	2,283	18	11	18	47	2,330
MSP		321	672				24			24	1,041	7		34	41	1,082
New MCC - Male	64		240	160		100		80	40		684	18	10	24	52	736
BCF					117	103					220				0	220
New CCF					295						295				0	295
Total Male Beds	64	321	912	160	412	203	24	80	40	24	2,240	25	10	58	93	2,333
Delta - Male	13	50	-12	18	-51	-68	-1	4	0	4	-43	7	-1	40	46	3
Bed Need - Female	4	21	39	0	72	37	0	3	7	0	183	4	3	7	14	197
New MCC - Female	4	40	39		64	38		6	10		201	6	4	8	18	219
Delta - Female	0	19	0	0	-8	1	0	3	3	0	18	2	1	1	4	22
Total Beds											2,441				111	2,552
Bed Delta - Total											-25				50	25

Impact on County Jail Beds/Assumptions

With the unification of Maine's correctional system in 2008, came the ability to transfer adult inmates between county jails and the State's correctional facilities.¹⁸ The practice since 2008 is for county jails to board state prisoners while charging a marginal cost per diem, while correctional facilities board county jail inmates without charge.

Once the new MCC is operational, the MDOC no longer envisions the need to house state prisoners in county jails. MDOC will, however, continue to house some county jail inmates in its facilities following strict criteria. The planning assumption is that up to 24 male county jail inmates may be housed at the MSP and/or they may be housed on a bed-available basis at MCC. While MCC does not presently house female county jail inmates, the planning assumption is that female county jail inmates may be housed on a bed-available basis at MCC.

Up to 18 eligible MDOC prisoners would continue to be placed at the BOC-funded Maine Coastal Regional Reentry Center, which is operated by the Waldo County Sheriff's Office, at no cost to MDOC. If these beds were no longer needed, they would become available for use by eligible county jail inmates.

Counties currently receive revenue through boarding contracts with the MDOC. It is expected that these contracts will not be necessary in the future.

While discussed in greater detail in section 3.3 of this chapter, the planning assumption pertaining to the provisions of LD1515 §3069-A, which allows transfers of jail adult inmates to DOC's mental health unit to access intensive mental health care and treatment have been incorporated into the bed distribution analysis. The key provisions of LD1515 are:

Transfers from a jail to a correctional facility of an adult inmate:

- who is eligible for admission to a state health institute under Title 34-B but for whom no suitable bed is available
- whom the court orders to be examined or further evaluated by the State Forensic Services under Title 15 if the State Forensic Service determines that the jail where the inmate is incarcerated cannot provide an appropriate setting for the examination

Transfers from a jail for an adult defendant for a placement in a mental health unit of a correctional facility that provides intensive mental health care and treatment for

¹⁸ 34-A MRSA §1405. Transfer from county jails or correctional facilities

observation when the court, after a hearing, finds by clear and convincing evidence that the defendant:

- Is a person with mental illness and, as a result of the mental illness, the defendant poses a likelihood of serious harm to others
- There is not sufficient security at the state mental health institute to address the likelihood of serious harm
- There is no less restrictive alternative to placement in a mental health unit of a correctional facility

It must be noted that these provisions exclude persons who have been found not criminally responsible by reason of insanity, and defendants found not competent to stand trial.

It is assumed that flexibility will be maintained in managing all of the mental health intensive treatment beds to meet the needs of those MDOC inmates and other defendants, including county jail inmates, most in need of this level of care.

Healthcare and Special Needs Populations

The need for a number of specialized medical and mental health beds was determined by current population use, population projections, and the growing need of specialized medical and mental health treatment beds in correctional facilities. The following definitions describe these populations.

Infirmiry Beds:

There are currently 7 infirmiry beds for the MDOC system located at MSP; one of these beds was designed for hospice. If a woman needs infirmiry level of care, she is currently transferred into the men's facility, which results in numerous difficulties maintaining optimal security and operations within the infirmiry setting. Based on current demand, it was determined that there is a need for 24 additional infirmiry beds to be located at MCC: 18 male and 6 female. These beds are reserved for those prisoners who require 24/7 skilled nursing care and observation for acute, subacute, and medical observation care. Infirmiry beds are considered short-term healthcare beds.

Assisted Living Housing:

Population projections indicate that there is a need for 79 assisted living housing beds: 76 male and 3 female. These beds are for a flexible combination of short- and long-term care of prisoners with chronic medical conditions that require daily rounds from professional medical staff and/or housing that is in close proximity to medical staff. Long-term housing may be for prisoners with chronic, yet unstable or fragile conditions such as diabetes, cardiovascular conditions, uncontrolled seizure disorders, and other such conditions. Most

prisoners with mobility issues will be accommodated with ADA-compliant housing; however, those who need more assistance with activities of daily living (ADLs) may be housed in this area. In addition, prisoners who are vulnerable due to aging, those with dementia, and those with terminal illnesses will be housed in this type of medical setting. Assisted living housing is considered general population housing and prisoners will therefore have access to programs and services consistent with their security classification. Male assisted living beds will be contained within one 80-bed housing pod having 40 double-occupancy cells (wet). These cells will have nursing home-type beds, not bunks, to allow for the necessary accommodation and safety for medically impaired prisoners. While there is a projected need for 3 female assisted living beds, there is only one ADA-compliant room within the existing Women's Center. Therefore, it was determined that this need could be better met through the addition of a small healthcare housing unit that would have 8 assisted living beds combined with 14 female mental health beds (see discussion that follows).

Mental Health Beds:

Both current populations and demand indicate that there is a need for 61 intensive mental health treatment beds: 51 male and 10 female that will also accommodate jail inmates as designated by LD1515. However, it should be noted that for there to be mental health treatment parity for female prisoners, there will need to be legislative changes to LD1515 to include the female prisoner population. In addition, a legislative change will be required in order to move the male intensive mental health treatment beds from MSP to MCC, as is presently being planned.

Intensive mental health treatment is for those prisoners in need of acute and subacute care that includes 24/7 mental health staffing as well as security staffing.¹⁹ Acute beds will be considered short-term since they meet specialized mental health needs that can range in length of stay from a few days to a few months. Subacute beds are a combination of step-down beds from acute mental health care when prisoners are transitioning from acute care toward return to general population or when active mental health symptoms persist and require ongoing intensive treatment that can range in length from months to years. There are 10 male acute and 40 male subacute mental health beds planned for MCC. There are 4 female acute and 10 female subacute mental health beds planned as an addition to the Women's Center at MCC.

There will likely be a need for either or both male and female mental health special needs beds that are general population housing for vulnerable prisoners who have mental illnesses and who are unable to be housed in other general population housing. These beds are not necessarily designated beds, but are accommodated as needed by using the classification system to safely house these prisoners.

¹⁹ See Fiscal Note attached to LD1515 (with Committee Amendments)

Reentry

Reentry focuses on areas vital to prisoners' successful reintegration back into the community, including employment, education, mentoring, and substance abuse and mental health treatment. Reentry programs include all activities and programming conducted to prepare prisoners to return safely to the community and to live as law-abiding citizens. Research has demonstrated the best results when reentry services target moderate- to high-risk prisoners.

MDOC presently has a contract with Spectrum to provide assessment and reentry services, which requires coordinating reentry plans and providing case management support for prisoners who are 3-6 months post release.²⁰ In addition, eligible male prisoners with 6-18 months remaining on their sentence may access reentry services at the Maine Coastal Regional Reentry Center located in Belfast, ME.²¹

Both MCC and MSP have Correctional Care and Treatment Workers who fulfill the role of a Reentry Specialist, and who create linkages with community resources to assist prisoners leaving the respective institutions.²²

With the consolidation of correctional facilities, providing reentry services across the broad spectrum of moderate- to high-risk prisoners becomes more feasible and practical. For those prisoners who will eventually be released, reentry services would begin upon admission by the completion of an assessment and the development of an individualized case plan. Individual case plans, adjusted for the anticipated length of incarceration in order to optimize positive outcomes, should include individualized, targeted interventions addressing the prisoner's criminogenic risks and plan for reentry in 12 life domains, including but not limited to: housing; economic stability and responsibilities (employment, SSI/SSDI, child support, etc.); physical and mental health; substance abuse; legal; community and natural supports; peer associates and recreational activities; transportation; education and training; safety and crisis support; personality and behavioral treatments; and attitudes/orientations interventions.

Male community custody prisoners will be housed in a new reentry center located at MCC (100 beds) and at BCF (103 beds). Female minimum and community custody prisoners will be housed in the new Women's Reentry Center (72 beds) that is scheduled to start construction at MCC in 2015. These community facilities will focus on the reentry services described above.

20 Source: Plummer-Beale, J. (2013). *A Review of Correctional Programming*. Maine Department of Corrections

21 The Maine Coastal Regional Reentry Center is a residential placement with a comprehensive reentry program.

22 Source: Plummer-Beale, J. MDOC Director of Programs

NEW MCC OPERATING PRINCIPLES AND SPACE PROGRAM

Operating Principles

The operating principles are a series of broad planning assumptions about how the proposed MCC will operate and the space needed to implement the operation. The resulting operating principles are intended to provide general planning guidelines to anticipate site design and cost implications to provide for renovation of select existing MCC facilities and for new construction resulting in a facility complex designed to replace the existing MCC. The operating principles were developed through facilitated discussion with MDOC officials, and are an assessment of the basic issues, options and alternatives including the number of beds to be constructed, required security levels, size of housing pods, programs needed and options for meeting those needs. In the next section is a summary space table that summarizes the gross square feet assumed for each of the components below. The operating principles are organized by functional component as listed below:

1.000	Public Lobby
2.000	Administration
3.000	Staff Support
4.000	Security Operations
5.000	Reception and Discharge
6.000	Housing
7.000	Health Care
8.000	Visitation
9.000	Programs and Services
10.000	Industries
11.000	Foodservice
12.000	Laundry
13.000	Commissary
14.000	Warehouse
15.000	Maintenance/Central Plant
16.000	Site/Parking
17.000	Men's Reentry Center
18.000	Women's Reentry Center

1.000 Public Lobby

1. The public lobby serves as the central reception point for all visitors to the facility. The public lobby will be staffed 16 hours daily, though it will be accessible on a 24-hour/7-day basis.

2. Members of the public, official visitors, and prisoners' visitors enter through the public lobby. All persons entering the facility will be subject to security screening.
3. Staff will enter through a separate entrance designated for staff only.
4. All staff and the public will access the security perimeter through the main pedestrian sally port located off the public lobby after passing through security screening.
5. A separate transaction window will be open to the lobby from the administration area.
6. Spaces associated with visitation, which will be located in or accessible from the public lobby are addressed in component 8.000. Visitation.
7. The public areas should be non-institutional and welcoming with comfortable seating, property lockers, gun lockers, telephones, restrooms, and water fountains.

2.000 Administration

1. The administration component is where day-to-day administration, records, business, and personnel activities occur. Administration will be located outside the secure perimeter, yet in an area where access by the public is controlled.
2. Offices and/or workspace will be provided for the following positions/functions:
 - Warden
 - Deputy Warden Finance/Support
 - Director of Psychology
 - Human resources
 - Fiscal operations (payroll, budgeting, purchasing, offender accounts)
 - Clerical support
 - Future staff
3. To the degree possible, the administrative support functions should be located with convenient centralized access to the secure perimeter entry to improve overall communication between all the staff.
4. Conference and other ancillary spaces will be provided in this component.
5. The mailroom will be located within the administration space for processing incoming/outgoing facility and prisoner mail.
6. Office and work space will be provided for information technology staff, which will include a work table for repairing electronics, and a separate but adjacent room

housing the computer equipment (e.g., file servers). This computer room should be secure from assault and unauthorized access to protect the computer equipment. Ideally, this space will be in proximity to central control.

3.000 Staff Support

1. The staff support component includes staff lockers, staff roll-call/briefing, training, fitness, and staff dining, and ancillary spaces designed to meet staff needs
2. Staff support will be located outside of the secure perimeter. A separate staff entrance is planned.
3. Assigned full-height lockers will be provided for all staff assigned to the facility (including security, health care, contract, etc.). The locker rooms will assume 60% of the staff will be males and 40% females. Toilets, sinks and showers will be provided in each locker room.
4. A dedicated fitness room will be provided and sized to accommodate at least 10 personnel. Equipment may include free weights, exer-cycles, treadmills, etc. This room will also have access from the staff locker rooms.
5. Training staff will be located in this component. Offices will be available for training and accreditation staff, which should be proximal to the office space provided for the Firearms Coordinator/Armorer (see 4.000 Security Operations). Sufficient space must be provided for preparation and storage of training materials and accreditation files.
6. Two fully equipped training rooms will be provided, one will be sized larger than the other. The larger of the two training rooms will also serve as the staff briefing room during shift changes. The two training rooms will be adjoining and connected by a moveable partition, which will allow the two rooms to be combined, thereby creating a single, larger room.
7. A computer lab is provided for self-learning opportunities via computer-based tutorials, distance learning and predesigned corrections training curricula.
8. Training storage will be sufficient to provide for two separate storage areas: one for training materials and one for mat storage for physical fitness training. Appropriate support space such as restrooms, showers, and copy/fax functions will also be provided.
9. Staff dining is described in component 11.000 Food Service.

4.000 Security Operations

1. The security operations component includes such functions as central control, security administration, incident command, special operations group (SOG), the armory, the K-9 unit, and the Inner Perimeter Security (IPS) team, etc.
2. Central control will be the focal point of daily facility security operations by providing controlled monitoring and access into/out of the secure perimeter, all housing pod exterior sally port doors, and other high security doors and monitoring activities via camera throughout the facility. Central control will be located within its own security zone (interstitial space) of the facility, and access into this area will be via a separate sally port and is strictly limited to authorized personnel. Central control will be capable of assuming control of any subordinate control panel throughout the facility. In addition, central control will have the requisite connectivity to the Men's Reentry Center and Women's Reentry Center in order to monitor and support each facility's alarms, cameras (digital-type grade), security systems, etc. There will be three redundant workstations.
3. All security operations staff will be managed from a single location located inside the secure perimeter and, ideally, in close proximity to central control. This space will function as the administration space for the security/housing operations component (security administration) and will be set up suite style, with common areas and distinct office and/or workspaces for the following positions/functions:
 - Senior Deputy Warden Security
 - Shift captains
 - Operations sergeants
 - Master scheduler
 - Inner perimeter security (IPS) team*
 - K-9 team*
 - Correctional investigators*
 - Fire safety/Facility Safety
 - Special operations group (SOG)
 - Clerical Support

* Within the operations suite, space for these functions will be contained, separate, and secure.

No unauthorized staff will be permitted in this area except for official business. Provisions will be made for processing and secure storage of evidence.

4. Conference and ancillary spaces will be provided for the security administration suite. An incident command center adjacent to Central Control will be properly equipped providing adequate pin-up space for floor plans of the facility and wall-mounted writing surfaces. Additionally, the room must have multiple phone lines at

various locations (to enhance uninterrupted communication), computer terminals with access to security and life safety information, fire alarm enunciator panels and be capable of supporting audio/visual presentation and have adequate counter space for radio chargers.

5. A fire command center will be located adjacent to central control and proximal to the incident command center.
6. A key watcher system will be used for the storage of keys not assigned to a continuous post (e.g., 24/7). The key watcher will be located in the main pedestrian sally port adjacent and within view of central control.
7. An armory will be located outside of the secure perimeter, and both spaces should be secure and prevent unauthorized access. The armory requires special ventilation and humidity control, and should be equipped with smoke and fire detectors, and a weapons discharging station. Office space for the Firearms Coordinator/Armorer will be co-located with the armory, which should be proximal to other training staff work spaces (see 3.000 Staff Support).
8. Provisions will be made to accommodate the SOG program, which will be located outside the secure perimeter and proximal to the armory. The SOG program requires an area with special ventilation that includes a ready room, equipment storage (to include nonlethal weapons and chemicals), SOG lockers, and private changing cubicles (e.g., privacy panels).
9. A separate space for the extraction team is provided that is adjacent to the incident command center and in close proximity to specialized housing. The "extraction team room," which requires special ventilation, will include benches, storage for equipment (vests, helmets, SCBAs, etc.), and wall space for facility plans and white boards for briefings.

5.000 Reception and Discharge

1. MCC will serve as the reception (entry) point for all prisoners admitted to the MDOC system. The Reception and Discharge component includes the vehicle sally port, transport officer area, prisoner identification, booking processing, prisoner waiting/holding, property issue/exchange and inventory, and medical and mental health screening. It is assumed that the reception (admission), release, and transfer of prisoners will occur within the same space, oftentimes just in the reverse, though within this space may be distinct areas designated for a specific purpose.
2. A secure covered drive-through vehicle sally port with two lanes and sized (height and width) to accommodate rescue and emergency vehicles/school buses will be located adjacent to the reception/discharge component. Ancillary spaces within the

vehicle sally port include a body scanner, gun lockers, an eye wash station, and a paper pass-through transaction window into the reception area. Parking for 3 to 4 vehicles will also be provided adjacent to the drive through lane.

3. There will be a pedestrian sally port connecting the vehicle sally port with the reception/discharge area sized to accommodate up to 10 prisoners.
4. The reception/discharge area will operate five days per week and is expected to process an average of 5 admissions per day, and none to 1 discharge per day, and 10-25 intrasystem transfers once weekly. It is anticipated that the Reception and Discharge component should plan for a capacity of 10 prisoners undergoing processing at one time.
5. The reception/discharge area will include a series of processing stations where a prisoner will be processed (e.g., data entry – demographics, criminal charges, confirm identification). Processing stations will be available for the purpose of:
 - a. Identification, which will include administering a means of identifying the prisoner throughout their incarceration, and in preparation for the prisoner's release. This will be accomplished through an iris scan and through a photo identification (e.g., bracelet, card, ID card) that has been entered into the information management system
 - b. Full admissions record including emergency contact information, verifiable conflicts, and other basic admissions information. A record and prisoner number will be generated at this time
 - c. AFIS fingerprinting and photographing
 - d. IRIS scan
 - e. Medical/Mental health screening – If the prisoner comes directly through the court system or the community (but not jail or another DOC facility) an initial screening will be performed to determine if the new arrival needs to be taken to the hospital for treatment for any medical/mental health condition that cannot be treated at MCC. If the prisoner is to be admitted a brief medical and mental health screening will be performed that will include any prescribed medications. When an prisoner is brought into the facility from a jail or another DOC facility, screening will include review of healthcare transfer paperwork to ensure that the prisoner has received a recent PPD, has current acute/chronic medical problems, current medication prescriptions, mental health history and current diagnoses (if any). There will be a brief medical and mental health history and suicide screening. The prisoner will receive education about how to access healthcare at MCC. Vital signs will be taken. Reception is also where any prisoner who has been in a hospital or who has been off-site for medical consultation or treatment will report to the nurse who will review any paperwork, orders or prescriptions. A small medical examination room with a workstation will be provided for

this purpose

6. In addition, offices and/or workspaces will be provided for the following positions/functions:
 - Reception/Discharge Sergeant
 - Classification
 - Caseworkers
 - Health care
 - Prisoner property
 - Prisoner records
7. The area will be operated using the open waiting concept whereby 90% of the total population in this area will be assumed to be compliant. These prisoners will sit in an open waiting area to be called to the station (e.g., reception processing, shower/search, property inventory) that is appropriate for the status of their processing. Open waiting will have two designated sections - one for males and one for females. In this area is where new orientation and PREA videos and materials may be viewed by and/or distributed to newly arrived prisoners.
8. The remaining 10% are those who are not compliant with the process, are creating disruptions to the remainder of the population or have special needs or vulnerabilities that require separation from others. These prisoners would be held in individual or group holding cells and will be processed as the appropriate staffing permits. Two holding cells sized to accommodate one to four prisoners, and one single occupancy observation cell is provided.
9. Once processed, prisoners will be escorted to the shower area for search, shower, and clothing and hygiene items issue. Separate search and shower areas are provided for males and females. Prisoners will be showered and will receive a uniform. Linens, and towels will be issued in the reception housing pod. The prisoner's property (both valuables and clothing) is inventoried and stored in the property room or arrangements made for disposal. Property storage is required including space for valuables storage, and unclaimed property awaiting disposition. A space saver type property storage system is desired.
10. The prisoner's property (both valuable and clothing) will be prepared for shipping with accompanying labeling pending arrangements for release or disposal in accordance with established policy.
11. Once the admissions process is completed, persons will be staged in a waiting area pending transfer to reception housing. The waiting area will have two distinct sections - one designated for males and one designated for females.

12. The reception/discharge open waiting area will include ancillary spaces such as restrooms, telephone, televisions (orientation programming) and a water fountain.
13. Primary prisoner records will be entered into the prisoner management system (CORIS), although there will be a need to maintain hard copy of certain records. A hard copy of inactive records will be accessible in this area by classification staff for up to three years. Although active records will follow a prisoner to his/her assigned facility, upon release all records are returned to MCC for storage.
14. The discharge component includes the release processing area, prisoner identification, prisoner waiting, and property release functions.

6.000 Housing

1. The MCC will provide housing appropriate for the security and special housing requirements of the population to be served. There are many variations of housing requirements based on the classification plan and projected prisoner populations.
2. The MCC facility is unique within the MDOC system, in that it houses both male and female prisoners, which requires special considerations as it relates to sight and sound separations, gender-responsive programming approaches, and physical space and adjacency requirements. Unlike the male population, all custody classifications of female prisoners, including those with specialized medical and mental health needs, are housed within the MCC or at the Women's Reentry Center, which is located outside the MCC perimeter. In addition, a second reentry center designated for male prisoners is located outside the MCC perimeter.
3. Direct supervision principles will be applied whenever and wherever possible; some housing pods may be too small in size to warrant a single officer being assigned to one housing pod. Direct supervision relies on the premise that facility staff, not the prisoners, must control the housing pods. As such, the architectural design and staffing patterns are built on the rule that officers must continuously and directly supervise prisoners in order to prevent negative behavior and model positive behavior. Wherever possible, housing pods will be operated under direct supervision.

Direct supervision also relies on the premise that one officer is in charge of a housing pod. The number of prisoners in that pod is based on both the ability of one person to manage a group of prisoners while also performing administrative and operational tasks required in the pod (e.g., conducting searches of the pod, documenting housing pod activities, etc.).

4. Perhaps the most salient guiding concept affecting both the design and operations of the facility is the decision to employ a unit management housing system to

enhance prisoner control and the overall delivery of correctional services within the institution. The management unit is a combination of self-contained housing pods operating semi-autonomously within the larger facility. The essential components are:

- a. A manageable number of prisoners housed in one area, which can be further subdivided into smaller groups (housing pods)
 - b. A multidisciplinary team of staff members with offices located near and adjacent to the housing pods and assigned to work with prisoners in that unit for a relatively long time period
 - c. A unit manager with administrative authority and supervisory responsibility for the unit staff and authority concerning all within-unit aspects of prisoner living, programming, and security
 - d. The assignment of prisoners to a particular management unit and thus to specific housing pods based on security and programmatic needs specific to the management capabilities of the particular unit
5. Systemwide, initial classification functions will be consolidated at the MCC. MCC will perform all initial diagnostics and assessments and classifications for prisoners entering the MDOC system. Unit teams at individual facilities will continue to be responsible for reclassifications.

Bed Distribution

6. Table 4.1 depicts the bed distribution for the new facility by management unit (MU). Housing unit sizes are driven by the MDOC policy standards that define the housing pod size and cell configuration for each custody classification, male and female, and reflective of contemporary correctional design and based on the principles of direct supervision based on different custody classifications.
7. The MCC facility – inclusive of the two reentry centers, will be divided into five management units as follows:
- a. MU1: Male General Population (GP) Medium (includes CRA, RULE, and Young Adult Offender Program [YAOP]) – 400 total beds
 - b. MU2: Male Reception, Restrictive Housing, Medical Housing, Mental Health (subacute and acute) and Infirmary; and Female Infirmary – 242 beds
 - c. MU3: Female Reception, GP (minimum, medium, close), Restrictive Housing, Medical Housing, and Mental Health (subacute and acute) – 141 beds
 - d. MU4: Female GP (minimum, community) – 72 beds
 - e. MU5: Male GP Community – 100 total beds

Table 4.1: MCC Bed Distribution by Management Unit

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Housing Category	No. Of Beds Per Pod	No. Of Pods	Total Beds	Notes
Management Unit 1: 400 Prisoners				
Male GP Medium (CRA, YAOP)	80	3	240	40 doubles per pod; wet cells; 1 pod designated for CRA; 1 pod designated for YAOP
Male GP Medium (RULE)	80	2	160	20 quads (4-person room) per pod; dry rooms
Management Unit 2: 242 Prisoners				
Male Reception	64	1	64	64 singles per pod; wet cells; pending classification
Male Medical Housing – Supported/Asst. Living	80	1	80	40 doubles per pod; wet cells
Male Mental Health <ul style="list-style-type: none"> ▪ Subacute ▪ Acute 	50	1	50	Housing pod comprised of 4 subpods: Subpod #1 (MH Subacute) = 10 singles; wet cells Subpod #2 (MH Subacute) = 15 singles; wet cells Subpod #3 (MH Subacute) = 15 singles; wet cells Subpod #4 (MH Acute) = 10 singles plus 2 safety cells; wet cells
Male Restrictive Housing	24	1	24	24 singles per pod; wet cells
Male Infirmary	18	1	18	18 singles per pod; wet cells; includes 1 isolation cell; adjacent to female infirmary and clinic; plus 1 hospice suite
Female Infirmary	6	1	6	6 singles per pod; wet cells; includes 1 isolation cell; adjacent to male infirmary and clinic; plus 1 hospice suite
Management Unit 3: 141 Prisoners				
Females <ul style="list-style-type: none"> ▪ Reception ▪ GP Medium ▪ GP Minimum 	73	1	73	Housing pod with 1 subpod: Main Housing Pod (GP Medium & Minimum) = 3 singles, 25 doubles, and 4 quads (4-person room); dry rooms Subpod #1 (Reception) = 4 singles; wet cells; pending classification
Females <ul style="list-style-type: none"> ▪ GP Medium ▪ GP Close ▪ Restrictive Housing 	48	1	48	Housing pod with 1 subpod: Main Housing Pod (GP Close & High Medium) = 20 doubles; wet cells Subpod #1 (Restrictive Housing) = 8 singles; wet cells
Females – Health Care Housing <ul style="list-style-type: none"> ▪ Medical Supported/ Asst. Living ▪ MH Subacute 	20	1	20	Housing pod with 2 subpods: Main Housing Pod (MH Subacute) = 6 singles, 2 doubles; wet cells Subpod #1 (Medical Housing) = 2 singles, 2 doubles; wet cells

Housing Category	No. Of Beds Per Pod	No. Of Pods	Total Beds	Notes
▪ MH Acute				Subpod #2 (MH Acute) = 4 singles plus 2 safety cells; wet cells
Management Unit 4: 72 Prisoners				
Females – GP Minimum Females – GP Community	72	1	72	3 24-bed clusters; 12 doubles per cluster; dry rooms
Management Unit 5: 100 Prisoners				
Males – GP Community	100	1	100	5 20-bed clusters; 10 doubles per cluster; dry rooms
TOTAL MCC			955	

Description of Housing Pods

8. The following operational considerations and practices will be the foundation from which all housing pods will be constructed. Any alteration, variation, or adaptation to this foundation is noted.
9. Technology tools, such as PDA's to control and monitor cell doors, are anticipated to be in place to maximize staff's ability to roam the housing pod/unit to better manage the population.
10. Some of the housing units will have sub-pods for special populations such as restrictive housing. Each sub-pod will be separated from the remainder of the larger pod by a glazed security wall that faces into and is accessible from the dayroom of the pod. This configuration will permit one officer to supervise the entire pod.
11. For both male and females, housing pods designated for restrictive housing, close custody, and specialized housing will be accessed via a pedestrian sally port. These pods (or subpods) will have smaller dayrooms, direct access to recreation yards – which may include individual yards, dedicated shower facilities. Individual cells will have the requisite connectivity/equipment for in-cell programming and exercise instruction. Interactivity with the program provider will also be provided. It is expected that smaller living areas that replicate GP housing, coupled with targeted interventions and programming, will provide prisoners opportunities to demonstrate acceptable behaviors in a safe environment with the goal of reassignment to GP housing.²³
12. Minimally, each cell will have a bunk, mirror, desk/writing surface, seat, and clothing

23 A detailed operational and architectural space program for the Women's Special Management, which includes specialized housing, may be found in Tab 5 of this report

and personal property storage, and suicide resistant hooks for clothes and towels. Sufficient toilets and sinks are required in each housing area to meet accreditation standards. Showers can be centralized to the common areas.

13. A dayroom, which is centralized to the cells, is provided. Additional spaces that may be provided within the housing pod include interview rooms, beverage station (i.e., juice, hot/cold water), and multiple seating areas. The seating areas may include television viewing, group rooms or reading rooms or any combination thereof. Up to three kiosks are required in each housing pod for video visitation stations. Other kiosks will be provided to order commissary items, download materials to an e-reader, and allow access to pertinent prisoner management information. Sufficient seating and tables should be provided for all prisoners at one time. The moveable seating can be relocated to television or activity areas as necessary.
14. Central to the dayroom will be a multipurpose room sized to accommodate 12-15 people, an interview room, and an office for the caseworker.
15. Prisoners' personal clothing and uniforms will be cleaned in the central laundry, as will blankets, linens, and towels.
16. While prisoners will access the central gym and outdoor exercise yard on a scheduled basis, opportunities for expanded outdoor exercise and fresh air will be provided adjacent to the housing pod, and prisoners will be permitted to freely access these areas during scheduled times. The exterior exercise area will be sized to accommodate a portion of the housing pod population. These areas are may be used for active group recreation or exercise, as well as individual exercise in select housing pods, and passive activities such as board games. They should be equipped with tables and seating. The outdoor yard area should be partially covered for weather protection and must be designed to facilitate snow removal.
17. Space will be provided in the housing pod to accommodate a fully equipped workstation for the housing officer, which will be located within the dayroom such that it provides optimal visibility into the dayroom and all cells. The workstation will be equipped with a flat screen touch-screen panel for electronic door control and monitoring.
18. Within the housing pod a staff restroom, a supply closet, storage closet for exercise yard equipment, and a janitor's closet (one on each level, if a multilevel design) will be provided.

Decentralized Programs and Activities Center

19. Each unit will have office and/or workspace provided for the following

positions/functions:

- Unit Manager
- Unit Supervisor
- Counselors/Caseworkers
- Classification
- Program Providers (shared office)
- Service Providers (shared office)
- Unit Clerical Specialist

A small conference room and other ancillary spaces will be provided for each management center. The conference room is where the unit management team will meet to establish prisoners' treatment and program plans and monitor behavior and progress toward established goals. This room may also be used for classification-related activities, team meetings, staff meetings, and small training classes.

20. Each management unit will have a decentralized programs and activities center. The decentralized programs and activities centers will serve prisoners by providing space for educational and treatment activities decentralized to the housing areas to facilitate prisoner participation in programs with minimal movement throughout the facility. The decentralized program space will be located in the circulation areas adjacent to a cluster of up to, generally, four housing pods.
21. For those management units designated for RULE and CRA housing, additional program space will be made available for these programs within the decentralized programs and activities centers.
22. Legal research will rely, in large part, on a CD-ROM or web-based computerized legal research system, which will be provided in the decentralized programs and activities center on a scheduled basis.
23. A triage area will be available so that providers may perform medical/mental health services, as well as medication distribution on a decentralized basis.
24. A fully equipped multipurpose room sized to accommodate 20-25 people is provided.
25. A room designated for commissary storage and distribution is provided. It is here that prisoners will pick up their orders on a scheduled basis or during designated times.
26. An interview room, and other ancillary spaces are provided.

27. Offices for classification staff will be located in the respective management unit decentralized programs and activities center; MU2, which includes reception housing, should be proximal to the reception and discharge (see 5.000 Reception and Discharge).

7.000 Health Care

1. The facility will be equipped for a full range of legally mandated medical, mental health and dental care. The subcomponents described below include the clinic space, housing for medical and mental health and the shared support space required to address the outpatient and direct care necessary for the population. Health care should be provided in compliance with HIPAA regulations as well as American Correctional Association and the National Commission on Correctional Health Care standards.

Clinic Services

2. The facility will serve both females and males. Clinic services will be available to both male and female prisoners. This can be accomplished by using the triage rooms located in the respective women's housing areas for routine examinations (general exam) with all specialty care being offered within the Clinic. Sight and sound separation will be maintained through careful scheduling for female prisoners appointments within the clinic.
3. Direct lines of sight into exam rooms for both health care and security staff is a critical issue for the clinic.
4. Outpatient medical services will optimize the opportunities for general medical care as well as on-site specialty care in an effort to minimize the need for taking prisoners into the community for specialty care. In doing so, the following clinics will be provided on-site in order to meet the growing need for health care services in corrections. This impacts both the number of exam rooms and the holding areas for prisoners waiting to be seen. Examples of clinics that will expand include:
 - Obstetrics/Gynecology
 - Chronic Care: Cardiovascular including HTN, Respiratory, Endocrine, Infectious Diseases, Pain Management, Seizure Disorders and Other—which may include Cancer, MS, and other less prominent conditions within the correctional population
 - Optometry
 - Mobile x-ray, including mammograms
 - Dental Care, including on-site extractions and dentures
 - Orthopedic and Podiatry Care
 - Wound Care

It should be noted that dialysis will not be provided on site; rather, prisoners needing dialysis will be transported to local dialysis service centers.

5. Two 2-chair dental operatories (four dental chairs) are provided. The dental suite includes spaces for workstations and diagnostic equipment, a space dedicated for the Panorex x-ray machine, a small dental lab, and instrument sterilization station.
6. In addition to general exam rooms, there will be a small lab for blood draws and temporary specimen storage. The general exam rooms will also be used for specialty care; therefore, they should all include appropriate counter and securable storage space. All exam rooms should be wired for telemedicine.
7. Triage/medication distribution areas will be available on each Housing Management Unit's Decentralized Program and Activities Center to be used for sick call, triage, and treatments where possible. These areas are included in the decentralized program and activities center component described in the housing components.
8. While the medication storage will be located centrally, medication administration will continue to be decentralized. The central medication storage area within the clinic also receives medication from the Diamond pharmacy and needs space for sorting, storing up to 30 days medication per prisoner, a work station for labeling and sending medication orders to Diamond. Space for two refrigerators with a freezer for medication storage, and a double locked area for controlled medications. Medication will be packaged for prisoners in the medication storage area within each facility and then the medical staff will transport the medication via secure medication cart to the designated decentralized area where the medication will be dispensed or alternatively within the housing unit depending upon security classifications and special population needs. If possible, prisoners should be directed to the triage area to receive medication. Medical staff and a security escort deputy will be present for this function. If the triage area is not used, medical staff will proceed directly to the housing unit where medications will be dispensed.
9. A dry cell is provided within the clinic for the purpose of drug/weapon detection – items that a prisoner is believed to have ingested or packed within a body cavity(ies).
10. Storage Spaces: Sufficient storage will be provided for storing medical supplies, gurneys, wheel chairs, etc. As most records will be electronic, only limited storage for medical records will be provided. A scanner and workstation will be provided as well. There will be securable storage for controlled medical supplies such as needles.

11. Spaces for clean utility, soiled utility (including locked temporary storage for biohazard waste) and a janitor's closet will be provided.

*Medical Housing (Infirmery, Assisted Living)*²⁴

12. A 24-bed infirmary will be provided that includes 6 female beds, 18 male beds adjacent to the clinic. There will be one set of isolation rooms between the female and male beds for flexible use by both genders. Sight and sound separation measures will be provided. All rooms will be single, with hospital beds. Access to fresh air will be provided. A co-located nurse's and officer's station will have visibility into all areas of the infirmary.
13. There will be two hospice suites located adjacent to the infirmary for staffing efficiency and easy access to nursing care. Each suite will have a single bed and a living room to accommodate family visits during end-of-life care. These hospice suites will be used for male and female prisoners with terminal illnesses who require end-of-life care. Until that level of care is required, these prisoners will be provided appropriate general population or assisted living housing.
14. Accommodations for female assisted living are provided in the health care housing area within the women's housing area. Once an infirmary is built, the flexible medical housing subpod of two single cells and two double cells will be dedicated to female assisted living. Where required, due to mobility issues or need for durable medical equipment (DME), ADA compliant cells within general population will be assigned. Medically fragile female prisoners will be housed either in the infirmary or in general population depending on the acuity and medical risk. Consistent with general population and the infirmary access to fresh air will be provided.
15. There will be 80 male medical housing beds (one pod) proximal to the clinic. These will be double rooms with no bunks; however the rooms can be stacked (first and second floor). These beds will be consistent with those used in nursing homes. These beds will be flexible for short and long term use for those prisoners in need of closer proximity to health care and daily rounds by nursing. These beds will also serve geriatric and dementia prisoners who require more sheltered housing. Those prisoners with mobility impairments that cannot be safely housed in general population ADA compliant cells, can be housed on the first floor of medical housing as well as others who are too fragile to climb stairs. Access to fresh air will be provided. The male medical housing pods will open to a dayroom consistent with those provided for general population and as described in the Housing Section.

24 A detailed operational and architectural space program for the Women's Special Management, which includes medical housing, may be found in Tab 5 of this report

Healthcare Administration

16. Medical administration will have office spaces for Health Services Administrator, Director of Nursing, Mental Health Director, Clerical Assistant, Medical Director/Physician, Psychiatrist, shared work space for other providers, a shared office supply and fax/copier alcove, a medium size conference room, and a break room. Both the conference room and the break room will be used by medical, dental and mental health personnel.

Mental Health Outpatient Services

17. Mental health offices will be provided in the acute/sub-acute mental health housing areas. Mental health clinicians will have their outpatient offices in the Housing Management Units' decentralized program and activity center and can also use unassigned interview rooms for therapy. Mental health groups will occur in spaces within mental health housing as well as within multipurpose spaces located in the Housing Management Units' decentralized program and activity centers. Alternately, outpatient mental health individual and group therapy sessions can be held in the centralized Programs and Services area.

*Mental Health Housing (Acute, Sub-acute)*²⁵

18. Subject to LD1515, as noted below, it is assumed that once the intensive mental health services are moved from the Maine State Prison (MSP) to MCC, parity of mental health services will be provided to women, to include the process for involuntary medication when required. Mental health care will be provided in the health care housing area located adjacent to the women's housing area. There will be a female acute subpod of four single cells and two additional safety cells. There will also be a 10-bed female subacute subpod of six single cells and two double cells. These subpods, as well as the flexible medical subpod, will be adjacent to a shared medical and mental health housing support area that includes clinical and security workstations, a mental health office, a small multipurpose/group room, interview rooms, a triage/exam room, medication storage and distribution, health care storage and utility spaces, dayroom space and access to fresh air. County jail women in need of mental health care will be managed on a case-by-case basis and admitted to MCC based on availability of bed space.

19. The LD 1515 mandated mental health services will be moved from MSP to MCC. An intensive mental health treatment housing pod will be provided for 50 males that will be operated as an incentive based treatment unit, with the sub-acute subpods using a point driven level system that will encourage the majority of prisoners to

25 A detailed operational and architectural space program for the Women's Special Management, which includes mental health housing, may be found in Tab 5 of this report

move on to general population housing. It is recognized that highly symptomatic prisoners may remain in the subacute treatment areas for extended periods of time. The pod will be divided into four subpods with no mezzanine. All will be single, wet cells. There will be 10 acute beds, plus two safety cells in one subpod. There will be three sub-acute subpods to maximize flexibility for special mental health populations, one subpod for 10 prisoners and two subpods for 15 prisoners each. The two 10-bed subpods should have a small dayroom that will allow up to 4 prisoners to sit at a table and to view television. These subpod dayrooms will, as well as the two larger subpods will, open into a larger dayroom that will have tables for eating meals and two small areas for TV viewing. The pod dayroom should also include space for a combined nursing/officer workstation, two interview rooms, one small multipurpose room, triage/medication room, and space for four clinician offices, including the Program Director. Access to fresh air will be provided.

8.000 Visitation

1. The visitation component includes visitor reception/registration, contact visitation, non-contact visitation, and video visitation. Prisoners may receive up to four two-hour visits per week, which can be any combination of contact, noncontact and/or video visits. Some prisoners may receive fewer visits due to security concerns or other mitigating factors and will only be allowed video visitation and/or non-contact visits.
2. Personal visitors must be preapproved by the facility – prescreening or preregistration is required. The prisoner's caseworker is responsible for prescreening a prisoner's professional visitors on an annual basis. Until such time as the scheduling of visits is automated, visitors will contact the facility during designated periods – four hours per day, three days per week – to schedule a visit. Upon arrival, visitors will register for visits with the visiting officer in the public lobby. Visitors will be subject to security screening. All visitors will pass through the main pedestrian sally port off the lobby to access the visiting rooms.
3. Contact visitation will be available to eligible prisoners. Interviews with representatives of the MDOC indicated that while approximately 90% of male prisoners and 100% of female prisoners are eligible for visits, only 25% of eligible male prisoners and 50% of eligible female prisoners actually receive visitors for a contact visit.
4. There will be two contact visiting areas shared by the male and female prisoner populations and located in an interstitial space (its own security zone) with access through the main pedestrian sally port from the public lobby. Based upon need, the main visiting area will seat approximately 72 persons assuming 18 prisoners and 3 visitors per prisoner. The second visiting area will seat approximately 24 persons assuming 6 prisoners and 3 visitors per prisoner. It is assumed that the

highest demand for visiting times will be during the evening and weekend hours. Thus, a 20% peak demand factor has been included these space requirement. A moveable partition will comprise the common wall between the two visiting areas, which – as need dictates – may be opened to expand the size of the main visiting area.

Male and female prisoner visits will be separate based upon schedule. For those periods that may require simultaneous male and female visits, the overflow room may be utilized. The contact visiting area will be staffed 12 hours a day, 5 days per week, which will allow for four visiting sessions per day.

The contact visiting area will support family interaction by providing a child's play area where parents and their children may interact in a positive manner while under the supervision of a parent and facility staff.

5. Two interview rooms will be accessible from within the contact visitation room for attorney, professional, and/or authorized special visits.
6. To maximize visitation opportunities, video visitation will be available, which will replace traditional noncontact visits. High-speed electronic infrastructure must be in place to accommodate video visitation. Prisoners would visit from video visitation carrels in the housing pods. The same video visitation system would also allow professionals to have immediate access to the incarcerated prisoner population. For example, prisoners who are preparing for reentry could visit with off-site probation or social services staff if necessary.
7. Video visitation will be available for both male and female prisoners at the MCC. A critical assumption is that video visitation will be enabled from home computers utilizing technology that allows for proper identification of visitors and provides other safety precautions.

It is assumed that the highest demand for visiting times will be during the evening and weekend hours. Thus, a 20% peak demand factor is included in the video visitation space requirements.

Based upon an identified need, video visitation will be capable of handling at least 25 simultaneous video visits, with 2 visitor video kiosk booths provided for use in special circumstances in the public lobby. This is also the minimum number of visiting kiosks that should be available for prisoners throughout the housing areas, which may include portable kiosks that can be moved between housing pods.

Video visitation carrels will be located in an area accessed from the public lobby to minimize the public's movement within the facility. The carrels are intended to provide reasonable visual and audio privacy for the visiting groups. The figures provided above are for the anticipated future facility population (year 2037). If

future video visitation exceeds the anticipated planned figures, prisoner visiting hours may need to be expanded.

8. In addition, four noncontact visiting booths will be available for specially arranged visits and/or in the event video visitation is inoperable. Visitation space should be centralized to the degree feasible, and proximity to the public lobby should be considered to avoid having non-facility personnel enter too far into the secure perimeter. A prisoner staging and strip search space will be provided adjacent to the contact visitation area.
9. Office and workspace is for the visitation supervisor and visitor registration, and other ancillary spaces are provided.

9.000 Programs and Services

1. MDOC's philosophy is that prisoners should be involved in meaningful treatment or constructive activity. While many programs and services will be offered in prisoners' assigned housing support center, it is recognized that there remains demand for centralized programs such as recreation, education, vocational education, religious services, etc. To the degree feasible, these programs and service spaces will be centrally located. However, while some spaces will be shared, the location of programs and services spaces should consider gender separation to the degree possible.
2. Based upon the results of an empirically-based risk and needs assessment, such as LSI-R™, Spin-W™, completed upon admission to the facility and the resultant behavior management plan created, prisoners may be assigned to participate in a program offered in the programs component. The results of the assessment tool will determine whether a program is mandatory or optional. Prisoners may also make a request to participate in any program or service offered. The prisoner's assigned case manager will receive and process these requests and, if approved, coordinate each prisoner's participation. The information management system (CORIS) must be sufficiently robust to alert staff when prisoners with conflicts have been scheduled for programs at the same time. If a program/service is at capacity, the prisoner will be placed on a waiting list. Waiting lists for work are processed on a first-come first-served basis, and waiting lists for programs are processed based upon whether the program is deemed mandatory or optional, and release dates.
3. The centralized programs area includes the program space and support space for several program functions, which include education and treatment programs and activities. Ideally, these programs/services can be located within a single zone to maximize staff observation. An officer workstation will be located such as to optimize sightlines in this area.

4. Unless otherwise noted, the office and workspace provided for programs and services positions/functions will be centralized in a single location (suite) and may include:
 - Deputy Warden Programs and Services
 - Operations Sergeant
 - Volunteer Coordinator
 - Education Director
 - Educators
 - Chaplain
 - Caseworkers
 - Outpatient substance abuse services
 - Reception/Clerical

5. The programs, services and activities area will provide spaces to support:
 - Academic/Vocational instruction
 - Treatment services
 - Outpatient substance abuse services
 - Library
 - Religious services
 - Recreation/Gym
 - Leisure activities
 - Hair care

Academic/Vocational Instruction

6. It is anticipated at any given time, upwards of 200 prisoners will be participating in education, vocational, and computer learning programs. The new MCC will have a strong focus on vocational training as part of a prisoner's reentry treatment plan.

7. Six multipurpose rooms/classrooms, each sized for 20 prisoners will be designed and furnished similarly to traditional adult education classrooms. One of the classrooms may be configured with individual study carrels to separate prisoners and minimize distractions, along with a designated area equipped with a small table and four chairs where tutoring may occur.

8. An additional classroom, designated as the computer education classroom with capacity to serve 15 prisoners, will be wired and designed to accommodate prisoners working at individual computer terminals within carrels offering some limited acoustical privacy.

9. The vocational education program will build upon MDOC's current vocational offerings, which may include woodworking, upholstery, and printing. A graphic arts

certification program, such as computer-aided design (CAD) and/or DreamWeaverGraphics, will be offered. The goal is to offer vocational training to match the demand in the marketplace as researched by the Department of Labor.

10. Each vocational education program will have a capacity of 12-15 prisoners. By scheduling multiple sessions of each vocational education program, it could be anticipated at any given time, 100-plus prisoners will be participating in a vocational education program.
11. Four vocational labs will be provided with each accommodating up to 12-15 students. It is anticipated that labs will turn over twice each day in order to allow up to 96-120 students to access these programs each day.

Treatment Services

12. Treatment services focus on substance abuse, mental health, and risk reduction. In the new facility, services may also target domestic violence, anger management, life skills development, and career planning.
13. Two treatment programs - CRA (substance abuse treatment) and RULE (sex offender treatment) operate as intensive inpatient programs. They will be unit based and operated by private contractors whereby participants are housed together and treatment programs delivered either within the housing pod or designated program space within the housing support center.
14. Within the central programs and services area will be three outpatient classrooms sized to serve 12-15 prisoners, and three interview rooms for individual counseling and/or assessments. Treatment services may also be delivered in the multipurpose and interview rooms located within the housing pods and/or housing support centers.

Library

15. A fully stocked and furnished and equipped, centrally-located library will be available, offering prisoners a range of reading materials helps to combat idleness and boredom, provides a positive leisure activity, provides information for self-help and re-entry, and eases the stress of incarceration. As an adjunct to education programs, the central library should have adjacency with program space designated for education programs.
16. Reading and research areas will be provided within the library, which will include tables that accommodate up to six seated prisoners each, and individual lounge seating. In addition, a computer carrel having four stations is provided, as well as kiosks whereby prisoners can download reading materials to an e-reader. While

computers provided in the decentralized programs and activities centers are the primary means by which prisoners will conduct legal research (see below), the computers located in the library are also intended to enhance educational programs by providing participating prisoners with computer-aided instruction (self-study).

17. Within the library area will be a librarian workstation and a workroom, and other ancillary spaces. The librarian workstation will be centrally located to enable viewing all areas of the library, but also be adjacent to the workroom so that the workstation can be observed when the staff is in the workroom. The workroom will primarily be used to inventory and store recreation and general library materials received through the inter-library system or donated from the public. A book cart will be stored in the library workroom and will be used to stage updated reading materials (books, periodicals, and magazines) for distribution throughout the housing pods, particularly for those prisoners who are not eligible to participate in the central library program.
18. Legal research will rely, in large part, on a CD-ROM or web-based computerized legal research system, which will be provided in the library area. Computer carrels within the central library will provide prisoners with ample opportunity to conduct legal research and prepare legal documents. Legal research terminals may be used by prisoners, staff, and/or volunteer paralegals providing assistance in the methods of conducting legal research. No legal books are required if this system is utilized.

Religious Services

19. An inter-denominational chapel designed to accommodate the varying needs of the religious denominations that will provide religious programs and services. The chapel will be planned to be contiguous with other components of the programs building in order to allow for internal movement between functions and to take advantage of the proximity of counseling and other treatment/program personnel to chaplains and volunteers involved in religious programming.
20. The chapel and related designated spaces will be available for congregational worship/religious services, pastoral counseling, individual counseling, group counseling, and/or religious studies. The chapel, sized for 50 prisoners, will be available for congregational worship/religious services and small group counseling/religious studies. The chapel will be configured to support real-time, interactive video broadcasting in order to afford remote attendance at religious services/activities by prisoners who are unable/not authorized to attend in person, e.g., infirmary, restrictive housing, etc. The ability to record such activities/services should be available for subsequent viewing by prisoners as an alternate means for delivering such services in restricted areas. Accessible directly from the chapel will be an outside area designated for use by Native Americans to participate in sweat lodge ceremonies.

21. Located adjacent to the chapel are two interview rooms, which will be available for individual or small group religious activities.
22. Storage and other ancillary spaces are provided.

Recreation/Gym

23. Active indoor and outdoor recreation/exercise is important for the physical and mental well-being of prisoners and for facility security, and helps reduce the negative effects of confinement. Prisoners will be offered both indoor and outdoor exercise and recreation opportunities on a daily basis. Prisoners may choose to participate, amongst other activities, either indoor or outdoor recreation/exercise.
24. The outdoor recreation/exercise yard will be sized to accommodate approximately 100 prisoners at one time. The outdoor recreation/exercise yard should be encircled with fencing designed to prevent the transfer of contraband from outside into the recreation/exercise areas. The outdoor exercise yard will also include an athletic field designed for playing softball, and may include a walking/running track and a basketball court.
25. Indoor fitness areas will be available, which include a gym configured and sized for playing group games such as basketball or volleyball. Separate weight and fitness rooms for males and females are required. An office for the Recreation Coordinator will be provided.

Hair care

26. A hair care area will be provided where prisoners can receive hair care services during scheduled recreation periods. The hair care area will meet all State health care and sanitary regulations. Licensed barbers or stylists will be prescreened and approved and provide services on a scheduled basis. The hairstylist shop will be co-located with indoor recreation/exercise in an area where it can be easily supervised by facility staff. Bench seating will be located adjacent to the hair care area for prisoners who are awaiting hair care services. Within the hair care area will be secure storage for equipment and supplies.

10.000 Industries

1. MDOC will continue to operate its industries programs. However, the nature of those industries may change due to the closure and/or downsizing of other MDOC facilities. Multiple industries will be available, which will include industry opportunities for both males and females. For planning purposes, it is assumed that MCC will operate industries that are not space intensive and considered

“clean”. These may include the following:

- Electronics
 - Embroidery
 - Engraving
 - Garments
 - Graphics/Printing
 - Upholstery
2. Within each industry work area will be adequate, appropriate space for the following functions:
 - Material storage
 - Preparation of raw materials
 - Production area sized to accommodate up to 40 prisoners
 - Finished product storage and display
 3. Additional spaces required include:
 - Secure tool storage
 - Machine and equipment parts storage and repair
 4. Within each industry area an office for the industries manager and a security officer workstation, and other ancillary spaces are provided.
 5. It is anticipated that up to 150 male and 20 female prisoners will be engaged in prison industries

11.000 Foodservice

1. All food will be prepared on-site at MCC, and will serve prisoners assigned to the MCC, Men's Reentry Center and Women's Reentry Center. Prisoners will assist in food preparation, tray assembly and dishwashing. The kitchen will be sized to accommodate a population of 955 prisoners, (Year 2037 population).
2. General population male prisoners will eat in one of the three centralized dining rooms, where meals will be blind served. There will be three meal service periods. Three centralized dining rooms are planned, each sized to accommodate 100 prisoners.
3. It is anticipated that the dining room located within the Women's MU4 will be adequate to service the female prisoner population to be housed there in the future. There will be three meal service periods. Meals will be distributed via a serving line; meals for females will not be blind served.

4. Both male and female community prisoners will eat in a centralized dining room located within their respective reentry centers. Food will be delivered in bulk from the MCC kitchen and meals will be distributed via a serving line; meals for community prisoners will not be blind served.
5. Prisoners assigned to specialized or health care housing will be served meals on pre-portioned trays prepared by the MCC kitchen and delivered to the respective management units for distribution.
6. Sufficient space for food storage, preparation, cooking and tray assembly (via stacked trays) is required. Additional space for washing carts, carriers, pans and trays is also required. Dry, cold and freezer storage should be sufficiently sized for storing up to seven days of meals within the kitchen. All deliveries will be first cleared through the central warehouse (see component 14.000 Warehouse).
7. A prisoner dining/break area will be provided within the foodservice component. This space may also be used for vocational culinary arts classroom instruction. It is also anticipated that up to three additional culinary arts programs may be operated – existing Women’s Center, Men’s Reentry Center, and Women’s Reentry Center.
8. There will be a central staff dining/break room, which may also serve as a shift briefing area. Staff will eat their meals in the central dining/break room or one of the break rooms located throughout the facility. The central dining/break room will be adjacent to foodservice and be sized to accommodate 50 staff members. The dining/break room will be equipped with tables and seating, vending, beverage stations, counter/cabinetry, microwave, refrigerator (with a glass front door), sink, etc., and will include direct access to a staff-only outdoor space. The staff dining/break room should be a pleasant, home-like environment having extensive natural light and residential fixtures and furnishings that serve to eliminate an institutionalized atmosphere.
9. Office and workspace for the foodservice manager and security staff, and other ancillary spaces are provided.

12.000 Laundry

1. Male prisoners’ personal clothing and uniforms will be laundered in the central laundry, while female prisoners’ personal clothing and uniforms will be laundered in the laundry facilities located at the Women’s Center. Male and female prisoners’ blankets, linens, and towels will be laundered in the central laundry. The laundry will operate on an 8-hour/5-day basis.
2. The central laundry will have the following spaces:

- Commercial washers
 - Commercial dryers
 - Residential washer (for items involved in a biohazardous-exposure incident)
 - Residential dryer (for items involved in a biohazardous-exposure incident)
 - Labeling room
 - Clean and soiled laundry storage, including portable cart storage
 - Blanket, linen and towel inventory
 - Chemical storage supply
3. Office and workspace for the laundry manager and security staff, and other ancillary spaces are provided.

13.000 Commissary

1. The existing commissary operation will continue to be provided by a private vendor. The kiosks located in individual housing pods will be the primary method for managing and debiting prisoner accounts and for filling out commissary orders electronically. Commissary orders will be submitted electronically to the vendor.
2. The vendor will process and deliver orders on a scheduled basis to the facility's warehouse. Once commissary orders have cleared security, they will be delivered to the commissary processing room located adjacent to the loading dock where the vendor will prepare the orders for distribution. Commissary orders will be off-loaded into an MCC truck for each delivery to each individual management unit via an internal road that affords access to each management unit.
3. On a scheduled basis, from the designated commissary room located within the management unit's decentralized programs and activities center, the vendor will distribute commissary orders directly to prisoners. Prior to leaving, the prisoner will verify that the order is complete, and any discrepancies adequately resolved.

14.000 Warehouse

1. The warehouse will be located outside the security perimeter. The warehouse will provide an area for the receipt and distribution of all institution goods, supplies, and materials received, including all commissary deliveries. The warehouse component includes the centralized facility storage area and the service yard/loading dock. All supplies and goods that enter the secure institution will first be processed through central storage.
2. The warehouse area will provide sufficient space for goods to be stored on average for 30 days, and to process items and goods for transfer into the facility's secure perimeter, and should include several separate storage components, each being

secured with fencing and alarmed to assure controlled and supervised access. These storage components include:

- a. Biohazard refuse storage
 - b. Central storage, for the storage of bulk items (e.g., blankets, linens, uniforms, etc.)
 - c. Commissary orders – pre-bagged orders
 - d. Food Storage, for up to 30 days (limited to shelf life and contamination constraints) for bulk dry food, and freezer and cooler storage, beverages and other supply and chemical items
 - e. Hazardous material chemical storage
 - f. Institutional supplies as well as storage of paper products, cleaning and janitorial materials, office paper and supplies, and other supplies necessary for the operation of the institution
 - g. Kitchen equipment (e.g., trays, carts, etc.)
 - h. Quartermaster
 - i. Records archives
 - j. Short-term storage, for miscellaneous storage of short-term items
 - k. Staging area for large items (e.g., furniture, mattresses, etc.)
3. The various storage areas will be configured and designed to accommodate any climate-controlled storage requirements. Staff uniforms are expected to be fitted and stored in a discrete and secured area within the warehouse.
 4. All items coming into the warehouse area will first enter through a receiving/loading dock where the items will be off-loaded, inventoried, and then moved to the designated location.
 5. A trash compactor will be located adjacent to the receiving/loading dock. Housing unit trash will be collected and compacted in the no-man's land adjacent to each management unit.
 6. Within the warehouse an office and workspace for the warehouse superintendent and warehouse worker, and other ancillary spaces are provided.

15.000 Maintenance/Central Plant

1. The maintenance area will be located outside the secure perimeter and should be co-located with the warehouse function. The maintenance area will provide the facility support functions for the upkeep and running of the MCC. The building support area also includes the central mechanical plant. Specialty maintenance functions may be contract supported; however, space will be required for general repairs and preventative maintenance.

2. The warehouse and its loading dock area will serve as the receiving point for maintenance supplies; however, this space needs to be located in close proximity to the maintenance area, preferably with direct access into the maintenance shop.
3. The maintenance shop area will be subdivided and shall provide sufficient, appropriate space for the following maintenance specialties:
 - Carpentry
 - Electrical
 - HVAC
 - Key Shop
 - Lock Repair
 - Plumbing
 - Security Electronics
 - Welding
4. A storage area adjacent to and accessible from within the maintenance shop will provide shelf and peg board storage for appropriate power and hand tools for routine maintenance activities. Additional storage is provided for maintenance attic stock and supplies.
5. Within the facility will be a designated workroom for use by maintenance staff and for the storage of tools/carts.
6. A garage will be provided for the general maintenance and repair of state and county vehicles. An exterior covered area or shed will be provided for the storage of grounds maintenance equipment (e.g., mowing, etc.). A gas station with a 1,000-gallon, above-grade tank will service MDOC vehicles and be located adjacent to the garage.
7. A new central plant will be constructed to support the MCC that houses the central heating plant and centralized chillers for the MCC, and the domestic hot water supply and booster pumps. It also includes the main electrical room, fire pump room, and the emergency generators. The heating and cooling plant will include system features that will help reduce energy use – depending upon cost and budget, systems may include geothermal energy storage, high efficiency boilers, energy recovery, and solar collectors. This equipment may be co-located in a single room in the facility, or various components may be in various locations throughout the facility, depending on the facility design. Some components may be located on the exterior of the building or on the roofs of the new structures.
8. Office and work space will be provided for:
 - Facilities Management Manager

- Trades Workers
 - Service Ticket Clerk
9. A locker room for the storage of a change of clothes will be provided for the tradesmen. Within the locker room will be showers, assigned lockers and adequate space for changing clothes. Lockers will be permanently assigned.
 10. Within the maintenance component a workroom will house storage for owner manuals, as built documents, a computer work station to access the BIM model, and other documents needed for the maintenance of equipment and machinery, and other ancillary spaces.
 11. The parking area for MCC's fleet vehicles should be located near the warehouse and maintenance function. Facility vehicles at times may include state vehicles awaiting maintenance/repair. The MCC anticipates a future vehicle fleet comprised of 35-40 vehicles.

16.000 Site

Perimeter

1. There will be two main entry points: a vehicle sally port and the main pedestrian sally port (located in the public lobby). A gatehouse will be located at the main vehicle sally port.
2. The perimeter will be double-fenced with razor ribbon coils and a stun fence in between the fences. Cameras will be placed in strategic locations to allow a clear view of the perimeter from Central Control.
3. An officer will patrol the perimeter.

Parking – Public

4. The public parking area should have 75 (est.) spaces to accommodate both official visitors and prisoner visitors simultaneously, including handicapped spaces per code. The public parking should be located near the public lobby. Appropriate signage around the site should indicate the public parking areas. Public access to the site should have its own vehicular entrance and exit ramps from the road, separate from staff access areas, if possible.

Parking – Staff

5. The staff parking area should be located so that prisoners do not have a view of the staff parking area.

6. The number of staff parking spaces (150 est.) will be sufficient such that there is parking for two shifts during shift change times, when staff arrives early for their shift to change, shower, or work out. Electrical outlets will be provided that will allow for diesel and/or electric hybrid vehicles to be plugged in during cold weather.
7. The staff parking area should be independent of public parking. The staff parking area should be provided with pole-mounted CCTV cameras, monitored by central control, to provide adequate supervision of the area.

17.000 Men's Reentry Center

1. The Men's Reentry Center is the proposed MU5 as outlined in Table 4.1: MCC Bed Distribution by Management Unit.
2. The Men's Reentry Center (MRC) is a stand-alone, staff-secure, controlled-access residential facility that will operate in a semi-autonomous manner supported – in part – by the MCC. Such support will include the requisite connectivity to MCC in order to monitor and support MRC's alarms, cameras (digital-type grade), security systems, etc. It will house community and minimum custody male prisoners who are deemed a low risk of danger to the community. The facility's design and operations restrict resident movement within the facility by staff presence rather than by physical barriers and electronically controlled door locks; residents are not, literally, "locked in." The facility's architectural design should lend itself to being physically secure.
3. Most residents assigned to the MRC will be working off site under supervision of MRC staff, gainfully employed within the community, and/or taking part in community-based programs/treatment.
4. Programs will emphasize transition to the community, release preparation, substance abuse relapse prevention, job development, life skills, and linkage to community-based services. They will focus on residents' specific needs, such as substance abuse (in a therapeutic setting), and transitional services that typically include the opportunity to work in the community, receive counseling and education, and participate in treatment in a structured setting. Programs offered to residents will incorporate the principles of evidence-based interventions into their design and implementation. Whenever practical, continuity of programming shall occur for residents who are transferred to the MRC from the MCC or other MDOC facilities.
5. Vocational programs will support and be coordinated with internal and external work opportunities. Residents eligible for work outside the MRC will typically be

engaged in work release, thereby allowing them to hold down a job, earn an income, save money, pay for room and board, and make restitution to victims. Others will be assigned to community service jobs arranged by the MRC, typically supervised by MRC staff. Residents ineligible to leave the MRC will be assigned to facility-based jobs such as foodservice, housekeeping and laundry (as permitted by applicable policy and procedure), and buildings and grounds for the MCC complex.

6. The MRC will, generally, function under the same operational assumptions as the Women's Reentry Center, which are outlined in the Women's Facilities: Reentry Center and Special Management Unit, Operational and Architectural report.²⁶
7. The 100-bed MRC's design will be modeled after the 80-bed WRC that is being planned.

18.000 Women's Reentry Center

1. The Women's Reentry Center is the proposed MU4 as outlined in Table 4.1: MCC Bed Distribution by Management Unit.
2. The detailed operational and architectural program for the new WRC may be found in Tab 5 of this report.

²⁶ Report Date: October 7, 2014

Space Program Summary

The architectural space program is organized into 18 functional components, as described in the Operating Principles, as follows:

1.000	Public Lobby
2.000	Administration
3.000	Staff Support
4.000	Security Operations
5.000	Reception and Discharge
6.000	Housing
7.000	Medical/Mental Health
8.000	Visitation
9.000	Programs and Services
10.000	Industries
11.000	Foodservice
12.000	Laundry
13.000	Commissary
14.000	Warehouse
15.000	Maintenance/Central Plant
16.000	Site
17.000	Men's Reentry Center
18.000	Women's Reentry Center

The architectural space program provides a summary of the anticipated required square footage for each of the major facility components listed above. The space program represents a macro estimate of the square footage requirements for the proposed new 955-bed MCC (including the MRC and WRC) and all the requisite support, programming, and treatment spaces to support that new operation. The square footage of the Women's Special Management Unit is included in the square footage for MU3.

Space standards that are the foundation of the space program were derived from applicable American Correctional Association Standards for Adult Correctional Institutions and the project team's professional experience in programming similar prison facilities.

The square footages listed in the space program summary that follows illustrates the total net square footage (NSF) for each functional component. The NSF column in the table represents the Net Square Feet or the useable/occupiable space within the building. Net areas are then multiplied by varying departmental grossing factors, which includes necessary circulation space within functions, mechanical shafts, and other unassigned areas that are part of the functional component, to arrive at the Gross Square Feet (GSF) for that component.

In any facility, additional square footage referred to as the Building Grossing Factor, is applied to the overall gross square footage of the building to account for major vertical circulation including elevators and stairwells, major circulation corridors, large mechanical and electrical rooms that relate to the overall facility rather than individual components, as well as the building structure and exterior "skin." The total square footage of the new MCC was computed by applying the Building Gross Factor to the sum of the 16 individual building component gross square footages.

The Architectural Space Program Summary appears on the following page. The projected square footage for the new construction is 457,772 GSF. This translates to an efficient 479 square feet/prisoner. Nationally, a prison of this size would be in the range of approximately 420 to 500 square feet/prisoner. By comparison, MSP in Warren, Maine is approximately 450 square feet per prisoner.

Table 4.2: MCC - Preliminary Macro Space Program

MCC Macro Space Program					
Component Section	Component	Net Square Feet.	Gross Square Feet	Exterior Square Feet	Notes
1.000	PUBLIC LOBBY	1,850	2,600	0	
2.000	ADMINISTRATION	4,600	5,900	0	
3.000	STAFF SUPPORT	6,400	8,650	0	
4.000	SECURITY OPERATIONS	4,700	6,500	0	
5.000	RECEPTION & DISCHARGE	7,700	8,500	0	Includes Vehicle Garage
6.000	HOUSING				
6.100	MU1: 400 Beds	41,800	55,350	6,000	Male GP Medium (includes CRA, RULE, and YAOP)
6.200	MU2: 242 Beds	15,450	24,850	2,400	Only the 64-bed Male Reception and 24-bed Male Restrictive Housing and shared support are included here; Medical Housing, Mental Health (subacute and acute); Infirmary (Male and Female) are part of 7.000 below
6.300	MU3: 141 Beds	20,650	33,100	3650	Female Reception, GP (minimum, medium, close), Restrictive

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MCC Macro Space Program					
Component Section	Component	Net Square Feet.	Gross Square Feet	Exterior Square Feet	Notes
					Housing, Medical Housing, and Mental Health (subacute and acute)
6.400	MU4: 72 Beds	0	0	0	Female GP Community and GP Minimum; see 18.000 below
6.500	MU5: 100 Beds	0	0	0	Male GP Community; see 17.000 below
7.000	Health Care				
7.100	Clinic Services	6,700	10,100	0	
7.200	Infirmery: 24 Beds	4,300	7,100	750	Part of MU2; Male and Female
7.300	Male Medical Housing: 80 Beds	12,200	20,150	1,200	Part of MU2
7.400	Male Mental Health Housing: 50 Beds	8,000	12,800	1,200	Part of MU2
7.500	Female Health Care Housing: 20 Beds	4,200	6,650	750	Part of MU3; Includes medical and mental health housing
8.000	VISITATION	4,600	6,500	1,000	2 visiting rooms for males and females; can be shared during busy periods with moveable partition
9.000	PROGRAMS AND SERVICES	27,750	38,500	245,000	Includes 2 baseball fields, basketball courts, loading docks
10.000	INDUSTRIES	28,400	36,900	1,200	No major wood industries; focus on clean industries
11.000	FOODSERVICE	9,900	13,500	1,000	Female dining room included within MU3
12.000	LAUNDRY	2,650	3,700	0	Includes a separate laundry for the female population of 1,200 gsf
13.000	COMMISSARY	300	350	0	Shares loading dock w/kitchen
14.000	WAREHOUSE	15,000	18,000	2,800	

MCC Macro Space Program					
Component Section	Component	Net Square Feet.	Gross Square Feet	Exterior Square Feet	Notes
15.000	MAINTENANCE/ CENTRAL PLANT	13,200	16,000	15,300	Includes vehicle maint, fleet parking and gas island; assume central plant at 6,400 GSF
16.000	SITE / PARKING	330	400	72,300	Includes gatehouse and VSP and 235 parking spaces
17.000	MEN'S REENTRY CENTER	23,600	33,700	17,500	
18.000	WOMEN'S REENTRY CENTER	20,049	28,263	17,050	
	SUBTOTAL	284,329	398,063	389,100	
	Building Gross Factor (15%)		59,709		
	TOTAL	284,329	457,772	389,100	

WOMEN'S REENTRY CENTER

Introduction

The Women's Reentry Center (WRC) is a stand-alone, staff-secure residential, controlled-access facility that will operate in a semi-autonomous manner supported – in part – by the Maine Correctional Center (MCC). Such support will include the requisite connectivity to MCC in order to monitor and support WRC's alarms, cameras (digital-type grade), security systems, etc. It will house community and minimum custody female prisoners who are deemed a low risk of danger to the community. The facility's design and operations restrict resident movement within the facility by staff presence rather than by physical barriers and electronically controlled door locks; residents are not, literally, "locked in." The facility's architectural design should lend itself to being physically secure.

Most residents assigned to the WRC from the MCC will be working off site under supervision of WRC staff, gainfully employed within the community, and/or taking part in community-based programs/treatment.

Programs will emphasize transition to the community, release preparation, substance abuse relapse prevention, job development, life skills, and linkage to community-based services. They will focus on residents' specific needs, such as substance abuse (in a therapeutic setting), and transitional services that typically include the opportunity to work in the community, receive counseling and education, and participate in treatment in a structured setting. Programs offered to residents will incorporate the principles of evidence-based interventions into their design and implementation. Whenever practical, continuity of programming shall occur for residents who are transferred to the WRC from the MCC.

Vocational programs will support and be coordinated with internal and external work opportunities. Residents eligible for work outside the WRC will typically be engaged in work release, thereby allowing them to hold down a job, earn an income, save money, pay for room and board, and make restitution to victims. Others will be assigned to community service jobs arranged by the WRC, typically supervised by WRC staff. Residents ineligible to leave the WRC will be assigned to internal jobs such as foodservice, housekeeping and laundry (as permitted by applicable policy and procedure). The operational and architectural program for the WRC has been organized into the functional components, as follows:

- | | |
|-------|---------------------|
| 1.000 | Public Lobby |
| 2.000 | Administration |
| 3.000 | Staff Support |
| 4.000 | Security Operations |
| 5.000 | Resident Processing |

- 6.000 Housing
- 7.000 Health Services
- 8.000 Visitation
- 9.000 Programs and Services
- 10.000 Foodservice
- 11.000 Laundry
- 12.000 Warehouse/Commissary
- 13.000 Maintenance/Central Plant
- 14.000 Parking

Program Summary

Table I.1 summarizes the facility space needs based on the operating and spatial requirements outlined throughout this chapter.

Table I.1: Architectural Program Summary – MDOC Women’s WRC

#	Functional Area	NSF	GSF	Exterior SF	Notes
MAJOR COMPONENT					
1.000	PUBLIC LOBBY	1,002	1,403	0	
2.000	ADMINISTRATION	1,385	1,731	0	
3.000	STAFF SUPPORT	342	450	0	
4.000	SECURITY OPERATIONS	150	188	0	
5.000	RESIDENT PROCESSING	1,140	1,653	800	Exterior space is carport.
6.000	HOUSING	7,992	12,269	1,500	Exterior space is the rec yard; not heated or cooled
7.000	HEALTH SERVICES	290	392	0	
8.000	VISITATION	1,542	2,159	500	
9.000	PROGRAMS and SERVICES	2,496	3,427	0	
10.000	FOODSERVICE	1,920	2,400	1,000	Exterior space is culinary arts garden
11.000	LAUNDRY	620	868	0	
12.000	WAREHOUSE/ COMMISSARY	570	664	750	Service yard and receiving dock
13.000	MAINTENANCE/CENTRAL PLANT	600	660	0	
14.000	PARKING	0	0	12,500	
	SUBTOTAL	20,049	28,263	17,050	
	Building Gross Factor (15%)		4,239		Includes mechanical/electrical closets, building skin, major circulation, and

#	Functional Area	NSF	GSF	Exterior SF	Notes
					building connectors
	TOTAL	20,049	32,502	17,050	

Program

1.000 Public Lobby

Introduction

The public lobby area will serve as the central reception point for all visitors to the WRC. Members of the public, official visitors, professionals and volunteers, and staff will enter through the public lobby. Residents will enter through a separate entrance (see section 5.000 Resident Processing).

A 24-hour-accessible public lobby will be open during designated business/program hours. Staff may enter the facility 24 hours a day via card access. Administration areas will be open during standard business hours. The public lobby area will serve as an access point for entry to the facility's controlled-access points – facility core (where residents are housed, and programs, treatment and services are delivered), visitation, administration, and staff support areas.

This area will be the public's first point of contact with the facility. The use of aesthetically pleasing colors and non-institutional materials is encouraged. While furnishings and surfaces should be as durable and maintenance free as possible, the lobby area should project a comfortable and professional environment.

The public lobby spaces will be ADA-compliant. The public lobby will be furnished and equipped with enough seating capacity to accommodate the maximum number of visitors anticipated at any given time, lockers for storage of personal belongings, restrooms, and a finance transaction kiosk.

Operational Program

1.100 Public Lobby

The public lobby should be easily accessible to the parking area. The main door of the facility will open into a weather vestibule, through which all individuals will pass into the public lobby. The weather vestibule, which will control movement in and out of the

building, will be separated from the lobby by a set of double doors with sufficient glazing to provide ready visibility of the weather vestibule from the visitor reception workstation and possibly from resident processing, if the design permits.

During the day and evening hours, the doors will be unlocked; for all other times, the outer front doors will be left unlocked and the inner front doors will be secured from unauthorized entry. Access to the lobby when the lobby doors are locked will be via electric strike controlled at the visitor reception workstation or resident processing and/or via card access (authorized persons only). An intercom (with appropriate signage) located in the weather vestibule will allow communication between persons requesting entrance into the facility and resident processing when the visitor reception position is not staffed. In addition, the fire control panel will be located within the weather vestibule.

Both professional and personal resident visitors will register at the visitor reception workstation, which will be staffed during visiting hours. In the absence of staff at the visitor reception workstation, visitors will register at either the administration or resident processing service windows. Directly accessible from the public lobby will be administration (see section 2.000 Administration) and visitation (see section 8.000 Visitation).

An area of the public lobby, visible from the visitor reception workstation and resident processing service window (see section 5.000 Resident Processing) will be designated as a visitor waiting area; the waiting area should provide sufficient seating for approximately 20 visitors.

The visitor reception workstation will be properly configured and equipped to register and identify persons accessing the WRC, and it is here that incoming and outgoing resident property will be accepted/released. As such, there must be adequate surface for processing, searching and labeling incoming property. Stacking cubbies for temporary storage of incoming/outgoing property will be adjacent to the visitor reception workstation, as well as space for secure storage of the label/tag machine and iron press. In addition, a key watcher system, from which facility keys will be stored and distributed, and an electronic time clock for staff use, will be located proximal to the visitor reception workstation.

Along the perimeter of the circulation space of the lobby will be two service windows – one serving administration (see section 2.000 Administration) and one serving resident processing (see section 5.000 Resident Processing). Each will have a sliding window that can be secured when personnel are not present at the corresponding workstation. A narrow counter space should be provided at the service window to allow for signing documents (manually or digitally), etc.

Generally speaking, no personal items will be permitted beyond the controlled-access points of the facility, although staff may bring clear containers in with them. At the

discretion of the facility administration, official and professional visitors may be permitted to bring in small personal items or other items required for approved programs/activities or of necessity that may include items such as a handbag or briefcase. All items brought into the facility are to be security screened as described below in subsection 1.200 Security Screening.

Lockers will be located within the public lobby and visible to the visitor reception workstation, and available for visitor use. Visitors will leave their ID with the visitor reception officer prior to being issued a locker coin/token. Ten lockers will be provided for visitors to store personal items while at the WRC and prior to entering the controlled-access points of the facility. No firearms or ammunition will be allowed into the facility; all firearms and ammunition will be secured in the person's vehicle.

A finance kiosk will be located in the public lobby waiting area so that visitors will be able to deposit funds directly into a resident's account or a released resident may obtain any remaining fund balance.

Within the public lobby and easily accessible will be public restrooms for males and females, and wall-mounted water coolers should be provided just outside the restrooms. A janitor closet to service the entire public lobby component and administration will also be located in this area.

1.200 Security Screening

Visitors, including official visitors, professionals, and unofficial volunteers,²⁷ entering the WRC must successfully complete security screening – successfully pass through metal detection/security screening – before gaining access beyond the public lobby. When the public lobby is not staffed, staff will be dispatched from within the WRC to perform security screening as required.

It is here that the visitor is subjected to security screening, i.e., walk-through metal detector, and package x-ray. A queuing area – standing room only, will be provided for the security screening area. The space for the walk-through metal detector will be sufficiently sized for wheelchair circulation around the metal detector when required. Secure storage for hand-held metal detectors and associated equipment must be provided. When a search of a visitor may be required, this will occur in a private area away from the view of others, e.g., in the lobby restroom.

A package x-ray machine is provided for scanning any items brought into the WRC. Space is provided for a table for personal items bypass and, if necessary, personal item search. When an illegal or dangerous item/substance/weapon is discovered, the item will be

²⁷ Official volunteers are those individuals who have successfully completed MCC-WRC training for volunteers and approval process; these individuals will not be subject to routine security screening

confiscated in an appropriate manner by WRC staff in accordance with established operating procedure. If the person possesses unauthorized items, the person will be directed to secure the item in the person’s vehicle or other properly authorized location, and is subject to rescreening. Any person failing to successfully pass security screening will not be allowed access to the WRC.

Additional Design/Operational Considerations

From the public lobby, access to four areas is controlled – facility core (where residents are housed and programs, treatment and services are delivered), visitation, and administration. Entry at each point of these areas from the public lobby is controlled by electronic strike and/or card access. Persons may freely exit from each of these controlled-access points.

1.000 Public Lobby

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
1.100 PUBLIC LOBBY						
1.101	Weather Vestibule	4	1	60 /area	60	ADA-compliant; two sets of double doors for weather insulation; inner door includes intercom for after hours identification -- electric door strike and card access; fire control panel
1.102	Waiting	20	1	15 /person	300	Official, professional and personal visits; program delivery staff; administration appointment
1.103	Visitor Reception Workstation	1	1	100 /area	100	ADA-compliant; workstation staffed only during scheduled visiting hours; phone; computer; chair; built-in shelving for storage of forms, etc.; adequate surface for processing, searching and labeling incoming property -- electrical outlets required
1.104	Resident Property Storage	6	1	40 /area	40	Stacking cubbies to hold incoming/outgoing resident property; behind and adjacent to visitor reception workstation
1.105	Property Label/Tag Machine	1	1	30 /area	30	Securable storage for label/tag machine and iron press; behind and adjacent to visitor reception workstation

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
1.106	Key Watcher/Electronic Time Clock	-	1	20 /area	20	See 4.300 Key Storage/Shop; electronic time clock; see 3.200 Training/Shift Briefings; proximal to visitor reception workstation; power source
1.107	Admin Service Window - Public Lobby Side	2-3	1	30 /area	30	Standing only; narrow counter for signing documents (see 2.100 Administration)
1.108	Resident Processing Service Window - Public Lobby Side	2-3	1	30 /area	30	Standing only; narrow counter for signing documents (see 5.200 Resident Processing)
1.109	Public/Visitor Lockers	10	1	5 /locker	50	ADA-compliant; double-stacked lockers
1.110	Finance Kiosk Alcove	1-2	1	40 /area	40	Alcove off the lobby; equipment for resident finance system; ATM capable (optional); ADA-compliant
1.111	Public Rest Rooms	1	2	50 /area	100	ADA-compliant; baby changing area; one designated males; one designated females
1.112	Water Cooler	1	2	6 /area	12	1 ADA-compliant cooler
1.113	Janitor Closet	-	1	40 /area	40	Utility sink, mop racks, broom rack, storage for limited cleaning supplies or dilution dispensers, mop buckets, ventilation such that wet mops dry without mildewing; door with glazing for visibility; shared with administration (see 2.200 Administration Support)
<i>Subtotal Net Square Feet</i>					<i>852</i>	
<i>Grossing Factor</i>					<i>1.40</i>	
<i>Subtotal Gross Square Feet</i>					<i>1,193</i>	
1.200 SECURITY SCREENING						
1.201	Security Queuing Area	10	1	5 /person	50	Queuing area prior to security screening - standing only
1.202	Metal Detection	1	1	100 /area	100	Path for wheelchair access around metal detection equipment; sized for wand searches if necessary so as not to block metal detection pass-through; table for personal items bypass; package x-ray; secure shelving for storage of handheld screening devices,

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
						etc.
				<i>Subtotal Net Square Feet</i>	<i>150</i>	
				<i>Grossing Factor</i>	<i>1.40</i>	
				<i>Subtotal Gross Square Feet</i>	<i>210</i>	
<i>1.000</i>				<i>Total Interior Net Square Feet</i>	<i>1,002</i>	
<i>1.000</i>				<i>Total Interior Gross Square Feet</i>	<i>1,403</i>	
<i>1.000</i>				<i>Total Exterior Square Feet</i>	<i>(0)</i>	

2.000 Administration

Introduction

The administration office area serves WRC administration staff, which includes the Director of Women's Programs, the Unit Manager and the Unit Clerk, and is located away from resident and visitor movement. It is where day-to-day administration, staff and administrative records, business and personnel activities will occur. The administration area is open during standard business hours – Monday through Friday. Access to the administration area will be from the public lobby; ingress for the administration area will be by card access or by electronic release by administration staff, visitor reception or resident processing, to prevent casual access. The Unit Manager will serve as the lead supervisor for the WRC and is responsible for administration, coordination and implementation of the operations of the facility.

Operational Program

2.100 Facility Administration

Access to the facility administration area will be through the public lobby. Ingress into the facility administration area will be controlled to prevent casual access by electronic release by either facility administration staff, the visitor reception officer in the public lobby (see 1.000 Public Lobby) or staff assigned to resident processing (see 5.000 Resident Processing), or by card access (authorized persons only). Although only authorized persons are allowed access to the facility administration area, resident workers may be authorized to perform housekeeping services on a supervised, scheduled basis.

Within the administration area will be a waiting/reception area sized to accommodate two people, with comfortable seating and a coffee or end table for magazines, pamphlets, etc., and coat hooks (or rack). Also located within the reception area will be staff mail slots. A combination of private offices and open workstations will be provided for facility administration staff. The design of this area should be in the form of a suite, so that

shared resources such as storage and interview space can be easily accessed. Office design and furniture and equipment will be commensurate with assigned responsibilities. Office and/or workspace will be provided for the following positions and functions:

- Director of Women's Programs
- Unit Manager
- Reception/Unit Clerk
- Expansion/Visiting Professionals

The Unit Clerk's duties will include processing (sorting) incoming/outgoing facility and resident mail (incoming/outgoing resident mail is presorted and screened at MCC), and answering incoming telephone calls. Serving as receptionist for the administration area, the Unit Clerk's workstation will include a securable transaction window to the public lobby (see 1.000 Public Lobby).

The additional unassigned office will be provided for the future growth of the administration staff, and can be utilized by visiting professionals. This office can also serve as a small conference or interview room on an as-needed basis, until such time as it becomes permanently assigned office space.

Active resident records will be maintained within the administration suite by the Unit Clerk. Securable file cabinets will be used to store active resident records. Inactive resident records will be forwarded to the MCC for safekeeping/storage.

2.200 Administration Support

Within the WRC administration suite is a fully equipped conference room sized to accommodate up to 12 people. It is here that management meetings will occur. Meetings provide opportunities for staff to interact and foster meaningful, collaborative relationships that will assure the WRC operations are consistent with the MDOC's established mission. The conference room should be located adjacent to the pantry alcove along with direct access from the Director of Women's Programs' office, and should have convenient access to the staff restroom.

There is a printer/copier work alcove having a networked multifunction unit (copy/printer/scanner/fax), along with wall-mounted file pockets for incoming mail, requests, forms or other information appropriate for the users.

Information technology (IT) and telecommunications staff assigned to the WRC will operate from a single office/workspace. Staff workspace will be separate from the equipment room, which will be accessible from the IT and telecommunications staff workspace. The room housing the computer equipment, e.g., file servers, and telecommunications equipment (to include resident telephone equipment) should be secure from unauthorized access to protect the computer equipment such as file servers, CD-ROM servers, database

servers, gateways, wiring racks, communication hubs (possibly VOIP), and uninterruptible power supplies (UPS), and the fiber optic telephone equipment, file servers - telephone and data equipment racks housed within. The equipment room will be fully glazed to provide visibility from the staffs' workstation and worktable. Due to the nature of this equipment, special consideration must be given to environmental conditions and electrical specifications, including temperature and humidity control, surge suppression, and static-free surface treatments. Secure storage is required for spare computers, technology-related items, parts, etc.

A secure closet with card access is provided for the equipment associated with recording security cameras and video visitation. Authorized staff may view/monitor and/or review each of these systems from an assigned computer.

From the administration suite, staff will have direct, unrestricted access to the staff support areas (see 3.000 Staff Support); however, returning to the administration suite from the staff support areas will be controlled via card access.

Within the administration suite will be an office supply closet. The administration suite will utilize the staff restroom located in staff support (see 3.000 Staff Support) and the janitor closet located in the public lobby (see 1.000 Public Lobby).

Additional Design/Operational Considerations

The WRC facility will be a climate-controlled building requiring special consideration to controlling temperature and humidity throughout, particularly in areas housing sensitive equipment, i.e., information technology, telephone equipment, cameras, fiber optics, etc. Doors leading between administration and staff support (see 3.000 Staff Support) will provide direct, unrestricted access from administration into staff support. Conversely, access from staff support into administration will be via card access.

2.000 Administration

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
2.100 FACILITY ADMINISTRATION						
2.101	Visitor Reception	2	1	40 /area	40	
2.102	Coat Closet	-	1	15 /area	15	Located within reception area
2.103	Staff Mail Slots	-	1	60 /area	60	Located within reception area
2.104	Director of Women's Programs	1	1	180 /office	180	OF-2; satellite office; direct access to conference room (see 2.200 Administration Support)
2.105	Unit Manager	1	1	140 /office	140	OF-3
2.106	Receptionist/Unit Clerk	1	1	120 /wkstr + 20	140	WS-3; securable transaction window to public lobby (see 1.100 Public Lobby); phone console; electronic release for each controlled-access point originating in the public lobby; worktable for sorting/processing mail
2.107	Expansion Office/Visiting Professionals	1	1	120 /office	120	OF-4
2.108	Resident Records - Active	0	1	40 /area	40	Alcove for securable file cabinets for active resident records
<i>Subtotal Net Square Feet</i>					735	
<i>Grossing Factor</i>					1.25	
<i>Subtotal Gross Square Feet</i>					919	
2.200 ADMINISTRATION SUPPORT						
2.201	Conference Room	8-12	1	280 /area	280	CF-2; adjacent to pantry; accessible from Director of Women's Programs' office (see 2.100 Facility Administration)
2.202	Pantry & Trash Alcove	-	1	40 /area	40	Sink, instant-hot water, countertop, storage cabinets, microwave, beverage station; ice machine; electrical outlets; regular and recycled trash
2.203	Printer/Copier Work Alcove	-	1	40 /area	40	Networked multifunction unit (printer/copier/scanner/fax); work table; shelving; wall file pockets
2.204	IT/Server & Telephone/Electronic Equipment Room	1-2	1	150 /area	150	Work area for It and MIS staff and separate area with glass sliding door separating the 2 areas for servers, fiber optics telephone equipment, and LAN servers; accessible by facility telephone coordinator; temperature and

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
						humidity control
2.205	Security Camera & Video Visitation Equipment Closet	1-2	1	100 /area	100	Temperature and humidity control
2.206	Supply Storage	-	1	40 /area	40	Securable; shelving
2.207	Staff Restroom	-	0	0 /area	0	See 3.400 Fitness Area/Lockers
2.208	Janitor Closet	-	0	0 /area	0	See 1.100 Public Lobby
<i>Subtotal Net Square Feet</i>					650	
<i>Grossing Factor</i>					1.25	
<i>Subtotal Gross Square Feet</i>					813	
2.000				<i>Total Interior Net Square Feet</i>	1,385	
2.000				<i>Total Interior Gross Square Feet</i>	1,731	
2.000				<i>Total Exterior Square Feet</i>	(0)	

3.000 Staff Support

Introduction

The primary emphasis of the WRC is to safeguard the public, staff, and residents while providing social and economic benefits to the citizens of Maine. However, it is also important that the facility's physical plant and operations recognize the critical role that staff play in delivering quality services, and that appropriate emphasis be placed on addressing staff needs. Training and staff support amenities generally lead to enhanced programming and services, employee morale, increased staff retention, and compliance with standards. The staff support component includes the following functions: staff entrance, shift briefings, training, staff lockers, fitness, and staff dining.

Operational Program

3.100 Staff Entrance

Staff will enter through the public lobby; there is no dedicated staff entrance.

3.200 Training/Shift Briefings

High quality training for all staff requires a well-developed orientation, and a pre-service and in-service training program. Training for WRC staff will be coordinated by MCC and occur at MCC, the Maine State Prison, and/or the Maine Criminal Justice Academy. There is no designated space for formal shift roll calls or briefings. Staff will receive information germane to their work assignments via briefing by departing staff on post, and review of facility logs/records. Should a formal shift briefing be desired in the future the staff break room or the visitation room are viable options for this purpose.

Staff will utilize the electronic time clock located in the public lobby when reporting for duty.

3.300 Staff Dining/Break Room

There is no designated space for staff dining. Staff will eat their meals either on post or in the designated staff break room.

A fully equipped break room located in the staff support area will be provided for staff use. The staff break room will be located adjacent to the staff lockers (see subsection 3.400 Fitness Area/Lockers).

A janitor closet will service the staff break room and locker area.

3.400 Fitness Area/Lockers

There are no designated fitness facilities. Fitness facilities located at the MCC will be available for staff use.

Staff lockers will be adjacent to the staff break room (see subsection 3.300 Staff Dining/Break Room). Lockers will be provided in sufficient number such that they may be permanently assigned, and is where staff may secure personal items and outer clothing during their assigned work periods. Moreover, staff will typically be limited in what they may bring inside the controlled areas of the WRC; gym bags and other similar large items will not be allowed inside. Accessible from the locker area will be a toilet/sink/shower room for staff use, which will also serve staff assigned to the administration component (see section 2.000 Administration).

Additional Design/Operational Considerations

No additional design/operational considerations noted.

3.000 Staff Support

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
3.100 STAFF ENTRANCE						
3.101	No Designated Space	0	0	0 /area	0	
3.200 TRAINING/SHIFT BRIEFINGS						
3.201	No Designated Space	0	0	0 /area	0	Electronic time clock (see 1.100 Public Lobby)
3.300 STAFF DINING/BREAK ROOM						
3.301	Staff Dining-no designated space	0	0	0 /area	0	Staff will consume meals on post or in the designated staff break room
3.302	Staff Break Room	2-4	1	150 /area	150	BR-2; wall-mounted cork/dry-erase boards; adjacent to staff lockers (see 3.400 Fitness Area/Lockers)
3.303	Janitor Closet	-	1	40 /area	40	Utility sink, mop racks, broom rack, storage for limited cleaning supplies or dilution dispensers, mop buckets, ventilation such that wet mops dry without mildewing; door with glazing for visibility
<i>Subtotal Net Square Feet</i>					190	
<i>Grossing Factor</i>					1.25	
<i>Subtotal Gross Square Feet</i>					238	
3.400 FITNESS AREA/LOCKERS						
3.401	Fitness Area-no designated space	0	0	0 /area	0	Staff will utilize facility at MCC
3.402	Staff Lockers	24	1	3 /locker	72	Stacked half-height lockers wide enough for hangers; bench; a portion of lockers to be ADA-compliant; adjacent to staff break room (see 3.300 Staff Dining/Break Room)
3.403	Staff Toilet/Sink/Shower Room	1	1	80 /area	80	ADA-compliant; wall-mounted hair dryer; privacy screen for drying/changing; accessible from locker area; shared with administration (see 2.200 Administration Support)
<i>Subtotal Net Square Feet</i>					152	
<i>Grossing Factor</i>					1.40	
<i>Subtotal Gross Square Feet</i>					213	
3.000		<i>Total Interior Net Square Feet</i>			342	

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
	3.000	<i>Total Interior Gross Square Feet</i>			450	
	3.000	<i>Total Exterior Square Feet</i>			(0)	

4.000 Security Operations

Introduction

The mission of security operations is to provide for the safety and security of all staff, visitors, and residents in the entire facility, and thus facilitate orderly operations and programming. This section includes perimeter security and entrances and exits; keys; and security and safety communications and surveillance. Administrative space for security operations personnel is located in this component. Although the vehicle access for the purpose of 1) admissions and resident transfer/transport, and 2) for the delivery of supplies and food is a significant operational subcomponent of the security operations section, the functionality of vehicle access for each purpose is described in sections 5.000 Resident Processing and 12.000 Warehouse/Commissary, respectively.

As a staff-secure facility, there are no formal external security perimeter features often found in high-security correctional facilities, such as fencing, razor ribbon or security electronics based detection systems. Rather, perimeter security will rely on staff observations and intermittent monitoring of the grounds and of remote, continuous view CCTV. Digital recording will be provided for cameras as required. Placement of all other cameras should be limited to those areas that are not under direct visual inspection by facility security staff and/or that experience high activity levels, e.g. resident processing, with manual and event-activated monitoring and/or recording capabilities.

In the event that a tactical or emergency response is required, assistance will be provided by the MCC.

Operational Program

4.100 Security Operations

As a staff-secure facility, security is focused on these primary purposes:

- Protection of residents
- Protection of staff
- Immediate identification of absconders
- Keep intruders out
- Prevent/Limit the introduction of contraband

The primary methods of security employed by the WRC are systems for counting residents within the WRC, accountability for residents authorized to be outside the WRC – work release, furloughs, education release, etc., and careful monitoring of resident movement into and out of the facility. Approved program itineraries and external schedules are key aspects of the resident accountability approach. A census board and count sheets will be tools used to monitor the location of residents to ensure accurate accountability. WRC staff will carefully monitor WRC entrances and exits.

Access to restricted areas – facility core, staff support, visitation, and administration areas – will be by card access (authorized persons) and/or electronic release. Staff assigned to visitor reception, resident processing or administration will allow persons to access restricted areas for authorized purposes.

4.200 Security Office

The Unit Sergeant will have primary responsibility for shift operations. A shared office area with two workstations will be provided. Space will be provided for lockable file cabinets so that each Unit Sergeant can be assigned an individual cabinet to store confidential documentation. In addition, secure storage cabinetry is provided for a limited supply of non-lethal armory items – handcuffs, restraints, oleoresin capsicum spray (pepper spray, mace).

Security operations staff will utilize the printer/copier work alcove located in resident processing (see 5.000 Resident Processing).

4.300 Key Storage/Shop

Generally, keys will be passed from shift to shift at assigned posts. Staff will be expected to inventory the keys prior to accepting control of the post. Keys may also be accessed from an electronic key control system (key watcher) for staff that may not work a 24/7 post. Emergency keys will be maintained and accessed from the key watcher system. The key watcher system will be located in the public lobby (see section 1.000 Public Lobby). Maintenance and/or replacement of keys and locks will be the responsibility of staff assigned to MCC.

4.400 Transportation

Correctional Trades Instructors will transport and supervise residents approved to perform work in the community. Transport staff will be responsible for transporting residents to/from their jobs, and medical appointments, social service appointments and other approved activities that occur within the community. Transport staff may be a team that is responsible for transport of residents assigned to both the men's and women's reentry centers.

Additional Design/Operational Considerations

The Unit Sergeants' office should be located centrally to the highest activity areas within the facility, and be in a highly visible location.

MCC Central Control has monitoring and backup capabilities for WRC's security and life safety systems.

4.000 Security Operations

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
4.100 SECURITY OPERATIONS						
4.101	Perimeter-no designated space	-	0	0 /area	0	Restricted areas will be accessed by authorized persons via card access
4.200 SECURITY OFFICE						
4.201	Unit Sergeant	2	1	150 /area	150	OF-5; secure cabinetry for restraints, pepper spray, etc.; centrally located in highest activity/traffic area
4.202	Printer/Copier Work Alcove	-	0	0 /area	0	Will utilize networked multifunction unit in resident processing (see 5.200 Resident Processing)
<i>Subtotal Net Square Feet</i>					<i>150</i>	
<i>Grossing Factor</i>					<i>1.25</i>	
<i>Subtotal Gross Square Feet</i>					<i>188</i>	
4.300 KEY STORAGE/SHOP						
4.301	Key Watcher	-	0	0 /area	0	See 1.100 Public Lobby
4.400 TRANSPORTATION						
4.401	No designated space	-	0	0 /area	0	
4.000	<i>Total Interior Net Square Feet</i>				<i>150</i>	
4.000	<i>Total Interior Gross Square Feet</i>				<i>188</i>	
4.000	<i>Total Exterior Square Feet</i>				<i>(0)</i>	

5.000 Resident Processing

Introduction

Residents will initially be admitted to the WRC as a transfer from the MCC. As such, MCC health services staff will conduct health screenings and clear for transfer those residents meeting health-related eligibility criteria; and MCC staff will search all resident property prior to each resident's transfer and retain for storage/disposal any items not authorized for retention by the resident at the WRC. The resident processing component is the principal point of entry and egress for residents of the WRC. Activities associated with this area include admissions, discharges, and daily releases and returns.

Operational Program

5.100 Vehicle Carport

The transport vehicle will pull up to resident processing into a parking spot within the vehicle carport designated for the loading and unloading of transportation vehicles. The transport official will escort the resident(s) through a weather vestibule, through which all individuals will pass into the resident processing area (see 5.200 Resident Processing). The vehicle carport will be a covered exterior area that will include parking spaces for one van and one car. No gun lockers will be provided for firearms or weapons, which will be secured in the person's vehicle prior to escorting residents to the weather vestibule. A hose bib is provided for the washing and cleaning of departmental vehicles.

5.200 Resident Processing

All residents will enter/exit the WRC on a scheduled basis via the weather vestibule located in resident processing. The weather vestibule will be sized to accommodate multiple residents at one time, and consists of two sets of double doors. Staff assigned to resident processing will control the outer doors – an intercom is provided for after-hours identification. In addition, these doors may also be accessed by card access (authorized persons). It is here that all residents must successfully clear the walk-through metal detector. Failure to successfully clear the metal detector may subject the resident to additional search, i.e., pat or strip search.

The weather vestibule will be sized to accommodate residents' personal outerwear – coats, boots, gloves, etc., and will contain coat hooks, cubbies, and shelving for this purpose. Bench seating is provided for the donning/removal of outerwear apparel.

Upon entry to the WRC or in preparation to leave the facility (final or temporary release), residents will await processing in the open waiting area, which will consist of bench seating. For those residents who require separation, a holding room is provided that is sized to accommodate one-four individuals.

Two fully equipped staff workstations are provided from which residents will be processed in/out of the WRC. Health screenings will not be required as part of the admissions process – electronic health records will be reviewed by WRC health services staff on newly admitted residents. The workstations will accommodate the completion of processing activities such as resident identification (iris scan), DNA collection, BAT (alcohol testing), and CORIS (data entry). The workstation will contain a transaction window to the public lobby (see section 1.000 Public Lobby) to assist the public and to afford access to restricted areas for authorized purposes during periods when the visitor reception and administration areas are not staffed.

For newly admitted residents, linen and hygiene items will be issued as part of the admissions process. Storage that includes open shelving for these items, as well as urinalysis testing supplies, is provided.

Residents may be permitted to leave the WRC for a portion of a day for work, home visits, medical appointments, academic/vocational classes, community service, or a range of approved activities, as per their authorized itinerary. In some cases, these releases may be authorized for a day or more – as in the case of extended home visits or furloughs. Releases may sometimes be escorted, as in the case of community service work projects. Releases and returns of this nature are always scheduled and will be documented by staff assigned to resident processing pursuant to approved itineraries. In the absence of staff assigned to resident processing, housing staff will complete release/return procedures.

Oftentimes, residents will need access to currency for meals, transportation, or other approved expenses while they are outside the WRC and, likewise, will be required to relinquish monies (cash or checks) in their possession upon return to the facility, e.g., a resident working as wait staff will be required to relinquish any tip money collected. A finance kiosk and a money counting machine will be provided for these purposes. The finance kiosk will be available for resident deposits and withdrawals (debit card). Upon final release, residents may retrieve from the finance kiosk a debit card for the amount of their account balance. The money counting machine and safe will be located with the resident processing station.

When residents return to the WRC, staff assigned to resident processing will control entry into the weather vestibule. At this point, the resident will relinquish any cash or checks in her possession, and be subject to a breathalyzer search (BAT); a pat or strip search; and/or a urinalysis test, depending on the resident's program requirements. Once return procedures are complete, residents will proceed to their assigned housing area.

A shower/changing room is provided for resident searches and for when a resident requires a shower prior to returning to her housing area. When a urinalysis test is required, testing will occur in the resident restroom designated for this purpose, which will be sized to accommodate two people – resident providing specimen and a staff person.

Urinalysis testing supplies will be maintained in the linen/hygiene storage area. Positive urinalysis tests will be stored in a securable freezer located within the resident processing station.

Temporary storage is provided for donated clothing/items and for unclaimed property awaiting transfer to MCC. A designated alcove with shelving for miscellaneous items will serve for the staging of laundry carts containing soiled property.

Within the resident processing component will be an interview room, an office supply closet, a printer/copier work alcove, a staff restroom, a trash alcove, and a janitor's closet.

Additional Design/Operational Considerations

No additional design/operational considerations noted.

5.000 Resident Processing

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
5.100 VEHICLE CARPORT						
5.101	Vehicle Carport	-	1	800 /area	(800)	Carport with 2 parking spaces - 1 van and 1 car; hose bib
<i>Subtotal Interior Square Feet</i>					0	
<i>Grossing Factor</i>					1.00	
<i>Subtotal Gross Square Feet</i>					0	
<i>Subtotal Exterior Square Feet</i>					(800)	
5.200 RESIDENT PROCESSING						
5.201	Weather Vestibule	6	1	150 /area	150	ADA-compliant; two sets of double doors for weather insulation; one set of doors for entry and one set for exit; inner door includes intercom for after hours identification -- electric door strike and card access; walk-through metal detector; coat hooks; shelving; cubbies; bench seating
5.202	Open Waiting	10	1	10 /person	100	Bench seating; visible from processing workstation; ADA-compliant telephone
5.203	Holding Room	1-4	1	80 /room	80	Bench seating for up to 4 seated or 1 person lying down; stainless steel toilet/sink unit; prevent casual observation from open

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
						waiting; visible from processing area
5.204	Resident Processing Station w/ Transaction Window	1	1	150 /area	150	2 WS-1; transaction window to lobby (see 1.100 Public Lobby); stool on resident side; controls to weather vestibule doors located in resident processing and public lobby, controls for access to facility core, staff support, visitation, and administration areas; controls for cameras and intercoms; acoustical privacy panels; millwork for storage of forms, gloves, etc.; ADA-compliant on both sides; Iris scan machine with associated wiring/cabling and electrical; secure cabinetry and refrigerator for DNA testing and associated supplies; secure cabinetry for handheld breath alcohol testing equipment and associated supplies; money counting machine and safe; under counter securable freezer for storage of positive urinalysis tests; work counter with shelves for documents/forms
5.205	Linen/Hygiene Storage	-	1	100 /area	100	Open shelving for storage of clean facility towels, linens, blankets, hygiene kits, urinalysis testing supplies
5.206	Finance Kiosk	1	1	40 /area	40	Electrical receptacles and data ports for finance kiosk for resident deposit/withdrawals (debit card)
5.207	Shower/Changing Room	1-2	1	50 /area	50	ADA-compliant shower/changing cubicle (sized to accommodate authorized strip searches; hand/eyewash station with an adjacent wall-mounted hand dryer/blower
5.208	Resident Restroom/ Urinalysis Testing	1-2	1	50 /area	50	ADA-compliant; serves as urinalysis testing site

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
5.209	Temporary Property Storage	-	1	60 /area	60	Secure storage; shelving; donated clothing; unclaimed property will be transferred to MCC
5.210	Soiled Property Storage Alcove	-	1	50 /area	50	Laundry carts, shelving for misc. returned items
5.211	Interview Room	2-4	1	100 /area	100	Table and loose chairs for up to 4 people, privacy to prevent casual observation of room occupants by other residents; phone; wireless network or docking station
5.212	Office Supply Storage	-	1	40 /area	40	Secure storage
5.213	Printer/Copier Work Alcove	1	1	60 /area	60	Networked multifunction unit (printer/copier/scanner/fax); work table; shelving; file cabinets
5.214	Staff Restroom	1	1	50 /area	50	ADA-compliant
5.215	Trash Alcove	-	1	20 /area	20	
5.216	Janitor's Closet	-	1	40 /area	40	Utility sink, mop racks, broom rack, storage for limited cleaning supplies or dilution dispensers, mop buckets, ventilation such that wet mops dry without mildewing; door with glazing for visibility
<i>Subtotal Interior Square Feet</i>					<i>1,140</i>	
<i>Grossing Factor</i>					<i>1.45</i>	
<i>Subtotal Gross Square Feet</i>					<i>1,653</i>	
<i>5.000</i>	<i>Total Interior Net Square Feet</i>				<i>1,140</i>	
<i>5.000</i>	<i>Total Interior Gross Square Feet</i>				<i>1,653</i>	
<i>5.000</i>	<i>Total Exterior Square Feet</i>				<i>(800)</i>	

6.000 Housing

Introduction

The WRC will be served by a single housing unit, which will be comprised of three 24-bed housing clusters. This area will be a 24-hour/7-day operation. It is expected, however, that most residents will be out of the WRC for at least some portion of the weekday daytime hours on either approved work in the community or other assignments.

MDOC's policy and practice allows for cross-gender supervision. The WRC will employ a direct supervision housing system to enhance resident safety and control and the overall delivery of security, program and treatment services within the housing unit. The essential components are:

- A manageable number of residents housed in one unit
- A single housing officer with supervisory responsibility for resident living, programming, safety and security

Under the direct supervision approach, well-trained staff directly supervises residents within the housing unit. To achieve a high level of interaction and communication between staff and residents, it is an absolute necessity for the housing officer to interact freely with residents and to move through the clusters on a regular basis. The officer's workstation should not become a central station where the officer is bound to perform myriad tasks necessitating his/her continued presence there. This is partially a function of time-management skill training, but also one of job engineering. Portable phones, keys (or portable door control equipment), and even portable computer devices to take notes or write reports will greatly facilitate job performance. At the same time, good and firm supervision must prevail, and supervisors must establish the expectation that they will find housing officers away from the workstation and moving throughout the unit when they enter the housing unit, and use a range of supervisory techniques (coaching, training, and even discipline) to reinforce this expectation.

Operational Program

6.100 Resident Housing

A single housing unit having three housing clusters will serve up to 72 residents. Each housing cluster will have 10 double-occupancy rooms (1 is ADA compliant) for a capacity of 24 residents.

Housing Cluster – General Overview

Rooms will have floor-mounted bunks, a mounted writing surface and chair, securable wardrobes, two shelves – one for personal items and one for a television – one for each resident, under-bed storage, clothing and personal property

storage/hooks, mirror, and natural light. Rooms will have push-to-exit doors, which afford residents access communal toilets without staff assistance. Rooms will have the capacity to be secured while the residents are out of the area.

Residents will use communal toilets/lavatories and shower facilities, although privacy should be allowed to the degree possible. In order to meet Prison Rape Elimination Act (PREA) standards, toilets and showers should have vision panels or security screens that will allow a view of the head and/or feet of the resident using the facility – this is particularly important in light of MDOC’s practice of cross-gender supervision in housing units.

A living room (dayroom area), located adjacent to the sleeping area with ample glazing into the common room (see subsection 6.200 Housing Operations), will contain resident lounge seating/furniture; a TV; table seating; a resident telephone; bookshelves for a recreational library; a commissary order/resident information station; water coolers; and wall-mounted mailboxes and display space. Ample natural light will contribute to a normalized environment. Given the number of activity spaces located in the common room, the housing living room will also serve as a quiet space for reading or craftwork, etc.

A computer station with computer and monitor will be located in a quiet corner for resident use. Uses may include sending/receiving email, word processing – resumes, letters, etc., job searches. Residents may print documents using the networked printer located in the common room (see subsection 6.200 Housing Operations).

A pantry area will be provided so that residents can prepare snacks and beverages, and will be equipped with a sink, instant-hot water, a countertop, storage cabinets, a microwave, and a beverage station. Space will be designated in the pantry area for regular and recycled trash. A janitor’s closet will be provided to serve the housing cluster.

6.200 Housing Operations

The housing clusters will be supported by housing operations, with each housing cluster leading directly into the central housing operations area (common room). It is here that the housing officer will be based; a staff workstation will be located to allow visibility into the common room and into the four housing clusters. The workstation must be positioned such that the housing officer is able to monitor entry/exit to/from the housing clusters, the common room, and the recreation yard. It is at this workstation the networked printer available for resident use will be located. The workstation will be configured to be portable, so it may be easily moved to accommodate large-space group activities in the common room.

Office space accessible from the common room will be designated for case workers assigned to work with WRC residents.

Residents will have access to a large, centralized great room for leisure activities where residents may congregate and interact on an informal, recreational basis, and which provides opportunities for residents to build positive relationships and to work through differences in an appropriate, safe manner. The furniture and entertainment equipment, though durable, should reflect a more residential style that will make the space more like a living room. Provided in the great room will be a large screen TV with wireless connectivity; storage for leisure activity equipment, e.g., Wii components; lounge seating and coffee and/or end tables; regular seating for town meetings; and an ice machine.

A computer station with computer and monitor will be located in a quiet corner. The station will provide a computer-based law library. Residents may obtain legal materials not available from the computer-based law library by submitting a legal request that will be forwarded to and filled by the MCC library. Residents may print documents using the networked printer located at the housing officer workstation.

As the common room is the central location for accessing a number of services, bench seating is provided proximal to hair care, medication distribution, video visitation, etc. to prevent unnecessary loitering in these areas and providing a more orderly approach to service delivery.

For those residents unable to procure hair care services within the community, a licensed hairstylist – preferably contracted, will perform hair care services at the WRC. A hair care shop will be equipped with a stylist chair, mirror, hair washing sink, and securable storage for shampoos and chemicals (if permitted). The hair care area will meet all State health care and sanitary regulations.

Many residents may be authorized to retain a supply of prescribed medication on their person or in their room (KOP = keep on person) and are expected to take the medication as directed/prescribed. It is highly likely that not all residents will be authorized KOP medications; in these cases, the residents will report to the medication distribution area at scheduled times to receive their medication(s). Medication will be distributed from the medication storage and distribution area located in health services (see 7.000 Health Services) via a transaction window – the window bridges the common room or proximal circulation corridor and health services. The medication distribution transaction window – resident side (common room or circulation corridor) – will be a standing-only queue line, and will be located adjacent to a water cooler.

It is anticipated that the primary means of visitation will be contact in nature, either at the WRC or within the community (residents authorized home or community visits). For residents who are not yet eligible for community visits or whose visitors are unable to attend contact visits, e.g., family, friends, professionals, the opportunity for remote visiting

is provided via video visitation. An alcove equipped with video visitation kiosks will be provided for this purpose. Capabilities for using headsets may be considered to aid in minimizing noise associated with visits as well as acoustical side panels between each kiosk.

As part of normalizing the environment of the WRC, an ironing alcove with wall-mounted ironing boards is provided for those residents seeking to press their own personal clothing, an activity that is encouraged for residents as part of the goal of improving residents' self-esteem and creating a neat, clean appearance when presenting themselves for work and other activities within the community.

A safe room is provided for those occasions when a situation arises and/or escalates that requires the temporary removal of a resident – generally as a quieting and calming measure – so that the resident may collect themselves without aggravating or exacerbating influences from others. It is also anticipated that, in some circumstances, a resident may self-identify the need to be in the safe room; the use of the safe room for this purpose should be supported by staff. The safe room is only used on a short-term basis.

Outdoor exercise (recreation) will be provided. Residents will be permitted to freely access the outdoor exercise facilities during scheduled times. Direct access to the exercise area is through a weather vestibule located in the common room. The outdoor exercise area will be comprised of multiple areas located around the exterior of the facility, excluding the front of building (public access) or service areas (receiving dock). Exercise areas will be in open areas with good visibility from within the WRC; secluded, not easily observed outside areas should be avoided in selecting exercise area spaces. Residents will be allowed to walk around the perimeter of the WRC so walkways should be provided for this purpose. Camera surveillance of the perimeter is required. Select exercise areas should provide a level of coverage that allows – in part – the exercise areas to be used in cold and inclement weather. These areas will provide opportunities for physical exercise outdoors, and may include passive activities such as board games and will be equipped with tables and seating, and appropriate physical exercise equipment. All residents will be permitted outdoor exercise a minimum of one hour per day, seven days per week, although that figure will likely be exceeded. The common wall between the exercise area and the common room will be glazed to the maximum extent possible to afford unobstructed views to the exercise area for the officer in the common room. It is within this area, 100 feet from the building, that residents only will be allowed to smoke in a designated smoking area having cigarette/ash disposal containers. Accessible from the recreation yard is secure storage of recreation equipment.

Within the housing operations component will be a supply/storage closet, a staff restroom, and a janitor closet.

Additional Design/Operational Considerations

The housing areas have a number of design considerations that must be incorporated into the basic design and layout of the housing unit. Maximum visibility by the assigned housing officer is a primary concern. Within each housing cluster, all rooms or sleeping areas will have direct access to natural light. Strict attention must be paid to designing exterior windows in rooms and dayroom spaces in a manner to prevent any visual or acoustical access between residents and the public outside the facility. In other words, the public should not be able to view into housing areas or, conversely, residents should not be able to communicate with the public.

The housing officer workstation is configured to be fully portable – easily moved, so that it may be temporarily moved to create additional space for large group activities in the common room. This will require recessed outlets and power sources at the workstation’s primary location and the designated temporary location.

Outdoor exercise areas, which will occupy areas surrounding the exterior of the WRC, should be located in exposed, easily observed areas in order to minimize the potential for undetected assaults and/or unauthorized activities. The outdoor areas will have both camera surveillance and recording capabilities.

6.000 Housing

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
6.100	RESIDENT HOUSING [24 beds per clusters; 3 clusters]					
6.101	Double Occupancy Room	2	11	100 /room	1,100	2 floor-mounted bunks; mounted writing surface and chair; 2 shelves - personal items; 2 shelves - TV; 2 securable wardrobes; under-bed storage; spring-loaded Norix hooks; mirror; natural light
6.102	ADA Double Occupancy Room	2	1	120 /room	120	2 floor-mounted bunks; mounted writing surface and chair; 2 securable wardrobes; under-bed storage; spring-loaded Norix hooks; mirror; natural light

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
6.103	Toilet/Shower/Changing Room	3	1	300 /area	300	3 showers with drying/dressing area; café doors for privacy; floor drains in both shower and dressing areas; 3 toilets and 3 sinks; vitreous china; tempered glass mirrors; privacy screens; 1 shower and drying/dressing area and 1 toilet/sink ADA-compliant
6.104	Living Room/Dayroom Area	20	1	20 /person	400	TV; wall-mounted mailboxes and display space; lounge seating/furniture; table seating; ADA-compliant telephone; bookshelves for recreational library; commissary order/resident information station; sound attenuation; natural light
6.105	Computer Station	1	1	40 /area	40	Computer cart; shelving; networked printer (see 6.200 Housing Operations)
6.106	Pantry & Trash Alcove	-	1	40 /area	40	Sink, instant-hot water, countertop, storage cabinets, microwave, beverage station; electrical outlets; regular and recycled trash
6.107	Janitor Closet	-	1	40 /area	40	Utility sink, mop racks, broom rack, storage for limited cleaning supplies or dilution dispensers, mop buckets, ventilation such that wet mops dry without mildewing; door with glazing for visibility
<i>Subtotal Net Square Feet</i>					2,040	
<i>Grossing Factor</i>					1.50	
<i>Subtotal Gross Square Feet</i>					3,060	

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
Subtotal 3 Clusters - Interior Net Square Feet					6,120	
Subtotal 3 Clusters - Interior Gross Square Feet					9,180	
6.200 HOUSING OPERATIONS						
6.201	Housing Officer Workstation	1	1	60 /area	60	Standing height work desk/counter; stool; secure razor drawer; counter with secure cabinetry for networked printer and storage of paper and printer supplies for use by residents; daily needs storage; control pane; computer; phone; printer; paperwork area; visibility into the housing clusters maximized; visibility into the adjacent interview room, data port/line; emergency generator backup power; first-aid kit; secure storage of personal items; workstation to be fully portable/movable - recessed outlet and power sources in the floor/wall at both the primary and temporary workstation location
6.202	Case Manager	1	2	120 /office	240	OF-4 (see 9.100 Program Administration)
6.203	Great Room - Leisure Activities	10-40	1	800 /area	800	Large screen TV; wireless connectivity; storage for leisure activity equipment, e.g., Wii components; lounge seating; regular seating for town meetings; ice machine
6.204	Legal Research Station	1	1	40 /area	40	Computer carrel; shelving; networked printer at housing

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
						officer workstation
6.205	Seating Area	5	1	10 /person	50	Bench seating; proximal to hair care, medication distribution, video visitation, etc.
6.206	Hair Care Room	2	1	120 /area	120	Haircutting chair; hair washing sink, tempered glass mirror, secure cabinetry, extra electrical outlets
6.207	Medication Distribution Transaction Window - Resident Side	10	1	30 /area	30	Standing only (see 7.100 Health Care)
6.208	Medication Distribution Water Cooler	1	2	6 /area	12	1 ADA-compliant; adjacent to medication distribution window
6.209	Video Visitation Station Alcove	1	3	40 /area	120	Video visitation kiosks; headsets; acoustical side panels; ADA-compliant
6.210	Ironing Alcove	2	1	30 /area	30	Electrical outlets; 2 wall-mounted ironing board; clothing rod for hanging pressed clothes on hangars
6.211	Safe Room	1	1	80 /area	80	Walls and floor fitted with fire resistive and non-toxic rubberized product; flushing floor drain, heavy modular lounge chair; observation panel; camera monitored/recorded; access to natural daylight; proximal to officer station; sound attenuation with gasket around door
6.212	Recreation Weather Vestibule	2-4	1	40 /area	40	ADA-compliant; two sets of double doors for weather insulation; one set of doors for entry and one set for exit

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
6.213	Recreation	20	1	1500 /area	(1,500)	Glazing to maximize visibility from the housing operations; select areas covered for inclement weather exercise; 1 water cooler and 1 ADA-compliant water cooler; major muscle exercise equipment, e.g., half-court basketball, walking path, and/or volleyball, etc.; seating clusters; designated smoking area 50 feet from building with cigarette/ash disposal containers; located in exposed, easily observed areas
6.214	Recreation Equipment Storage	-	1	80 /area	80	Secure; accessible from recreation area
6.215	Supply/Storage Closet	-	1	80 /area	80	Shelving & cabinet storage for supplies, e.g., toilet paper, hygiene kits, etc., linens, mattresses, etc.
6.216	Staff Restroom	1	1	50 /area	50	ADA-compliant
6.217	Janitor Closet	-	1	40 /area	40	Utility sink, mop racks, broom rack, storage for limited cleaning supplies or dilution dispensers, mop buckets, ventilation such that wet mops dry without mildewing; door with glazing for visibility
<i>Subtotal Net Square Feet</i>					1,872	
<i>Grossing Factor</i>					1.65	
<i>Subtotal Gross Square Feet</i>					3,089	
<i>Subtotal Exterior Square Feet</i>					(1,500)	
6.000	<i>Total Interior Net Square Feet</i>				7,992	
6.000	<i>Total Interior Gross Square Feet</i>				12,269	
6.000	<i>Total Exterior Square Feet</i>				(1,500)	

7.000 Health Services

Introduction

The WRC will provide primary health care services for both medical and mental health care within the WRC. However, dental and optometry services will be provided in the main MCC medical clinic to avoid duplicating the necessary examination and treatment equipment. Dental and optometry appointments will be scheduled and escorted.

It will not be necessary to provide physical transfer of health care information as the electronic health care record will be accessible to health care personnel at MCC and WRC. Access to health care information will be reviewed with the resident upon orientation to the WRC.

It is anticipated that with the co-location of the WRC proximal to MCC there will be greater continuity of care; and consistent, efficient scheduling of nursing personnel.

Operational Program

7.100 Outpatient Services

Examination Room

The examination room will be located near to the housing units and adjacent to the medication distribution room.

The WRC will have one examination room that will be sized for multiple services including general examinations, gynecological and obstetrical examinations, lab draws, radiology, and lockable storage of medical supplies and equipment. In addition, the exam room will be equipped for EKGs, mobile on-site mammograms and mobile stand-up x-rays.

The exam room will have a privacy screen or pull curtains, a small foot-operated sink, wall mounted diagnostic equipment, exam table and exam stool for provider. There will be an adjacent electronic health record workstation, phone, and work counter. There will be a reversible phlebotomy chair, locked specimen draw and container storage, "sharps" container, and an under counter specimen refrigerator. There will be easily accessible storage for an emergency medical bag, a gurney and a wall mounted AED.

While a room in the visiting area will be used as a lactation room, the resident's milk will be stored in the separate labeled under counter refrigerator in the exam room.

Access to Care/Sick Call

Residents will access the examination room through a corridor leading from the housing great room toward the programs and services area of the facility. With the exception of emergencies, access to sick call will continue to be by completing a request for sick call services. The requests will be triaged within 24 hours by nursing staff and will be responded to immediately when necessary and otherwise within 24 to 48 hours. Resident will access sick call services by scheduled appointments.

While waiting to be called into the examination room, the resident will sit on the benches provided near the medication distribution room in the centralized great room.

Dirty Utility Closet

There will be a small dirty utility closet for temporary biohazard storage adjacent to the exam room. The temporary storage should be emptied at least daily and taken to a non-exposed and designated biohazard area adjacent to the facility until the contracted vendor picks up for incineration.

Medication Storage and Distribution

Medications will be passed by nursing staff at least twice per day. Some residents may be authorized to retain a supply of prescribed medication on their persons or in their room and are expected to take the medication as directed and prescribed. This is an opportunity for the resident to manage their medications prior to release and to be practice in doing so upon reentry to the community.

Although currently residents who are prescribed medication more than twice per day are ineligible for assignment to the Southern Maine Women's Reentry Center. Shared nursing staff between MCC and the WRC will likely mean that frequency of medication will not serve as an obstacle to women being assigned to the WRC.

It is anticipated that medications will be received from the vendor pharmacy to the WRC pharmacy/medication storage area, will be sorted, and will be placed into the WRC medication cart at least daily. The cart will be taken to and stored in the WRC medication distribution room. Additional stock and emergency medications will also be stored in the WRC medication storage room. Administration of medications will be documented on the electronic medication administration record (eMAR), therefore an electronic health records (E.H.R.) workstation will be located adjacent to the medication distribution window.

A medication storage and distribution room will be located between the exam room and the centralized great room with a distribution window directly into the centralized great room. The residents will report to the medication distribution window located in the centralized great room at scheduled times to received their medication(s). Medication will be distributed from the medication storage and

distribution area located in health services (via a transaction window – the nurse will distribute the medications through the window into a medication line formed in the hallway leading to the centralized great room (see section 6.000 Housing) and health services. The medication distribution transaction window – resident side (common room) – will be a standing-only queue line, and will be located adjacent to a water cooler.

Some diabetic medications, such as insulin, may be administered in the adjacent exam room.

The medication storage and distribution room will be equipped with a touch free-operated sink, storage for medication cart, additional storage for medication and other medical supplies, locked narcotics storage, under counter refrigerator with freezer for medication storage, and securable distribution window into housing operations.

7.200 Health Services Program / Treatment Spaces

There are no dedicated mental health or medical interview rooms or group/multipurpose spaces located within the health services component. Interview spaces will be located in programs and services (see 9.000 Programs and Services). Group counseling and/or health education spaces will be located in both the visitation area and programs and services (see 8.000 Visitation and 9.000 Programs and Services).

Additional Design/Operational Considerations

The primary security consideration in the health services component is resident supervision and control of dangerous substances and instruments. The examination room should be equipped with observation panels. Glazing need not be extensive, but should be security grade.

The front door to the exam room will have card access. The medication distribution and storage room will have a locked door and will be for staff use only. It is recommended that the door remain locked at all times. A card reader and biometric access with pin-code system will monitor who is accessing the medication area at any given time. In addition, the medication storage will be designed so that the walls are constructed from the floor slab to the underside of the building structure.

7.000 Health Services

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
7.100 OUTPATIENT SERVICES						
7.101	Examination Room	2-3	1	150 /room	150	Lockable cabinets; privacy screens/pull curtain; exam table with attachable GYN stirrups; foot operated sink; wall mounted diagnostic equipment; workstation for EHR; stool; phone; work counter; reversible phlebotomy chair; locked specimen drawer/container storage; "sharps" container; under counter specimen refrigerator; data ports/lines; emergency generator back-up for all electrical; storage for emergency medical bag; wall mounted AED; storage for medical supplies; ceiling mounted exam lighting; ability to do mobile stand-up x-rays; centralized location; millwork for clean utility items; proximal to housing; separate under-counter refrigerator for resident milk (for babies) storage; accessible storage for a gurney
7.102	Medication Storage and Distribution Area	1-2	1	100 /area	100	Touch-free operated sink; storage for medication cart; additional storage for medical supplies; locked narcotics storage; under-counter refrigerator for medications with freezer; distribution window into housing operations (see 6.200 Housing Operations)
7.103	Dirty Utility Closet	-	1	40 /area	40	Temporary biohazard storage
<i>Subtotal Net Square Feet</i>					290	
<i>Grossing Factor</i>					1.35	
<i>Subtotal Gross Square Feet</i>					392	
7.200 HEALTH SERVICES PROGRAM/TREATMENT SPACES						
7.201	MH/Med Interview-no specialized space	0	0	0 /area	0	See 9.400 Programs and Services
7.202	Group Counseling-no specialized	0	0	0 /area	0	See 8.200 Visitation and 9.400 Programs and Services

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
	space					
7.000		<i>Total Interior Net Square Feet</i>			290	
7.000		<i>Total Interior Gross Square Feet</i>			392	
7.000		<i>Total Exterior Square Feet</i>			(0)	

8.000 Visitation

Introduction

Opportunities for visitation are provided in an effort to assist residents in maintaining ties with their families and community. The visiting component should promote a positive and friendly environment and provide appropriate facilities for visitation. Visitors may include relatives, friends, and professional visitors such as attorneys, mental health professionals, government agencies, probation officers, law enforcement officers, outside clergy, etc.

It is anticipated that the primary means of visitation shall be contact in nature, either at the WRC or within the community (residents authorized home or community visits). For residents who are not yet eligible for community visits or whose visitors are unable to attend contact visits, the opportunity for remote visiting is provided via video visitation.

Personal visitors must receive prior authorization before being allowed to visit with a resident. The Unit Clerk maintains residents' authorized visiting lists (as defined and limited by established policy). Until such time that computer scheduling of visits is available, visitors must schedule their visit in advance by calling the Unit Clerk – such calls may be limited to designated days and/or time periods.

Interviews with representatives of the MDOC-WRC indicated that the current visitation policy permits two four-hour visits per week per resident for personal visiting. Personal visits are presently conducted on Saturdays and Sundays for a four-hour period, which is adequate to meet demand – on average, 10 residents receive personal visits, with a limit of three adult visitors plus children per resident. For planning purposes, it is assumed that the present capacity will meet future demand. If future demand for personal visits exceeds the anticipated planned figures, personal visiting hours may need to be increased beyond four hours per visiting day or the number of visiting days increased beyond the two days currently being planned.

Operational Program

8.100 Visitation Reception

Prior to the first visit, all personal visitors must be prescreened and registered by the MDOC and put on the residents' approved visitors list. Both personal and professional visitors will enter the public lobby and approach the visitor reception workstation upon arrival to check in and be screened and registered (see 1.000 Public Lobby). Visitor reception will be staffed at all times that the visiting area is open for personal visits. The visitor reception officer will complete visitor check in, and provide intermittent supervision of the visiting room/areas. Upon identification verification and successful security screening, the visitor will be directed to the visitation room.

8.200 Visitation

The visitation room, which will double as a multipurpose room, will accommodate up to 40 persons at one time. The room will have a mixture of seating arrangements – tables and chairs, and lounge seating and tables. Within the visitation room will be a designated child's play area where mothers can play with their children. This area will have colorful matting and cubbies containing child-oriented activities – toys, games, puzzles, etc. – and books, so that these items do not have to be brought into the facility.

A private visitation room sized to accommodate up to four people will be available for special visits – family, bereavement, etc., and will be utilized by clergy, attorneys, social service personnel, etc., and will be equipped with a table and loose chairs with capacity to access the wireless network and/or a docking station. The room, which will be accessible from within the visiting room, will provide the requisite privacy to prevent casual observation of room occupants by other residents. The private visitation room will also serve as the lactation room with any resident milk being stored in the refrigerator located in health services (see 7.000 Health Services).

During scheduled visiting periods, residents along with their visitors may opt to visit outside. Fresh air visiting, which will be equipped with playground equipment for child play and seating clusters to afford semi-private visit, will be accessible from the visitation room. For safety reasons, this should be a fenced area.

A small pantry alcove is provided in the event residents and/or visitors have food and beverage items they would like to consume during the visit along with refuse and recycling containers.

The visiting room will be utilized for other programs and activities during hours when not being used for visits, and will include Hobbycraft²⁸ and religious services and programs.

²⁸ Hobbycraft – the making/manufacture of objects/products with skill and attention to detail – at the WRC will consist of “clean” activities that do not require specialized equipment or ventilation or protective gear

Storage closets designated for Hobbycraft and religious supplies are provided and accessible from within the visitation room.

Designated restrooms will be available for resident and visitors use. Public restrooms will include a baby-changing area. Restrooms may be accessed after notifying the visiting officer for admittance. The restrooms will generally remain locked and may be searched following each use.

Two water coolers will be provided, as will a janitor closet.

8.300 Video Visitation

For residents whose visitors are unable to attend contact visits, the opportunity for remote visiting is provided via video visitation.

Video visitation will employ videoconferencing technology and software to allow residents and visitors to visit at a distance as opposed to face-to-face. It allows for expanded visiting opportunities without the need for additional staff, and affords approved visitors the opportunity to visit with a resident conveniently from their home or office using a properly equipped computer, or from a properly equipped public computer. Video visitation equipment utilized for residents' personal visits may be equipped with audio and video recording. The resident side of video visitation will be located within the housing pods; spaces associated with the resident side of video visitation are described and included in section 6.000 Housing. WRC video visitation monitoring equipment will be located in the administration component and managed by unit supervisors (see 2.000 Administration).

Additional Design/Operational Considerations

No additional design/operational considerations noted.

8.000 Visitation

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
8.100 VISITOR RECEPTION						
8.101	No Designated Space	0	0	0 /area	0	See 1.100 Public Lobby
8.200 VISITATION						
8.201	Visitation/Multipurpose Room	40	1	20 /person	800	Mixture of seating arrangements - tables/chairs and lounge seating/tables; room to double as

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
						multipurpose/group counseling room, Hobbycraft, religious services, etc. (see 9.400 Programs and Services)
8.202	Visitation Room - Child's Play Area	4-6	1	200 /area	200	Colorful matting and cubbies
8.203	Private Visitation Room	2-4	1	120 /area	120	Table and loose chairs for up to 4 people, privacy to prevent casual observation of room occupants by other residents; wireless network or docking station; will be used as a lactation room with resident milk stored in health services (see 7.100 Outpatient Services)
8.204	Fresh Air Visiting	20	1	500 /area	(500)	Accessible from visitation room; playground equipment for child play; seating clusters; fenced area
8.205	Pantry & Trash Alcove	-	1	40 /area	40	Sink, instant-hot water, countertop, storage cabinets, microwave, beverage station; electrical outlets; regular and recycled trash
8.206	Hobbycraft Closet	-	1	100 /area	100	Shelving for sewing machines; cubbies for supplies (see 9.400 Programs and Services)
8.207	Religious Supplies Closet	-	1	80 /area	80	Adjustable shelves, storage bins, ample floor space for larger items (see 9.400 Programs and Services)
8.208	Public Rest Rooms	1	2	50 /area	100	ADA-compliant; baby changing area; one designated males; one designated females
8.209	Resident Rest Room	1	1	50 /area	50	ADA-compliant
8.210	Water Cooler	1	2	6 /area	12	1 ADA-compliant
8.211	Janitor Closet	-	1	40 /area	40	Utility sink, mop racks, broom rack, storage for limited cleaning supplies or dilution dispensers, mop buckets, ventilation such that wet mops dry

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
						without mildewing; door with glazing for visibility
		<i>Subtotal Net Square Feet</i>			1,542	
		<i>Grossing Factor</i>			1.40	
		<i>Subtotal Gross Square Feet</i>			2,159	
		<i>Subtotal Exterior Square Feet</i>			(500)	
8.300 VIDEO VISITATION						
8.301	Video Visitation Stations (Standard)	0	0	0 /area	0	See 6.200 Housing
8.302	Video Visitation Stations (ADA)	0	0	0 /area	0	See 6.200 Housing
		<i>Total Interior Net Square Feet</i>			1,542	
		<i>Total Interior Gross Square Feet</i>			2,159	
		<i>Total Exterior Square Feet</i>			(500)	

9.000 Programs and Services

Introduction

Programs and services will be designed to enhance residents' competencies related to successful transition into the community. An objective assessment of each resident's risk and need specifies the type of program needed – residents are provided with interventions targeting factors that relate to their individual criminal behavior. The WRC will use community resources – either through referrals for service or by contractual agreement – to provide residents with the services to meet their program needs. Where feasible and practical, services provided should be community based.

WRC residents are expected to be busy throughout the day, and will typically not spend a significant amount of time in their assigned housing cluster. Rather, residents will be expected to participate in programs and services available to them, and to congregate with other residents and staff and volunteers to build positive relationships and to work through any conflicts in an appropriate manner. Much of this can be accomplished through leisure time and/or structured activities.

Programs will be offered to residents that are appropriate for their needs and lengths of stay. These will include academic education, skills development, religious programs, and various treatment programs. In addition, residents will be provided access to both legal and recreational library books/resources.

Most of the facility-based daily activities will occur in the programs and services area described in this section. The programs and services area contains offices, and spaces associated with programs and services. Residents will be permitted access to these areas on a frequent basis through scheduling or with proper authorization.

Programs staff and authorized service providers and volunteers will enter the facility through the public lobby, check in with reception staff, and proceed to the appropriate programs and services area.

Operational Program

9.100 Program Administration

The administrative and support component of this function will be located centrally and with easy access by staff, professionals, and volunteers. A card access system may be used to control movement in and out of this area. Although residents may be used to perform custodial services in the administration and support area, the office area should be off limits to residents after hours.

Within the programs administration area, office space will be provided for the following positions and functions:

- Programs/Volunteer Coordinator
- Case Manager*
- Educator
- DSAT Counselor

*Caseworker offices will be located within the housing component (see 6.000 Housing)

Office design and furniture and equipment will be commensurate with assigned responsibilities. In addition, an unassigned semi-private office will be provided for future growth of programs.

Within the programs administration component will be a printer/copier work alcove with supply storage, and a staff restroom. This component will utilize the janitor closet located in the central programs center.

9.200 Classification

There is no specialized space required at the WRC for the classification component. All residents will be classified prior to admission to the WRC and classification staff based at the MDOC Augusta location will execute subsequent changes in residents' classification

status with input from MCC and WRC staff. Classification interviews and/or meetings may be conducted in the multipurpose or interview rooms.

9.300 Library

There is no designated space required at the WRC for the library component. Recreational library services will encompass a range of reading materials, including leisure reading resource materials, current periodicals and newspapers. The intent is to provide residents with a positive opportunity to read, study or research materials with the appropriate and necessary resources available to assist them in such efforts. The housing commons room will have designated space for library materials, including legal research (see 6.000 Housing).

The WRC recreational library program will be operated as a subdivision of the MCC library – managed by the MCC librarian – where a revolving supply of books for recreational reading will be made available to residents in their respective housing clusters. A resident volunteer should be recruited to ensure a routine rotation of books throughout the housing clusters.

Residents may access the computer-based legal library in the housing operations common room for purposes of legal research. Residents may obtain legal materials not available from the computer-based law library by submitting a legal request that will be forwarded to and filled by the MCC library (see section 6.000 Housing).

9.400 Central Programs Center

Although programming will be based on an assessment of the needs of the resident population, facility-based programming may include the following:

- Educational Programs
- Vocational Programs
- Anger Management
- Treatment Programs
- Health Education
- AA and NA Programs
- Substance Abuse Education
- Religious Programs and Studies

The central programs and services component will include a multipurpose room/classroom, interview rooms, exercise/physical wellness, hair care, Hobbycraft, and religious services. These spaces will be located in a manner to ensure maximum visibility of areas by WRC staff. Generous glazing in the programs and activity rooms on the walls adjoining the circulation corridor and/or central location of the programs and activities area will enhance supervision without disrupting the classroom and other activities.

A large multipurpose room/classroom will be designed and furnished similarly to traditional adult education classrooms. Secure storage for supplies and expensive instructional materials such as audio-visual equipment will be provided in this area. The classroom will be equipped with CCTV capabilities to allow for programs to be aired live or videotaped for later showing in the housing operations area or housing clusters. The furnishings will support flexible use of the space, e.g., collapsible tables and loose chairs.

An additional classroom, designated as the computer education classroom, will be wired and designed to accommodate up to 10 residents working at individual computer terminals within carrels offering some limited acoustical privacy. To enhance the flexibility for their use, laptop computers with Wi-Fi access will be acquired. In addition, wireless printers will be made available. A centralized software system with appropriate file-servers will be required to serve the Wi-Fi-capable computers, and is to be located in a secured space within the computer classroom.

To support residents' personal health and wellness, an exercise room containing cardio and strength conditioning equipment, and a properly equipped yoga/meditation room will be provided. These rooms will have at least one mirrored wall that will enable the room's users to assess personal physical form while executing exercise/yoga moves. The yoga/meditation room will include a supply closet for a massage table and mats, and other associated equipment/supplies.

A hair care room will be provided so that residents not yet eligible to receive such services within the community can receive hair care services by a licensed hairstylist. Hair care services will, at a minimum, be made available on a monthly basis. The hair care room is described in the housing operations section (see section 6.000 Housing).

Hobbycraft activities such as quilt making will be available to residents and will occur within the visitation room where there is a designated closet to store associated equipment and supplies (see section 8.000 Visitation).

All residents will have the opportunity to practice their religion. Religious services, which will be coordinated by the Chaplain, will include an assessment of residents' religious preferences, with provided services reflecting the needs of the population. Group religious programs and services will be conducted within the visitation room where there is a designated closet to store religious equipment and supplies (see section 8.000 Visitation), or the multipurpose room.

Within the central programs center component will be a water cooler, and a janitor closet.

Additional Design/Operational Considerations

No additional design/operational considerations noted.

9.000 Programs and Services

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
9.100 PROGRAM ADMINISTRATION						
9.101	Program/Volunteer Coordinator	1	1	120 /office	120	OF-4
9.102	Case Manager	0	0	0 /office	0	See 6.200 Housing Operations
9.103	Program Professionals	2	1	120 /office	120	OF-6; Educator and DSAT Counselor
9.104	Unassigned Semi-Private Office	1-2	1	120 /office	120	OF-6
9.105	Printer/Copier Work Alcove	-	1	40 /area	40	Networked multifunction unit (printer/copier/scanner/fax); work table; shelving; secure cabinetry for supplies
9.106	Staff Restroom	1	1	50 /area	50	ADA-compliant
9.107	Janitor Closet	-	1	0 /area	0	Shared with 9.400 Central Programs Center
<i>Subtotal Net Square Feet</i>					450	
<i>Grossing Factor</i>					1.25	
<i>Subtotal Gross Square Feet</i>					563	
9.200 CLASSIFICATION						
9.201	No Designated Space	0	0	0 /area	0	
9.300 LIBRARY						
9.301	No Designated Space	0	0	0 /area	0	See 6.100 Resident Housing & 6.200 Housing Operations
9.400 CENTRAL PROGRAMS CENTER						
9.401	Multipurpose Room/Classroom	15	1	25 /person +50	425	Teacher station; collapsible tables and loose chairs to support flexible use of space; white board; shelves/bookcases, cabled for video learning; Wi-Fi capabilities; bulletin board, ample electrical outlets
9.402	Programs Storage	-	1	100 /area	100	Adjustable shelves, storage bins, ample floor space for larger items
9.403	Computer Classroom	10	1	35 /person +50	400	Teacher station and storage; computer carrels; Wi-Fi capabilities; adjacent to secure file server room;

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						secure server space contained within classroom
9.404	Multipurpose/Counseling Room	0	0	0 area	0	Visiting room to double as multipurpose/group counseling room (see 8.200 Visitation)
9.405	Interview Room	2-4	2	100 /area	200	Table and loose chairs for up to 4 people, privacy to prevent casual observation of room occupants by other residents; phone; wireless network or docking station
9.406	Exercise Room	20	1	500 /area	500	Circuit training; elliptical; treadmill; recumbent bicycle; free weights; exercise balls; mats; etc.; mirrored walls
9.407	Yoga/Meditation Room	10	1	300 /area	300	Mats; mirrored walls
9.408	Yoga/Meditation Supply	-	1	75 /area	75	Closet for massage table, mats, etc.; located within yoga/meditation room
9.409	Hair Care Room	-	0	0 /area	0	See 6.200 Housing Operations
9.410	Hobbycraft Closet	-	0	0 /area	0	See 8.200 Visitation
9.411	Religious Supplies Closet	-	0	0 /area	0	See 8.200 Visitation
9.412	Water Cooler	1	1	6 /area	6	ADA-compliant
9.413	Janitor Closet	-	1	40 /area	40	Utility sink, mop racks, broom rack, storage for limited cleaning supplies or dilution dispensers, mop buckets, ventilation such that wet mops dry without mildewing; door with glazing for visibility; shared with Programs Administration (see 9.100)
<i>Subtotal Net Square Feet</i>					2,046	
<i>Grossing Factor</i>					1.40	
<i>Subtotal Gross Square Feet</i>					2,864	
9.000	<i>Total Interior Net Square Feet</i>				2,496	
9.000	<i>Total Interior Gross Square Feet</i>				3,427	
9.000	<i>Total Exterior Square Feet</i>				(0)	

10.000 Foodservice

Introduction

Residents are provided a nutritionally balanced diet, including two hot and one cold served daily at the WRC. Breakfast, lunch and dinner meals, including special diets, will be prepared at the MCC kitchen and transported to the WRC. Typically, residents will eat in the WRC's centralized dining room at least two meals, depending on their work schedules. Bagged meals will be prepared for those residents who will be out of the WRC during scheduled mealtimes, or they may be permitted to purchase food at their work sites. Staff may elect to eat the same meals that are prepared for the residents. The WRC will offer a culinary arts program designed to enhance the vocational competencies of residents by preparing them for employment within the food and hospitality industry. At a minimum, participating residents will become ServSafe® certified. The WRC culinary arts program could prepare and deliver meals for community programs/functions such as Meals on Wheels, and for local organizations, or for local or state government functions using a "catering"-based business model.

Operational Program

10.100 Foodservice

Office space is provided for the Culinary Arts Instructor, who, generally, will oversee foodservice.

MCC vehicles will be used to transport meal items from the MCC kitchen in bulk insulated serving containers, which will be received at the WRC's receiving dock (see section 12.000 Warehouse/Commissary) and moved to the WRC foodservice area. A servery will be used to stage food brought in from the MCC kitchen, which will be served cafeteria style. The servery will be sized to receive prepared foods on carts and an area where residents will obtain their food via a serving window.

A small production kitchen is provided for the culinary arts program, and for the processing and distribution of meals delivered from the MCC, and will be sufficient in size to accommodate the following:

- Container Staging
- Preparation/Distribution Area
- Pot/Pan Sanitation
- Hot, Cold & Frozen Storage
- Dry Storage
- Dishwash & Other Sanitation
- Trash Alcove

This space can also be used to supplement the State-prepared nutritional diets, e.g., produce that may be cultivated in the culinary arts garden (see below).

The dining room environment should be bright with pleasing colors with non-fixed tables and loose stacking chairs. There will be a salad bar for serving condiments and cold food items, and a self-serve beverage station. Plastic dishes, cups and utensils are recommended rather than using institutional food trays. The dining room will be sized to accommodate 48 residents/staff eating simultaneously, anticipating two serving periods for each meal.

When residents complete their meals, they will dispose of their trash at the trash alcove, and then return their tray along with dinnerware, cup, and cutlery to the tray drop or dishwasher area for cleaning and sanitizing.

Within the foodservice component will be a staff restroom, a resident restroom, and a janitor closet, with all being proximal to and having convenient access to the production kitchen.

To augment the culinary arts program, exterior space is provided for a fruit and vegetable garden. Foods harvested from this garden may be used to supplement meal items provided by the MCC.

Additional Design/Operational Considerations

No additional design/operational considerations noted.

10.000 Foodservice

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
10.100	FOODSERVICE					
10.101	Culinary Arts Instructor	1	1	120 /office	120	OF-4
10.102	Container Staging	-	1	20 /area	20	
10.103	Preparation /Distribution Area (Servery)	-	1	320 /area	320	Includes tray assembly; serving window
10.104	Pot/Pan Sanitation	-	1	60 /area	60	
10.105	Hot, Cold & Frozen Storage	-	1	60 /area	60	
10.106	Dry Storage	-	1	100 /area	100	
10.107	Dishwash & Other Sanitation	-	1	100 /area	100	
10.108	Trash Alcove	-	2	20 /area	40	Regular and recycled trash; 1 located in culinary arts kitchen

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
						and 1 located in dining room
10.109	Dining Room	48	1	20 /person	960	ADA-compliant tables; loose chairs; self-serve beverage station; salad bar
10.110	Staff Restroom	1	1	50 /area	50	ADA-compliant; proximal to the production kitchen
10.111	Resident Restroom	1	1	50 /area	50	ADA-compliant; proximal to the production kitchen
10.112	Janitor Closet	-	1	40 /area	40	Utility sink, mop racks, broom rack, storage for limited cleaning supplies or dilution dispensers, mop buckets, ventilation such that wet mops dry without mildewing; door with glazing for visibility; proximal to the production kitchen
10.113	Culinary Arts Garden	1-10	1	1,000 /area	(1,000)	
					<i>Subtotal Net Square Feet</i>	<i>1,920</i>
					<i>Grossing Factor</i>	<i>1.25</i>
					<i>Subtotal Gross Square Feet</i>	<i>2,400</i>
					<i>Subtotal Exterior Square Feet</i>	<i>(1,000)</i>
<i>10.000</i>					<i>Total Interior Net Square Feet</i>	<i>1,920</i>
<i>10.000</i>					<i>Total Interior Gross Square Feet</i>	<i>2,400</i>
<i>10.000</i>					<i>Total Exterior Square Feet</i>	<i>(1,000)</i>

11.000 Laundry

Introduction

Laundry services will operate eight hours per day, seven days per week, and will provide for the provision of clean clothing, towels, and washcloths, and bed linens on a scheduled basis. Residents will be provided with cleaning/sanitizing agents necessary to clean their pillows and mattresses on a weekly basis. The central laundry will also service the needs of foodservice, laundering white uniforms and utility rags and mop heads.

Residents will be afforded opportunities to perform duties in the laundry component. The work skills they develop in laundry services are marketable in the outside world, thus these residents will be in a better position to successfully reintegrate into the community.

Operational Program

11.100 Laundry

All institutional and personal laundry will be washed in the central laundry. The laundry equipment should be sized to provide sufficient capacity for meeting the laundering needs of 80 residents. Designated residents will be assigned the task of operating the laundry facilities.

The central laundry will be equipped with large and small capacity washers and dryers, sorting areas, folding tables, a mending area, soiled laundry holding, clean laundry holding, clean linen storage, clean kitchen rags/mops storage, and cart parking. Every effort should be made to ensure that soiled laundry does not come into contact with clean laundry, including surfaces that are touched by soiled laundry.

Washers and dryers will be provided in an enclosed room with generous glazing for observation. Chemicals will be securely stored and will have an automatic feed into each washing machine. Automated detergent dispensers will be provided to avoid resident tampering or shortening of the machines' lifecycle due to misuse.

Residents will place soiled personal laundry items in individual mesh bags with corresponding identification tag and secured with a laundry tie, and will place the bag in the designated soiled laundry cart that will be located in the resident's housing cluster. At scheduled times, residents' soiled linens and blankets will be exchanged in each housing cluster on a one-for-one basis, with the resident laundry worker effecting the exchange and placing the soiled linens in a cart designated for soiled laundry.

The soiled laundry carts will be clearly labeled and the contents of the cart are for soiled laundry only. Carts for clean laundry are similarly labeled and are designated for clean laundry only. The carts are not interchangeable; soiled laundry carts cannot be used for clean laundry, and vice versa. A cart washing room is provided for routine cleaning of laundry carts.

Personal items will be removed from the mesh bag for laundering, and then returned to the proper mesh bag by one of the resident laundry workers. Laundry workers will return cleaned personal items to the housing operations common room in clean laundry carts, where residents are responsible for retrieving their mesh laundry bag containing their cleaned personal items. Bags of clean personal laundry items will be kept in a designated clean laundry cart until picked up by the owner.

Residents may elect to iron their personal clothing. An iron and ironing board is available for resident use and is described in housing operations section (see section 6.000 Housing).

Laundry workers may utilize the resident restroom located in resident processing when staff is present; otherwise they will utilize the resident restroom located in their assigned housing cluster.

Within the laundry component will be a janitor closet.

Additional Design/Operational Considerations

No additional design/operational considerations noted.

11.000 Laundry

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
11.100	LAUNDRY					
11.101	Laundry Room	1-2	1	200 /area	200	Large and small capacity washers and dryers; sorting areas; folding tables; mending area; chemical storage; regular and recycled trash containers
11.102	Clean Linen Storage	-	1	100 /area	100	Shelving
11.103	Clean Kitchen Rags/Mop Head Storage	-	1	50 /area	50	Shelving
11.104	Soiled Clothing/Linen Holding/Cart Storage	-	1	100 /area	100	
11.105	Clean Clothing/Linen Holding/Cart Storage	-	1	100 /area	100	
11.106	Cart Washing Room	-	1	30 /area	30	Epoxy-coated concrete floor, floor drain, high-pressure hose, soap dispenser, cart washing equipment
11.107	Janitor Closet	-	1	40 /area	40	Utility sink, mop racks, broom rack, storage for limited cleaning supplies or dilution dispensers, mop buckets, ventilation such that wet mops dry without mildewing; door with glazing for visibility
<i>Subtotal Net Square Feet</i>					620	
<i>Grossing Factor</i>					1.40	
<i>Subtotal Gross Square Feet</i>					868	

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
11.000		Total Interior Net Square Feet			620	
11.000		Total Interior Gross Square Feet			868	
11.000		Total Exterior Square Feet			(0)	

12.000 Warehouse/Commissary

Introduction

The warehouse provides a central area for the receipt and distribution of all facility goods, supplies, and materials. The warehouse component includes the centralized facility storage area, commissary, and the service yard/loading dock. All supplies and goods that enter the institution will first be processed through a staging area adjacent to the loading dock and then stored in central storage or in the foodservice area.

The commissary is available for eligible residents to purchase approved items not provided by the facility. Residents may access commissary services once weekly. The commissary operation is presently managed by a contracted off-site vendor.

Operational Program

12.100 Warehouse

The warehouse operation will be coordinated by the Unit Clerk. The warehouse operation will be limited to the receipt of goods received from the MCC – all goods, supplies, and materials will be cleared through and received from the warehouse operation located at MCC. Items received from the warehouse will be delivered to the WRC loading dock where they will be staged and transferred to designated areas within the WRC.

Sufficient space is provided at the WRC for the short-term storage of consumable goods, supplies and materials.

No specialized space is required for the quartermaster function. Provision of uniforms and equipment will be coordinated and managed by the WRC Unit Manager with assistance from the Unit Clerk.

Environmental services equipment such as buffers and vacuum cleaners will be stored in designated janitor closets within the WRC. No specialized space is required for this function.

12.200 Commissary

The Commissary will be a contracted service with a private vendor. Eligible residents are offered commissary services once weekly on a scheduled basis. Residents will order commissary products by submitting orders using the kiosks located within their assigned housing cluster (see section 6.000 Housing).

The commissary room will be located with convenient access to the housing operations area. It will contain worktables for processing/distributing orders, shelving for unclaimed orders and supplies, and a trash receptacle. Commissary orders will arrive at the WRC facility prepackaged and ready for immediate distribution. The room should be secure, with card access for authorized staff/vendor.

A securable transaction window with a counter sized to accommodate a typical commissary order will bridge the commissary room and the circulation corridor. It is here that residents, during scheduled times, will collect their orders once verification has been made that the order is complete. The commissary room will have multiple electrical outlets and Wi-Fi capabilities. The vendor may elect to track distribution of commissary orders electronically – receipt of orders, noting shortages or overages in orders, etc.

12.300 Service Yard/Receiving Area

The service yard will be used by supply, service and trash collection vehicles to access the loading/receiving dock. Drivers will use the intercom to alert staff in resident processing of their presence; a staff person will be dispatched to the loading/receiving dock to take care of the incoming function, e.g., food delivery, trash collection. Deliveries will be staged in a security vestibule, from where the appropriate function, e.g., food, maintenance, laundry, etc., will transfer the delivery items to their respective areas or to central storage.

The loading area will include a single loading area with covered weather protection that is flush with the staging room. The loading area will be equipped with a rolling door to provide protection from the elements for food items, etc.

All goods will arrive at the loading area and will be checked in at the secure staging area that serves the loading area. Goods will then be transferred to the appropriate storage areas. A bin is provided storing excess cardboard prior to baling.

An exterior dumpster and recycling bins will be provided, which will allow for the appropriate separation of recyclables, as well as space for storage of surplus pallets.

A freestanding enclosed shed, to be built by residents, will be designated for grounds-keeping equipment storage as well as a portable generator.

Additional Design/Operational Considerations

No additional design/operational considerations noted.

12.000 Warehouse/Commissary

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
12.1 WAREHOUSE						
12.1 01	Central Storage	-	1	25 0 /area	25 0	Primary storage at MCC; short-term storage; consumables/paper goods; shelving
12.1 02	Quartermaster- no designated space	0	0	0 /area	0	
<i>Subtotal Net Square Feet</i>					25 0	
<i>Grossing Factor</i>					1.2 0	
<i>Subtotal Gross Square Feet</i>					30 0	
12.2 COMMISSARY						
12.2 01	Commissary Staging Room	1-2	1	12 0 /area	12 0	Worktables; shelving; trash receptacle; transaction window with counter sized to accommodate commissary order; Wi-Fi capabilities; electrical outlets; proximal to housing operations; back entrance from receiving dock
<i>Subtotal Net Square Feet</i>					12 0	
<i>Grossing Factor</i>					1.2 0	
<i>Subtotal Gross Square Feet</i>					14 4	
12.3 SERVICE YARD/RECEIVING DOCK						
12.3 01	Truck Loading/ Receiving Area	-	1	50 0 /bay	(50 0)	Exterior space; weather protection; rolling door; intercom
12.3 02	Delivery Staging	-	1	20 0 /area	20 0	Tables for sorting and inspecting deliveries; temperature & humidity control; bin for storing cardboard prior to baling
12.3 03	Dumpster	-	1	20 0 /dmp str	(20 0)	Exterior space; hose bib; recycling bins

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
12.304	Pallet Storage	-	1	50 /area	(50)	Exterior space, near receiving dock
12.305	Groundskeeping Equip. Storage	-	0	250 /area	0	Freestanding, enclosed shed; lawnmowers, snowblowers, etc.; portable generator; electrical outlets; shelving; hooks
					200	
					0	
					1.1	
					0	
					22	
					0	
					(75	
					0)	
12.000					57	
					0	
12.000					66	
					4	
					(75	
					0)	

13.000 Maintenance/Central Plant

Introduction

Routine and preventative maintenance is essential to ensuring the operational lifecycle of the facility meets its design lifespan. Proper adequate maintenance will:

- Maximize the useful life of all building systems
- Help the WRC function as intended and operate at peak efficiency
- Prevent breakdowns of critical building systems
- Sustain a safe and healthful environment for staff and residents
- Avoid costly repairs resulting from neglect or deferral of maintenance

MCC facilities maintenance staff will have primary responsibility for routine, preventative and emergency maintenance of the WRC.

The central mechanical plant includes those systems that control the facility's environmental systems – heaters, chillers, hot water heaters, ventilation system.

Operational Program

13.100 Maintenance

Maintenance of the WRC will be managed and coordinated, and performed by facilities maintenance staff assigned to and based at the MCC. All maintenance supplies and goods will be maintained at the MCC. In addition, general maintenance on select items may occur at the MCC maintenance workshop.

WRC staff will report items requiring repair/replacement using established MCC work order protocols. MCC maintenance staff will bring materials and tools from MCC to the WRC as needed to perform required maintenance/repair. As such, no specialized space is required for this function. However, for minor repairs, a tool cart will be stored onsite to be accessible by MCC maintenance staff and WRC staff.

13.200 Central Mechanical Plant

The building support area includes the mechanical rooms for the building, including the boiler room, the air handlers, air conditioning units, hot water heaters, etc. This equipment may be co-located in a single room in the facility, or various components may be in various locations throughout the facility, depending on the facility design. Some components may be located on the exterior of the building or on the roof. Thus, other than an allocation for a central plant, all other mechanical areas are part of the building net to gross factor, and are not included as separate line items in the architectural program.

Additional Design/Operational Considerations

No additional design/operational considerations noted.

13.000 Maintenance/Central Plant

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
13.100 MAINTENANCE						
13.101	Tool Cart Storage	-	1	100 /area	100	Secure storage; step ladder
					<i>Subtotal Net Square Feet</i>	100
					<i>Grossing Factor</i>	1.10
					<i>Subtotal Gross Square Feet</i>	110
13.200 CENTRAL MECHANICAL PLANT						
13.201	Central Plant	-	1	500 /area	500	Final space to be determined based on the development of the full MCC facility
					<i>Subtotal Net Square Feet</i>	500

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
				Grossing Factor	1.10	
				Subtotal Gross Square Feet	550	
	13.000			Total Interior Net Square Feet	600	
	13.000			Total Interior Gross Square Feet	660	
	13.000			Total Exterior Square Feet	(0)	

14.000 Parking

Introduction

The WRC is a public building serving many interests and needs; vehicle parking is needed for employees, official visitors and resident visitors. The site layout should prevent vehicles from pulling up close to the building. This can be accomplished through the use of architectural elements, landscaping, bollards, concrete planters, and other attractive and dignified exterior treatments that will keep vehicles an acceptable distance from the building.

Operational Program

14.100 Facility Vehicle Parking

There should be onsite parking for facility vehicles. It is anticipated that parking spaces for one 15-passenger van and four minivans will be required.

14.200 Personal Vehicle Parking

The public lobby entrance should be the facility's "front door," easily accessible from the street and public parking areas. There should be a passenger drop-off adjacent to the main door into the facility, with signage indicating that the area is for drop-offs only, and parking at this location is prohibited.

Staff, members of the public and visitors to the facility, and eligible residents will utilize the same parking area. The parking area should have spaces for approximately 35 vehicles, including handicapped spaces per code.

Additional Design/Operational Considerations

No additional design/operational considerations noted.

14.000 Parking

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
14.100 FACILITY VEHICLE PARKING						
14.101	Facility Vehicle Parking - Vans/Truck	-	5	400 /space	(2,000)	Sized for 1 15-passenger van and 4 minivans
		<i>Subtotal Net Square Feet</i>			0	
		<i>Grossing Factor</i>			0.00	
		<i>Subtotal Gross Square Feet</i>			0	
		<i>Subtotal Exterior Square Feet</i>			(2,000)	
14.200 PERSONAL VEHICLE PARKING						
14.201	Vehicle Parking - Cars	-	35	300 /space	(10,500)	Shared parking - staff, public, visitors, residents; handicap spaces in accordance with ADA regulations; includes circulation space
		<i>Subtotal Net Square Feet</i>			0	
		<i>Grossing Factor</i>			0.00	
		<i>Subtotal Gross Square Feet</i>			0	
		<i>Subtotal Exterior Square Feet</i>			(10,500)	
14.000		<i>Total Interior Net Square Feet</i>			0	
14.000		<i>Total Interior Gross Square Feet</i>			0	
14.000		<i>Total Exterior Square Feet</i>			(12,500)	

WOMEN'S SPECIAL MANAGEMENT UNIT

Introduction

The Maine Department of Corrections (MDOC) has designated two facilities to serve the needs of its female prisoner population – the Maine Correctional Center (MCC) and the Women's Reentry Center (WRC), the planned replacement facility for the Southern Maine Women's Reentry Center. The MCC is the primary facility for housing female prisoners of all custody levels, while the WRC will be a staff-secure residential facility serving female prisoners with a custody classification of community or minimum.

The program detailed in this section for the women's SMU (specialized and health care housing) is intended to be incorporated into the overall master plan for the MCC. This section will outline the operating and spatial requirements for future operation of the women's SMU. Where indicated, it identifies how specific housing options may utilize existing space, which may require renovation/expansion, or recommends how a specific housing option may function within the overall MCC facility.

Most prisoners are successful living in a general population (GP) housing unit. GP housing is for those prisoners who have demonstrated an ability to abide by the rules and regulations that guide daily life activities within a prison setting and do not require specialized care. However, there is a small number of prisoners who are not suitable for GP housing due to a variety of reasons – either uniquely or in combination, e.g., pending classification, propensity for violence, need for protection from other prisoners, medical or mental health condition, etc. To accommodate prisoners' special needs, a range of housing options is necessary, including:

- Reception
- Restrictive
- Protective Custody
- Acute Mental Health
- Subacute Mental Health
- Medical

MDOC has opted to include these housing options under the umbrella of a special management unit (SMU). For purposes of this report, the SMU housing options are further categorized into one of two housing types – specialized and health care.

Specialized housing includes the reception, restrictive, and protective custody housing options. Health care housing includes the acute mental health, subacute mental health and medical housing options. It is not intended that specialized and health care housing be co-located. In fact, it is strongly discouraged since these housing assignments meet dramatically different sets of prisoners' special needs – specialized housing may call for a

security-based response while health care housing oftentimes requires a treatment-based response.

Program Summary

Table II.1 summarizes the facility space needs based on the operating and spatial requirements outlined throughout this chapter.

Table II.1: Architectural Program Summary – MDOC Women’s SMU

#	Functional Area	NSF	GSF	Exterior SF	Notes
MAJOR COMPONENT					
1.000	SPECIALIZED HOUSING	1,620	2,673	1,250	Exterior space is the rec yard; not heated or cooled
2.000	HEALTH CARE HOUSING AND SUPPORT	4,190	6,642	750	Exterior space is the rec yard; not heated or cooled
	SUBTOTAL	5,810	9,315	2,000	
	Building Gross Factor (15%)		1,397		Includes mechanical/electrical closets, building skin, major circulation, and building connectors
	TOTAL	5,810	10,712	2,000	

1.000 Specialized Housing

Introduction

The MDOC has made provisions to accommodate the needs of female prisoners who are better served by a housing assignment other than GP. These include:

- Reception
- Restrictive
- Protective Custody

Reception Housing – a subpod²⁹ within the MCC³⁰ for newly admitted prisoners who are separated from the rest of the population pending completion of classification, a process

29 A subpod is a smaller space within, yet physically separate from, the main area (housing pod) and having many characteristics of the larger primary area

30 Reception housing is planned to occupy the existing "bubble" at in the MCC Women’s Center

that assesses individual prisoners' risk and needs and identifies any special considerations in terms of custodial and programmatic care that may be present.

Restrictive Housing – a subpod within the GP Close housing pod for prisoners who present a security/safety threat to the facility or others; fail to consistently recognize her ability to adjust; or require pre-hearing detention pending resolution of a disciplinary action. Prisoners may also be assigned to restrictive housing as part of a sanction imposed after having been found to be in violation of facility rules and regulations. Restrictive housing is not synonymous with solitary confinement; rather, it is planned to reflect best practices relative to screening of who is assigned to restrictive housing, insuring that conditions are not unnecessarily punitive and that prisoners are regularly reviewed and participating in interventions intended to transition them back to GP.

Protective Custody – prisoners who, without precautions, are at risk of personal harm by others will be boarded in other correctional facilities that have capacity to provide the necessary protections. As Maine is a unified correctional system, this may be in a county jail within Maine or in a prison facility in another state that MDOC has an interstate agreement.

Operational Program

Description of Housing Subpod – Overview

Unless otherwise noted, the current operational practices for each of the designated populations will continue as they presently do. The following operational considerations and practices will be the foundation from which all existing housing pods will be renovated/expanded. Any alteration, variation, or adaptation to this foundation is described in the individual housing subpod sections detailed below.

Access to the housing subpod will be provided through a secure door from within the main housing pod of which the subpod is a part.

Cells, dayrooms, and other housing subpod spaces are constructed with materials and outfitted with furnishings and fixtures commensurate with the assigned population's security classification and special needs considerations.

Prisoner cells will typically be accessible during the day and evening hours. Cells will be locked during the night hours, but will be equipped with a staff call "push-to-exit" button for prisoners to exit their cell when enabled and authorized by the housing officer, or when prisoners need to contact the housing officer in case of emergency. If the doors are set as secured, the "push-to-exit" button will operate as a staff call button, which sends an alert tone to the housing pod control panel. If the housing officer does not respond to the call within the designated time, the call will be directed to central control, where it will enunciate as an unacknowledged call-in.

Minimally, each cell shall have a bunk, toilet, sink, mirror, desk/writing surface, seat, and clothing and personal property storage/hooks. The number of ADA-compliant cells will comply with applicable code, and will be located close to the shower area.

All cells will have exterior windows providing natural light. While prisoners may have the ability to control their assigned cell's lighting and sanitary fixtures, water and lighting shut-offs will also be located at the officer's workstation (located in the main housing pod dayroom). Careful consideration must be given to the design of cells to limit sharp edges and opportunities for prisoners to attempt suicide from vents, sprinkler heads, plumbing fixtures, doorknobs, etc.

Showers will be of sufficient number to comply with ACA standards and required codes, which require one shower per eight inmates,³¹ and which will also stipulate the requisite number of ADA-compliant showers. In order to meet Prison Rape Elimination Act (PREA) standards, showers should have vision panels or security screens that will allow a view of the head and/or feet of the resident using the facility – this is particularly important in light of MDOC's practice of cross-gender supervision in housing units. Extra care must be taken to provide adequate drainage to avoid water run-off from this shower. Each individual shower stall includes a private outer area for drying/dressing. The showerheads should be suicide resistant and, ideally, will be recessed. The shower stalls facing the dayroom should have curtains/doors that allow visibility of the head and feet. Floor drains will be located in both the shower and dressing areas. Prisoner razors will be securely stored and will be issued upon request, i.e., during designated issue and collection times, and collected following use.

Each subpod will have a dayroom that provides the amount of space and furnishings sufficient to seat the maximum number of persons who may be allowed in the dayroom at any given time – in restrictive housing it may be 70% of the maximum number – including staff, at tables with seating. The dayroom will be equipped with sound-attenuating measures, and will have access to natural light. There will be a water cooler located near the housing subpod door for use during distribution of medications.

Within the dayroom, telephones will be provided, with at least one telephone that is ADA-compliant. A television will be located in the dayroom in a manner that causes the least disruption to other prisoners. Additionally, prisoners will be expected to use FM receivers associated with the television to avoid issues of volume control.

31 ACA Standards 4-4139

Mounted on the wall within the dayroom will be four boxes with keyed, hinged lids and slots wide enough to accept a business envelope or folded file folder. One box will be designated for outgoing U.S. mail; its contents will be collected when the designated utility officer arrives each day with the mail delivery. Other boxes may be used for communication to staff, grievances, etc.

Commissary orders will be placed and received on a scheduled basis. Prisoners will submit their commissary orders using the commissary transaction kiosk within the dayroom. Ideally, the commissary system will be interfaced with the information management system to reduce the different types of kiosks required. Additional kiosk-based activities may include submission of grievances and requests, intra-prison communications, release date lookup, etc.

Personal visits and many professional visits may be conducted via video visitation. Video visitation kiosks will be provided for this purpose. Capabilities for using headsets may be considered to aid in minimizing noise associated with visits as well as acoustical side panels between each kiosk. Portable video visitation kiosks shall be available in sufficient number to meet the visitation demands of those populations with movement restrictions, e.g., limited mobility, restrictive housing.

A carrel station will be provided for legal research. This space will allow prisoners to access a secure web-based, or intra-agency legal research system via CD-ROM. The housing officer will schedule access to the legal research computer. These stations will typically be located within the dayroom.

Prisoners will typically eat their meals at tables located in the dayroom, although prisoners in restrictive housing may be required to eat their meals in their cell. Meal distribution will be staged from the subpods' main housing pod dayroom. A food cart alcove will be provided in the dayroom within the main housing pod (of which the subpod is a part) for staging food carts and dispensing trays.

Prisoners' uniforms and personal items, along with all institutional items, such as sheets, towels, blankets, mattresses and pillows, will be washed in the MCC's centralized laundry. Linens will be exchanged on a one-for-one basis. Personal and issued clothing will be secured in mesh bags and taken to the centralized laundry for washing, and then returned the following day. Prisoners will be permitted to retain enough personal laundry to have sufficient changes of underclothing. A storage closet with shelving is required for the linens, blankets, mattresses and the many supply and equipment items that must be maintained on the pod. Disinfectant wipes for the mattresses will be located in this closet for cleaning mattresses prior to a new prisoner occupant or at other times deemed appropriate.

Outdoor recreation is provided adjacent to the housing subpod, and prisoners will be permitted to access the outdoor recreation facilities during scheduled times. The

exterior exercise area is sized to accommodate a portion of the housing pod population. The outdoor recreation is covered for weather protection. All prisoners will be permitted outdoor exercise a minimum of one hour per day, seven days per week. The security of the building itself may provide the boundaries of the outdoor exercise area. The common wall between the exercise area and the dayroom is glazed to the maximum extent possible to afford unobstructed views to the exercise area from the housing subpod. Direct access to the exercise area is through a door located in the subpod dayroom. Outdoor recreation areas are equipped with appropriate exercise equipment.

Within the housing subpod a trash alcove will be provided. The janitor closet located within the main housing pod will serve the associated subpod.

1.100 Female Reception Housing

Reception housing will operate as a subpod and occupy the existing “bubble” at the Women’s Center, and is comprised of four single-occupancy cells for a capacity of four prisoners.

Prisoners in reception housing will be afforded scheduled access to the following functions, which will be located within the main housing pod:

- Video Visitation Station
- Commissary Order/Prisoner Information Kiosk
- Computer/Legal Research Station

No additional housing subpod alteration, variation, or adaptation is required from that which was described in *Description of Housing Subpod – Overview*.

1.200 Female Restrictive Housing

Restrictive housing will operate as a subpod to the planned GP-Close housing pod, and is comprised of eight single-occupancy cells for a capacity of eight prisoners. No housing subpod alteration, variation, or adaptation is required from that which was described in *Description of Housing Subpod – Overview*.

Additional Design/Operational Considerations

No additional design/operational considerations noted.

1.000 Specialized Housing

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
1.100 FEMALE RECEPTION HOUSING [4 Beds; existing "bubble" - operated as a subpod to a another housing pod, TBD]						
1.101	Single Occupancy Cell	1	3	80 /cell	240	1 bunk; secure mounted writing surface; toilet/sink; mirror; under bed storage; seating; spring-loaded Norix hooks; natural light; "push-to-exit" call button
1.102	ADA Single Occupancy Cell	1	1	80 /cell	80	1 bunk; secure mounted writing surface; ADA toilet/sink; mirror; under bed storage; seating; spring-loaded Norix hooks; removable grab bar; natural light; "push-to-exit" call button; close proximity to shower area
1.103	ADA Shower/Changing	1	1	50 /area	50	Double shower head, cubicle with outer drying/dressing area, café doors for privacy; floor drains in both shower and dressing areas.
1.104	Dayroom//TV	4	1	35 /person	140	Heavy/durable 4-person table; TV; wall-mounted mailboxes; 1 ADA-compliant telephone; bookshelf for recreational library; FM receivers; sound attenuation measures; water cooler; natural light
1.105	Recreation	1-4	1	500 /area	(500)	Glazing to maximize visibility; covered for inclement weather exercise; sized for half-court basketball or walking; exterior space
1.106	Trash Alcove	-	1	20 /area	20	Regular and recycled trash
<i>Subtotal Net Square Feet</i>					530	
<i>Grossing Factor</i>					1.65	
<i>Subtotal Gross Square Feet</i>					875	
<i>Subtotal Exterior Square Feet</i>					(500)	
1.200 FEMALE RESTRICTIVE HOUSING [8 Beds; operated as a subpod to GP Close]						
1.201	Single Occupancy Cell	1	7	80 /cell	560	1 bunk; secure mounted writing surface; toilet/sink; mirror; under bed storage; seating; spring-loaded Norix hooks; natural light; "push-to-exit" call button

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
1.202	ADA Single Occupancy Cell	1	1	80 /cell	80	1 bunk; secure mounted writing surface; ADA toilet/sink; mirror; under bed storage; seating; spring-loaded Norix hooks; removable grab bar; natural light; "push-to-exit" call button; close proximity to shower area
1.203	ADA Shower/Changing	1	1	50 /area	50	Double shower head, cubicle with outer drying/dressing area, café doors for privacy; floor drains in both shower and dressing areas.
1.204	Dayroom//TV	8	1	35 /person	280	Heavy/durable 4-person tables; 1 TV area with seating for 4; wall-mounted mailboxes; 1 ADA-compliant telephone; bookshelf for recreational library; FM receivers; sound attenuation measures; water cooler; natural light
1.205	ADA Video Visitation Station	1	1	40 /area	40	Video visitation kiosk; headset; acoustical side panels
1.206	Commissary Order/Prisoner Information Station	1	1	20 /area	20	Automated transaction station
1.207	Computer/Legal Research Station	1	1	40 /area	40	Computer carrel; networked printer
1.208	Recreation	1-4	1	750 /area	(750)	Glazing to maximize visibility; covered for inclement weather exercise; sized for half-court basketball or walking; may be subdivided into 4 individual yards (180 sf/each) exterior space
1.209	Trash Alcove	-	1	20 /area	20	Regular and recycled trash
<i>Subtotal Net Square Feet</i>					1,090	
<i>Grossing Factor</i>					1.65	
<i>Subtotal Gross Square Feet</i>					1,799	
<i>Subtotal Exterior Square Feet</i>					(750)	
1.000	<i>Total Interior Net Square Feet</i>				1,620	
1.000	<i>Total Interior Gross Square Feet</i>				2,673	
1.000	<i>Total Exterior Square Feet</i>				(1,250)	

SMRT Architecture Engineering Planning Interiors Energy
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2.000 Health Care Housing and Support

Introduction

The MDOC has made provisions to accommodate the needs of female prisoners who are better served by a health care housing assignment. These include:

- Acute Mental Health
- Subacute Mental Health
- Flexible Medical

Acute Mental Health – a subpod within the MCC female health care housing pod for prisoners who have acute symptoms of serious mental illness or who are on suicide watch.

Subacute Mental Health – an area within the health care housing pod for prisoners who have chronic, persistent symptoms of mental illness who are too vulnerable to be housed in the general population or prisoners who are transitioning from the acute mental health subpod.

Flexible Medical Housing – a subpod within the health care housing pod for prisoners who require short-term medical observation or long-term medical housing.

Operational Program

Description of Health Care Housing – Overview

Health care housing will be comprised of single-tiered housing pods. The number of prisoners requiring these types of special housing does not warrant full-size housing units designated for a single purpose. A single housing pod for female prisoners is provided with two subpods and additional subacute mental health beds contained within the larger overall pod to meet these specialized medical and mental health needs. The subpods permit more than one special need population to be located separately but adjacent to one another so that there are staff efficiencies for security, medical and mental health staff. These housing subpods are separated by levels of glazing with a staff station located with visibility into all areas. This design is also responsive to the ever-changing population fluctuations by allowing one of the units to expand into the other if necessary, while still retaining staffing efficiencies.

Mental health staff will be assigned to work directly in the combined medical and mental health pod. A mental health office will be located within the housing pod accessible from the shared larger dayroom. A fully equipped workstation is provided within the office.

A shared small multipurpose room sized for 4-6 persons will be available for structured group or individual activities within the dayroom. This space should have full visibility from the officer's station.

Consistent with best practices, the design, operational management, and treatment must incorporate gender responsive considerations and approaches that meet the unique needs of women. Care should be taken within the location of the mental health acute subpod to maximize safety. Because supervision of this pod is by one housing officer, the housing officer's workstation should allow full visibility into all subpods; however, glazing should be used in such a manner as to limit visibility for the prisoners in one subpod into the other subpods.

All cells will have exterior windows providing natural light. Cells, dayrooms and other housing pod spaces are constructed with materials and outfitted with furnishings and fixtures commensurate with the assigned population's security classification and special needs considerations.

Access to the housing pod will be provided through a housing pod pedestrian sally port, whose outer door is controlled by central control and whose inner door is controlled by the pod officers. Access to the housing subpod will be provided through a secure door from within the main housing pod of which the subpod is a part. Depending on the population served by the housing and individualized treatment plans, the prisoner cells will be accessible during the day and evening hours.

When the cells are locked, they will be equipped with a staff call "push to exit" button for prisoners to exit their cell when enabled and authorized by the housing officer, or when prisoners need to contact the housing officer in case of emergency. If the doors are set as secured, the "push-to-exit" button will operate as a staff call button, which sends an alert tone to the housing pod control panel. If the housing officer does not respond to the call within the designated time, the call will be directed to central control, where it will enunciate as an unacknowledged call-in.

The acute mental health and flexible medical housing subpods will have small dayrooms that provide the amount of space and furnishings sufficient to seat the maximum number of persons who may be allowed in the dayroom at any given time. The dayroom will be equipped with sound-attenuating measures, and will have access to natural light. There will be a water cooler located near the housing subpod door for use during distribution of medications.

Within the larger shared dayroom, telephones will be provided, with at least one telephone that is ADA-compliant. A television will be located in the dayroom in a manner that causes the least disruption to other prisoners. Additionally, prisoners will be expected to use FM receivers associated with the television to avoid issues of volume control.

Mounted on the wall within the shared dayroom will be four boxes with keyed, hinged lids and slots wide enough to accept a business envelope or folded file folder. One box will be designated for outgoing U.S. mail; its contents will be collected when the designated utility officer arrives each day with the mail delivery. Other boxes may be used for communication to staff, grievances, etc.

Commissary orders will be placed and received on a scheduled basis. Prisoners will place their commissary orders using the commissary transaction kiosk located in the main dayroom. Ideally, the commissary system will be interfaced with the information management system to reduce the different types of kiosks required. Additional kiosk-based activities may include submission of grievances and requests, intra-prison communications, release date lookup, etc.

Personal visits and many professional visits may be conducted via video visitation. Video visitation kiosks will be provided for this purpose. Capabilities for using headsets may be considered to aid in minimizing noise associated with visits as well as acoustical side panels between each kiosk. Portable video visitation kiosks shall be available in sufficient number to meet the visitation demands of those populations with movement restrictions, e.g., limited mobility, restrictive housing.

Prisoner uniforms and personal items, along with all institutional items, such as sheets, towels, blankets, mattresses and pillows, will be washed in the MCC's centralized laundry. Linens will be exchanged on a one-for-one basis. Personal and issued clothing will be secured in mesh bags and taken to the centralized laundry for washing, and then returned the following day. Prisoners will be permitted to retain enough personal laundry to have sufficient changes of underclothing. A storage closet with shelving is required for the linens, blankets, mattresses and the many supply and equipment items that must be maintained on the pod. Disinfectant wipes for the mattresses will be located in this closet for cleaning mattresses prior to a new prisoner occupant or at other times deemed appropriate.

Within the housing subpod a trash alcove will be provided. The janitor closet located within the main housing pod will serve the associated subpod.

2.100 Female Acute Mental Health Care Subpod – 4 beds plus 2 additional safety cells.

Acute mental health housing is used to stabilize prisoners who are admitted to the facility and who are exhibiting mental health symptoms, including psychotic symptoms, suicide/homicide ideation, or inability to control aggressive and/or impulsive behaviors. The goal of this pod is to provide for the stabilization of these prisoners to allow for step-down transfer movement toward general population housing. Sub-acute mental health housing will be considered the interim step-down unit.

One subpod designated for acute mental health is comprised of four ADA compliant single-occupancy cells plus two safety cells. Prisoners who are not out of control, but their behavior is still impulsive and labile, will be housed in the acute pod. A small sub-dayroom with sound attenuation should be adjacent to the cells of these prisoners. These prisoners are in need of a high level of supervision, a highly structured environment, and intensive treatment.

Two safety cells will be located within the acute mental health housing subpod. These are “temporary” beds to be used for short periods in order to provide appropriate stabilization and safety. The safety cell will be designated for secure observation of prisoners with mental illnesses who are in acute crisis and/or actively psychotic. The overall goal of these cells is to stabilize individuals experiencing acute psychological symptoms, extreme suicide ideation or individuals whose failure to take psychiatric medications is severely inhibiting their ability to function or interact with staff or prisoners in a safe manner. These cells are not for permanent placement; the goal will be to use these cells for short durations (two to four hours) to stabilize prisoners so that they can return to their assigned single cell; placement in a safety cell will require a mental health provider order. The safety cells will be high security beds that are directly observable from the staff workstation.

Individual treatment plans (determined by a team of mental health, security and medical staff) will determine movement and privileges, such as how often and how long prisoners will be in the dayroom. The same team will determine on an individual basis the level of security and/or restraints required when the prisoner is outside of the cell. It is anticipated that once the dayroom is well tolerated and the level of security restraint is significantly reduced, the prisoner will be moved to the sub-acute mental health unit. Because of the threat posed to the safety and security of staff, prisoners in this status have limited movement or privileges, and may be locked down for many hours of the day however; individualized treatment plans should encourage progressive out-of-cell time toward stabilization and the ability to move to the subacute or a general population pod.

Initial access to outdoor recreation will be by escort and if necessary, with ambulatory restraints, approved by the treatment team and ordered by the mental health provider. The treatment team will determine progressive access to outdoor recreation time. The ability to handle outdoor recreation time; unescorted, restraint free dayroom time with other prisoners within the dayroom; and medication and treatment compliance will be indicators that the individual may be ready to move to the sub-acute mental health pod.

Cell contents may be limited and will be determined by the treatment team and documented in the individualized treatment plan.

These prisoners will have access to shared dayroom kiosks, carrels, and the food alcove when needed. The pod officer, driven by the treatment plan, will control the access to these services.

Prisoners are not expected to be housed in the acute mental health housing pod for extended stays. Once prisoners are not acutely symptomatic or present a danger to self or others, they will be moved to sub-acute care and provided further stabilization services. Access to the dayroom will be limited to no more than two appropriately stabilized prisoners at a time.

No additional housing unit variation is required from that which was described in *Description of Health Care Housing – Overview*

2.200 Female Subacute Mental Health – 10 beds (6 singles and 2 doubles)

Housing for 10 prisoners with sub-acute or chronic symptoms of mental illness and/or intellectual or developmental disabilities (IDD) housing is comprised of 6 single occupancy (1 ADA-compliant) and 2 double cells to allow for flexibility.

Health care staff will make regular rounds in this housing area. This is transitional housing for prisoners who are either in crisis or have serious mental illnesses with persistent symptoms that preclude their ability to function in a general population pod.

The treatment team will determine about how much out of cell time and access to activities for each prisoner based on their ability to tolerate groups of other prisoners. However, the treatment plans should encourage progressive out-of-cell time toward stabilization and the ability to move to a general population pod.

Individual treatment plans (determined by a team of mental health, security and medical staff) will determine movement and privileges, such as how often and how long prisoners will be in the dayroom.

Access to the shared dayroom will be limited to no more than 8-10 appropriately stabilized prisoners at a given time.

Prisoners with sub-acute symptoms may be labile and have periods of time when they are restricted to their cell to maximize their safety and that of others.

The treatment team will determine progressive access to outdoor recreation time. The ability to handle unescorted outdoor recreation time; unlimited dayroom time with other prisoners within the dayroom; and medication and treatment compliance, and stable behavior for a consistent period of time will be indicators that the individual may be ready to move to GP housing.

While some prisoners may spend extended periods of time in this unit, others will stabilize and move to general population housing.

Cell contents may be limited on an individualized basis and will be determined by the treatment team and documented in the individualized treatment plan.

Dayroom kiosks, carrels, and the food alcove should be able to be secured and provide access when needed. One ADA compliant shower will be directly accessed by the prisoners in the subacute pod. The pod officer will control the access to these services.

Prisoners in the pod will generally eat at tables in the dayroom. However, the treatment team may determine that a prisoner needs to be restricted to cell-based meals for a limited period

No additional housing unit alteration, variation, or adaptation is required from that which was described in *Description of Health Care Housing – Overview*.

2.300 Female Flexible Medical Housing – 6 beds (2 single and 2 double cells)

One subpod designated for medical housing is comprised of two single-occupancy cells and two double cells. All cells are ADA-compliant.

Flexible use of medical beds will be maintained based on the clinical demands of the population. Two of the cells will be used primarily for short term medical housing for female prisoners who are recovering from surgeries, acute illnesses, or acute exacerbations of chronic illnesses until stable enough to return to general population. These prisoners will not require 24/7 direct nursing observation.

Prisoners will be housed for long-term stays in the medical housing unit who have chronic medical conditions with fragility, e.g. asthma, diabetes, cardiovascular diseases, or frailty (elderly or requiring some assistance with activities of daily living) will also be housed here.

Medical staff will determine when a prisoner is admitted to or discharged from the medical housing subpod. Nursing will not staff this subpod. Nursing staff will make rounds of the subpod, distribute medications, and provide any necessary treatments in the medical triage room located in the shared housing support area.

This pod should allow good visibility throughout. This pod should be located on the lower level in order to house the most fragile prisoners and those prisoners requiring special accommodations. All areas must provide space for movement with assistive devices such as wheelchairs, walkers, crutches, and canes. ADA-compliant cells will be available throughout the general population housing units and will continue to be used by those prisoners who require only environmental accommodations to meet their disabilities but do not require a medical assisted living environment. This subpod will include an ADA compliant shower and tub room with Hoya lift.

Prisoners housed in the medical housing subpod will have cell contents, access to telephones, visitation, interview rooms, outdoor recreation, and access to programs and activities as those who are in general population and as tolerated by their physical condition. It is anticipated that a number of these prisoners may have dietary restrictions and therefore may have restrictions placed on their commissary access. It would be ideal if these restrictions/limitations were managed electronically through the kiosk ordering system.

Medical housing prisoners will share the health care housing support areas with the other prisoners with medical and mental health housing needs. Prisoners housed in the flexible medical subpod will also be able to access the main outdoor recreation areas serving the female general population (GP) as well as other programs and services offered to GP prisoners as their medical condition and security classification permits. No additional housing variation is required from that which was described in *Description of Health Care Housing – Overview*.

2.400 Shared Medical and Mental Health Housing Support

The shared medical and mental health housing support area will serve prisoners by providing space the spaces necessary to meet the programmatic needs for prisoners' assigned to medical and mental health housing.

Designated prisoners will access mental health, medical treatment, and other services directly from the shared dayroom space adjacent to the acute mental health and medical subpods and the subacute cells. It is anticipated that the treatment spaces will be used primarily by the subacute mental health and flexible medical housing populations. Acute mental health prisoners will be escorted to the shared spaces when necessary to access treatment. The subacute mental health and medical population will not require escorts unless they are restricted to escorting by their individual treatment plan.

The shared dayroom will contain or provide direct access to:

- Nursing/Clinical Workstation
- Officer Station
- Mental Health Office
- Small Multipurpose/Group Room
- Interview Rooms (2)
- Triage/Exam Room
- Medication Storage and Distribution Space
- Clean and Soiled Utility
- Janitor Closet
- Staff Restroom
- Shared Dayroom with:
 - Video Visitation

- Commissary Kiosk
- Pantry/Food Cart Alcove
- Access to Fresh Air Court

A multi-purpose room/classroom will be designed and furnished similarly to a traditional adult education classroom. There will be generous glazing on the walls of the multipurpose room. Two additional interview rooms will be provided which are designed and equipped for conducting interviews (mental health, medical, program staff, and classification). These rooms shall provide the requisite privacy to prevent casual observation of room occupants by other prisoners.

A fully equipped and furnished triage/examination and medication storage/distribution rooms will be provided in the dayroom to minimize movement throughout the facility of prisoners undergoing health care assessment. Prisoners newly admitted to the facility and requiring health care housing may receive their history and physical examination in this area. Additionally, prisoners will be seen for sick call on a scheduled basis. Prisoners will make a written request to be seen by health care staff.

Access to a fresh air court will be available to all prisoners housed in health care housing on a scheduled basis.

Additional Design/Operational Considerations

The primary security consideration in the health services component is prisoner supervision and control of dangerous substances and instruments. Therefore, an officer will be in the area any time that there are examinations or medication distribution. The examination room should be equipped with observation panels. Glazing need not be extensive, but should be security grade.

The front door to the exam room will have card and/or biometric access. The medication distribution and storage room will have a locked door and will be for staff use only. It is recommended that the door remain locked at all times. A card reader and biometric access with pin-code system will monitor who is accessing the medication area at any given time. If desired, an enunciator can be incorporated into the locking system, to alert central control whenever someone unauthorized enters the medication storage area. In addition, the medication storage will be designed so that the walls are constructed from the floor slab to the underside of the building structure.

Electrical circuits and lighting in these areas of the facility should be connected to the facility's emergency power generation system.

Acute mental health cells will be constructed to close custody security standards, as they will be designed to house any custody level as may be necessary.

Medical and mental health housing will be single tiered – on one level.

2.000 Health Care Housing and Support

#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
2.100 FEMALE ACUTE MENTAL HEALTH HOUSING [4 beds + 2 safety cells; operated as a subpod to Subacute MH Housing - 2.200]						
2.101	Acute Care (including suicide watch) Single Occupancy Room	1	4	80 /cell	320	Includes low solid bed, shelf, stainless steel fixed desk, fixed stool, stainless steel combination toilet/lav, swinging solid door with vision panel, one telephone jack in corridor between 2 cells; ADA compliant; all fixtures suicide resistant. Sound attenuation. Camera Monitoring
2.102	Subdayroom/Vestibule	1	1	200 /area	200	Accessible to the acute/observation room; full glazing to allow maximum visibility. One fixed table. Two solid modular chairs.
2.103	ADA Shower	1	1	50 /area	50	Accessible from dayroom/vestibule; allow requisite privacy without compromising safety. Recessed double shower head, vented doors with cuff pass through, appropriate glazing to allow privacy but visibility of head and feet, outer drying/dressing area; half height café doors.
2.104	Safety Cell	1	2	80 /area	160	Not to be used for housing, temporary holding if the suicide watch room needs to be rinsed down. Walls and floor fitted with fire resistive and non-toxic rubberized product; flushing floor drain, controls outside of the room. Sound attenuation, camera monitoring.
2.105	Trash Alcove	-	1	20 /area	20	Regular and recycled trash
					Subtotal Net Square Feet	750
					Grossing Factor	1.65
					Subtotal Gross Square Feet	1,238
2.200 FEMALE SUBACUTE MENTAL HEALTH HOUSING [10 beds; open to main dayroom]						

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
2.201	Single Occupancy Cell	1	5	80 /cell	400	1 bunk; secure mounted writing surface; toilet/sink; mirror; under bed storage; seating; breakaway hooks; natural light; "push-to-exit" call button
2.202	ADA Single Occupancy Cell	1	1	80 /cell	80	1 bunk; secure mounted writing surface; ADA-compliant toilet/sink; mirror; under bed storage; seating; breakaway hooks; removable grab bar; natural light; "push-to-exit" call button; close proximity to shower area
2.203	Double Occupancy Cell	2	2	100 /cell	200	2 solid beds secured to floor, secure mounted writing surface, vitreous china toilet/sink, under bed storage, wall-mounted cubbies for storage; picture slide bar; seating, suicide resistant devices for storing towels, natural light; removable grab bar
2.204	ADA Compliant Shower	1	1	50 /area	50	Double shower head, vented doors, appropriate glazing, outer drying/dressing area; half height café doors; located adjacent to the medical housing subpod
<i>Subtotal Net Square Feet</i>					730	
<i>Grossing Factor</i>					1.65	
<i>Subtotal Gross Square Feet</i>					1,205	
2.300	FEMALE FLEXIBLE MEDICAL HOUSING [6 beds; operated as a subpod to Subacute MH Housing - 2.200]					
2.301	ADA Single Occupancy Cell	1	2	120 /cell	240	Nursing home type beds; hospital-type toilet and sink with removable grab bars; two outlets; desk, chair; night table; natural light; close proximity to shower area; push to exit call button
2.302	ADA Double Occupancy Cell	2	2	180 /cell	360	2 nursing home type beds; hospital-type toilet and sink with removable grab bars; two outlets; desk, chair; night table; natural light; close proximity to shower area; push to exit call button
2.303	ADA Compliant Shower	1	1	50 /area	50	Double shower head, vented doors, appropriate glazing, outer drying/dressing area; half height café doors; located adjacent to the medical housing subpod

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
2.304	Tub Room	1	1	100 /area	100	Walk-in tub area with double shower head, vented doors, appropriate glazing, outer drying/dressing area; half height café doors; includes nurse call button; tub and Hoya lift
2.305	Subdayroom/Vestibule	1	1	150 /area	150	Accessible to the medical housing rooms; full glazing to allow maximum visibility; 1 fixed table; 2 solid modular chairs
Subtotal Net Square Feet					900	
Grossing Factor					1.65	
Subtotal Gross Square Feet					1,485	
2.400 Shared Medical and Mental Health Housing Support						
2.401	Nursing/Clinical Workstation	1-3	1	80 wkstn	80	Workstation with counter, stool, tamper proof control panel, with good visibility into all areas,
2.402	Officer Station	1	1	60 /area	60	Standing height work desk/counter, stool, daily needs storage, control panel for doors, computer; visibility into the area maximized; visibility into the adjacent interview room; adjacent to the nursing/clinical workstation.
2.403	Mental Health Office	1-3	1	100 /area	100	Assigned office for mental health professional assigned to acute and subacute pods
2.404	Small Multipurpose/Group Room	8	1	20 /person	160	Table and stackable chairs for 6-7 prisoners and 1 group leader.
2.405	Interview Rooms	3	2	80 /area	160	Table and stackable chairs for 3 people.
2.406	Triage /Exam	1	1	120 /area	120	Includes sink, workstation with chair or stool,, exam table, portable privacy screen, exam stool, wall mounted diagnostic equipment; glazed wall panels; all equipment secured behind lockable cabinetry.
2.407	Medication Distribution	1	1	100 /area	100	Storage for med cart, small under-counter refrigerator, foot controlled sink, lockable cabinets and drawers for medications and other supplies such as IVs and medications. Workstation and stool

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
2.408	Dayroom	16	1	35 /person	560	Adjacent to medical flexible and mental health subacute housing units. Meets the minimum dayroom size requirement in accordance with ACA standards; heavy/durable 4-person tables, seating for 16 for mealtimes, 2 TV areas with seating for 8, wall-mounted mail boxes, 2 telephones, sound attenuation measures. Numerous electrical outlets for portable medical equipment (at least 1:1 prisoner: outlet ratio)
2.409	Video Visitation	1	2	50 /area	100	Secure wall mounted monitor with security cabled handset within privacy panels.
2.410	Commissary Kiosk	1	2	40 /area	80	Secure. Floor mounted, with stool for ordering.
2.411	Pantry & Trash Alcove	0	1	40 /area	40	Sink, instant-hot water, countertop, storage cabinets, microwave, beverage station; ice machine (move to larger dayroom); electrical outlets; regular and recycled trash
2.412	Clean Utility	-	1	100 /area	100	Secure are accessible to staff workstation with shelving and space for wheelchair/walker storage
2.413	Soiled Utility	-	1	60 /area	60	Secure are accessible to staff workstation with hopper sink, bins for soiled linens, container for biohazard waste.
2.414	Janitor Closet	-	1	40 /area	40	Utility sink, mop racks, broom rack, storage for limited cleaning supplies or dilution dispensers, mop buckets, ventilation such that wet mops dry without mildewing; door with glazing for visibility
2.415	Staff Restroom	1	1	50 /area	50	ADA compliant
2.416	Fresh Air Court	10	1	750 /area	(750)	Partially covered for weather protection
<i>Subtotal Net Square Feet</i>					<i>1,810</i>	
<i>Grossing Factor</i>					<i>1.50</i>	
<i>Subtotal Gross Square Feet</i>					<i>2,715</i>	
<i>Subtotal Exterior Square Feet</i>					<i>(750)</i>	
2.000	<i>Total Interior Net Square Feet</i>				<i>4,190</i>	

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#	Components	Persons or Units	# of Areas	Space Standard	NSF	Notes
	2.000			<i>Total Interior Gross Square Feet</i>	6,642	
	2.000			<i>Total Exterior Square Feet</i>	(750)	

OPERATING COSTS INTRODUCTION

In this chapter, the current budget of the MDOC adult facilities is analyzed in order to establish a baseline from which we can analyze the cost efficiency of the current facilities (as illustrated by staffing ratios and operating cost per diems³²), which will help to identify existing facilities that should be considered for consolidation or downsizing within a plan to make the system more cost efficient and cost effective. This baseline will serve as a foundation to inform projected future operating costs for the reconfigured adult facility system. The MDOC presently operates six adult facilities, namely:

- Bolduc Correctional Facility (BCF)
- Charleston Correctional Facility (CCF)
- Downeast Correctional Facility (DCF)
- Maine Correctional Center (MCC)
- Maine State Prison (MSP)
- Southern Maine Women’s Reentry Center (SMWRC)

Moreover, with this information, planning scenarios were developed and evaluated, so that informed decisions could be made regarding the fiscal impact associated with reconfiguration of the MDOC’s adult facilities in light of MDOC’s overall institutional system (adult and juvenile), i.e., physical plant and populations to be served by the individual facilities.

In addition to the new MCC, an integral premise of the reconfigured adult facility system is the creation of a new Charleston Correctional Facility (New CCF). To that end, Mountain View Youth Development Center (MVYDC) and CCF will be consolidated into a single adult facility serving minimum/community custody adult prisoners, and will be comprised of the existing MVYDC and the newest of CCF’s existing housing units. A small component will be available at the New CCF for the short-term processing of juveniles from the northern tiers of the state until MDOC can transport them to the Long Creek Youth Development Center (LCYDC).

It is anticipated that the New CCF will help generate significant overall institutional system operating costs savings. Traditionally, juvenile facilities are more costly to operate than adult facilities due to a number of specialized services that must be provided, the smaller numbers of offenders, and the mandated staff: youth ratios. Maine’s juvenile population has decreased over time, and the MVYDC is underutilized. As noted previously, (see Tab 3. New MCC Prisoner Populations and Bed Capacity), the LCYDC, which has unfilled capacity, will house those juvenile offenders presently being housed at MVYDC.

It is important when forecasting the future costs associated with operating the MDOC

³² Per diem is the cost to house a single prisoner for one day

institutions that such costs reflect planning assumptions that modify or otherwise impact the existing institutional system, including both adult and juvenile facilities. These planning assumptions include:

1. BCF will increase from its present capacity of 217 to 220 male prisoners
2. DCF will be closed
3. As previously noted, MVYDC will no longer serve juvenile offenders and will be repurposed to serve adult prisoners, and CCF will be downsized. These facilities will be consolidated into a single facility – New CCF. The New CCF will have capacity to serve 295 male minimum/community adult prisoners, as well as providing capacity for the short-term detention (72-hour holds) of juvenile offenders. Juvenile offenders at MVYDC will be relocated to the LCYDC
4. MCC will have a mental health unit that will serve the entire MDOC system, and will include the intensive mental health unit required by LD1515
5. MSP will increase from its present capacity of 880 to 1,082 male prisoners. To that end, beds will be added to existing housing pods to align with policy standards whereby a single officer may supervise 64 close custody or 80 medium custody prisoners
6. The SMWRC will be closed and its female prisoners will be relocated to a new reentry center to be built at the MCC site
7. MDOC will continue to house county jail inmates who meet specific criteria in its facilities
8. MDOC will no longer board state prisoners in county jails. However, it will continue to house state prisoners at the Maine Coastal Regional Reentry Center (MCRRC)³³

In this chapter, the baseline operating costs are established for the six adult facilities, which form the basis for projecting the operating and staffing costs presented for the new MCC and for the reconfigured adult facility system. To fully understand the impact of the reconfigured adult facility system on the overall MDOC institutional system, the projected costs of the adult facilities should be taken in context of projected costs for both adult and juvenile facilities. Consequently, projected future costs for both the adult and juvenile facilities are provided.

³³ The terms of this agreement do not require payment by MDOC

BASELINE OPERATING COSTS

Methodology

The project team first sought to understand how operating costs were accounted for and categorized. Detailed data³⁴ on MDOC adult facilities for FY15³⁵ was requested, including:

- Operating expenditures broken out by cost center (object code)
- Healthcare expenditures
- Budgeted staff
- Budgeted capacity
- Average daily population

The data were compiled and organized by each of the six adult facilities.

DAFS and MDOC budget staff provided significant assistance relative to clarification of cost categories, context and explanations for variances in the FY15 budgets and planned changes to existing facilities. Detailed analysis was conducted that looked at distinct cost centers, staffing levels, prisoner population classifications, and budgeted capacities. The following discussion addresses the results of that analysis.

Operating Costs Budget Categories

The FY15 budget, as approved by the legislature, was used in establishing the current baseline operating costs for the MDOC adult facility system. The MDOC is currently operating within this fiscal year and so it represents the best picture of the costs associated with operating the existing facilities.

The analysis looked at the MDOC adult facilities in the aggregate and individually. Only institutional operating budgets and budgets that contribute to institutional operations, i.e., healthcare, were examined. Budgets for central office, juvenile detention facilities, and other budgets such as capital improvements and prisoner boarding were not included in the establishing of the baseline operating costs for each facility.

To better understand the various costs associated with operating the adult facilities, budgeted costs were grouped according to the following categories³⁶

34 FY15 budget data provided by Scott Ferguson, DAFS

35 The MDOC operates on a July 1 through June 30, fiscal year

36 The object codes, by which the MDOC budget is organized, were assigned one of the original Study's operating cost categories by Scott Ferguson, DAFS.

1. Administration
2. Building & Maintenance
3. Contractual
4. Energy
5. Food
6. Fuel
7. Healthcare
8. Insurance
9. Transportation
10. Travel
11. Wages/Salary/Benefits³⁷

The categories listed above include those identified in the legislation that funded the original Feasibility Study, i.e., fuel, food, wages and salaries, energy, transportation and maintenance. In addition, healthcare, while a separate account, was included in light of its substantial impact on the cost of operating the adult facilities.³⁸

Table 6.1 outlines the MDOC cost centers (object group number and name) that comprise each of the study categories.

Table 6.1: Study Categories by MDOC Cost Center

MDOC Object Group Number and Name by Study Category	
Administration	
49	General Operations
50	Employee Training
53	Technology
54	Clothing
80	Interest
82	Administrative Charges and Fee
Building & Maintenance	
47	Repairs
55	Equipment
56	Office and Other Supplies
58	Highway Materials
71	Buildings
72	Equipment
76	Asset Construction
Contractual	
40	Prof. Services, Not By State
41	Prof. Services, By State

³⁷ Includes scheduled overtime and other pay categories, including all employee benefits

³⁸ Healthcare has its own appropriation account (28601), Correctional Medical Services Fund

MDOC Object Group Number and Name by Study Category	
Energy	
45	Utility Services
Food	
51	Commodities – Food
Fuel	
52	Commodities – Fuel
Healthcare ³⁹	
N/A	Healthcare
Insurance	
48	Insurance
Transportation	
44	State Vehicles Operation
46	Rents
Travel	
42	Travel Expenses, In State
43	Travel Expenses, Out of State
Wages/Salary/Benefits	
31	Salaries and Wages
32	Salaries and Wages
34	Salaries and Wages
36	Salaries and Wages
38	Salaries and Wages
39	Fringe Benefits

FY15 Operating Budget

In FY15, \$82.4M has been appropriated for the operation of the six adult facilities. The budget is predicated on a budgeted capacity of 2,214 beds.

Table 6.2 outlines the adult facilities costs by category, and what percentage each category comprises of the MDOC adult facilities budget. Wages/Salary/Benefits (compensation), which is the largest expenditure category, represents 68% of the budget. Healthcare represents over 16.8% of the budget and has a per diem cost of \$17.12,⁴⁰ a figure that is on the low end of the expected range for correctional healthcare costs.

³⁹ Id.

⁴⁰ Per Diem Calculation: \$13,830,614 (healthcare budget) ÷ 2,214 (budgeted adult system bed capacity) ÷ 365 days (number of days in a year) = \$17.12. This per diem does not include costs associated with operating the intensive mental health unit (LD1515)

Table 6.2: MDOC FY15 Adult Facilities Budgeted Costs by Category

Category	Amount	% of Budget
Administration	\$856,678	1.0%
Building & Maintenance	\$1,912,793	2.3%
Contractual	\$331,158	0.4%
Energy	\$3,476,654	4.2%
Food	\$3,118,399	3.8%
Fuel	\$1,859,878	2.3%
Healthcare	\$13,830,614	16.8%
Insurance	\$181,156	0.2%
Transportation	\$702,801	0.9%
Travel	\$65,219	0.1%
Compensation	\$56,010,197	68.0%
Adult Facilities Total	\$82,345,547	100.0%

Figure 6.1 illustrates what percentage each facility comprises of the MDOC adult facilities budget. The MCC and MSP facilities, which collectively serve the largest number of prisoners (1,566; 70.7%) and the system's higher risk populations, comprise 76.8% of the total adult facilities budget.

Figure 6.1: MDOC Adult Facilities by Percentage of FY15 Adult Facilities Budget

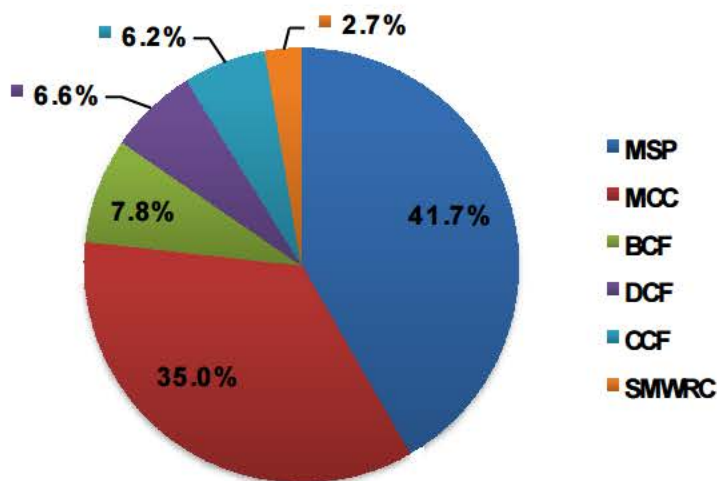


Table 6.3 outlines the FY15 MDOC adult facilities budget by facility and cost category, and includes the costs associated with boarding prisoners and with operating the intensive

mental health unit (IMHU),⁴¹ to derive the total costs for housing adult prisoners committed to the MDOC.

There is \$547,613 that has been appropriated for boarding state prisoners in Maine county jails.⁴² MDOC currently contracts for 67 beds, on an as-needed basis, with three county jails (Cumberland, Kennebec, and Two Bridges Regional Jail) at a per diem ranging from \$25.00 to \$27.58, which represents each county’s marginal costs. Plus, 18 beds are available for state prisoners at the Maine Coastal Regional Reentry Center on a space available basis. The MCRRC, which is funded through the Board of Corrections (BOC),⁴³ is operated by the Waldo County Sheriff’s Office. The MDOC is not charged a per diem for prisoners housed at the MCRRC.⁴⁴

In addition, \$3.3M has been appropriated for the IMHU located at the MSP.

Table 6.3: FY15 MDOC Adult Facilities Budget, by Facility and Cost Category

Facility	BCF	CCF	DCF	MCC	MSP	SMWRC	Total
Cost Category							
Administration	\$42,500	\$45,327	\$74,085	\$238,540	\$421,003	\$35,223	\$856,678
Building & Maintenance	\$185,000	\$126,030	\$166,847	\$596,790	\$803,126	\$35,000	\$1,912,793
Contractual	\$17,560	\$39,644	\$19,009	\$52,717	\$97,825	\$104,403	\$331,158
Energy	\$231,391	\$132,728	\$121,177	\$699,349	\$2,273,809	\$18,200	\$3,476,654
Food	\$360,000	\$135,111	\$170,113	\$949,639	\$1,402,796	\$100,740	\$3,118,399
Fuel	\$160,000	\$54,690	\$169,198	\$641,955	\$823,035	\$11,000	\$1,859,878
Healthcare	\$761,543	\$535,765	\$530,486	\$5,953,514	\$5,751,448	\$297,858	\$13,830,614
Insurance	\$12,000	\$20,569	\$12,731	\$46,938	\$72,418	\$16,500	\$181,156
Transportation	\$67,000	\$152,957	\$47,228	\$143,332	\$204,783	\$87,501	\$702,801
Travel	\$1,500	\$2,849	\$3,500	\$18,068	\$31,802	\$7,500	\$65,219
Wages/Salary/Benefits	\$4,596,547	\$3,828,349	\$4,109,676	\$19,517,337	\$22,466,999	\$1,491,289	\$56,010,197
Facility Total	\$6,435,041	\$5,074,019	\$5,424,050	\$28,858,179	\$34,349,044	\$2,205,214	\$82,345,547
Prisoner Boarding							\$547,613
IMHU (LD1515)							\$3,300,00
Grand Total							\$86,193,160

41 The intensive mental health unit was established at the MSP through enactment of LD1515.

42 Prisoner boarding has its own appropriation account (Z8601), Prisoner Boarding

43 The BOC is the funding source for county correctional facilities, which approves all county jail budgets that are funded with a combination of State and County (local) monies.

44 Source: Mark McCarthy, Manager Correctional Operations, MDOC

Efficiency of MDOC Adult Facilities

A key component of this feasibility study is evaluating the efficiency by which each adult facility operates. Critical to this exercise is recognizing two general rules of thumb relative to correctional facility efficiency:

- Facilities that serve higher risk prisoners or those requiring specialized services will typically cost more to operate; and
- There are economies of scale to be obtained with larger facilities, which can serve to lower per diem costs and staff-to-prisoner ratios, two measures of efficiency (although at a certain point effectiveness may become compromised).

Table 6.4 outlines for each of the adult facilities, the population classifications⁴⁵ it serves and its budgeted capacity.

Table 6.4: MDOC Adult Facilities, Population Classification and Budgeted Capacity

Facility	Population Classifications ⁴⁶	FY15 Budgeted Capacity ⁴⁷
BCF	Minimum, Community	217
CCF	Minimum, Community	207
DCF	Minimum, Community	156
MCC	Minimum, Medium	686
MSP	Medium, Close, Special Management	880
SMWRC	Community	68
	TOTAL	2,214

Discussion about the relative efficiency of a correctional facility is often measured by per diem costs and staff-to-prisoner ratios. Based on the FY15 budget, the MDOC adult facilities have a combined per diem of \$101.90 and a ratio of 33.4 staff: 100 prisoners.

Table 6.5 compares the combined adult per diem and staff: 100 prisoner ratio with the per diem and staff: 100 prisoner ratio calculated for each adult facility.

45 MDOC prisoners are classified and assigned to a custody level of close, medium, minimum or community. Source: MDOC Policy - 23.1 Classification System (October 7, 2013)

46 Source: MDOC website - adult facilities; <http://www.maine.gov/corrections/adultfacilities/index.shtml>

47 Source: www.maine.gov/corrections/adult/popreport.pdf

Table 6.5: FY15 Per Diem and Staff: 100 Prisoner Ratio by Adult Facility

Facility	BCF	CCF	DCF	MCC	MSP	SMWRC	Total
Per Diem							
Budgeted Costs	\$6,435,041	\$5,074,019	\$5,424,050	\$28,858,179	\$34,349,044	\$2,205,214	\$82,345,547
Budgeted Capacity ⁴⁸	217	207	156	686	880	68	2,214
Per Diem ⁴⁹	\$81.25	\$67.16	\$95.26	\$115.25	\$106.94	\$88.85	\$101.90
Staff: 100 Prisoners							
Budgeted Staff	57	51	54	258	300	20	740
Staff: 100 Prisoners	26.3	24.6	34.6	37.6	34.1	29.4	33.4

As illustrated by Table 6.5, the most efficient adult facilities, as measured by operating per diem and staff: 100 prisoner ratios, is the CCF (males), followed by the BCF (males) and SMWRC (females). Despite their small size and absence of economies of scale, these facilities are operating below the combined adult per diem and staff: 100 prisoner ratio, which is to be expected given each facility houses the lowest risk prisoners (minimum and community custody) who don't require specialized services. Despite its status as the second largest facility in the system after MSP, and one serving lower level medium and minimum custody prisoners, MCC presents the highest per diem cost of any MDOC adult facility and the highest staff: 100 prisoner ratio. This current finding is consistent with findings presented in the 1997 Phase I Master Plan and the 2001-2002 Phase II Master Plan, which also described numerous physical design deficiencies at MCC that contribute directly to higher costs and more staffing.

Also consistent with the 1997 and 2001-2002 Master Plan documents - DCF continues to be inefficient in terms of staffing and relative to per diem costs. The DCF has a per diem cost of \$95.26, which is 41.8% higher than CCF's per diem, and 17.2% higher than BCF - the other male minimum/community custody facility. In fact, the DCF, which houses minimum/community custody prisoners, has a staff: 100 prisoner ratio that is higher than MSP's, which houses prisoners who pose a far higher risk and/or who require specialized services (medium, close, and special management custody levels).

48 Source: MDOC - Capacity and Census Report (12-01-2014)

49 Per diem calculation: Total Budget/Costs ÷ Budgeted Capacity ÷ 365 days

PROJECTED STAFFING AND OPERATING COSTS - NEW MCC

Methodology

A key planning objective for the new MCC is to consolidate many of the MDOC prisoners who represent unique populations within the system, such as female prisoners and prisoners who require specialized housing due to a medical or mental health condition. Another planning goal was to expand capacity for intensive treatment and programming, particularly for those prisoners with histories of substance abuse and also for those who are classified as sex offenders or young adult offenders.

As described earlier in this report, in concert with MDOC officials, a set of broad planning assumptions were developed about how the proposed MCC would operate and the space needed to implement the operation (see Tab 4. MCC Operating Principles and Space Program). The resultant proposal recommends a facility complex designed to replace the existing MCC via a strategic combination of renovation of select existing MCC facilities along with new construction, including construction of two reentry facilities – one designated for male prisoners and one designated for female prisoners.

In order to examine the implications of the new MCC, both in terms of staffing and operating costs, it was important to compare it against existing staffing levels and operating costs. Because no one facility within the MDOC system mirrors the proposed new MCC, it was decided to take those existing facilities that when combined most closely represent the populations that will be served in the new MCC and use their combined staffing levels and operating costs for comparison purposes. In this instance, two facilities - the present MCC and SMWRC in the aggregate, best reflect the new MCC.

The projected staffing and accompanying operating costs are intended solely to provide officials with a preliminary estimate concerning possible staffing requirements and order of magnitude associated costs. The operating costs are delineated by the same categories previously used to establish the baseline operating costs for the MDOC adult facilities.

Projected Staffing

The first critical step in determining the staffing for the new MCC was to understand the prisoner population that would be served and the programs and services that would be offered at the new MCC. The configuration and distribution of beds and the populations to be served at the new MCC previously presented in this report (see Tab 3. New MCC Prisoner Populations and Bed Capacity) formed the basis in understanding the prisoner population that would be served.

Notable assumptions regarding programs and services provided at the new MCC include:

*SMRT Architecture Engineering Planning Interiors Energy
with Pulitzer/Bogard & Associates, LLC*

- Expansion of the CRA (substance abuse) and RULE (sex offender) programs; intensive programs delivered in a therapeutic community environment
- Provision of specialized programs for young adult offenders (YAOP)
- Provision of intensive mental health treatment (including mental health services required by LD1515)
- Parity in program access for females

Because personnel costs represent the largest single expense associated with operation of a correctional facility, a staffing plan was developed for the proposed new MCC. This plan was based on previous work completed by MDOC officials during the initial exploratory stages of reconfiguring the MDOC adult facility system. However, the consultant team completed an *independent* review of this plan along with examining existing MCC deployment practices, and then modified the plan to reflect present planning assumptions, programmatic discussions, newly projected bed needs and bed distributions, and sound correctional practice.

Deriving the number and type of staff required for the new MCC included the following key staffing assumptions:

- Consistent with current practices, healthcare and commissary will be contracted services and associated personnel are therefore not included in the projected staffing
- For positions requiring relief, the MDOC-calculated relief factor of 2.4 FTE (based on 12-hour shifts) was used, regardless of the position's job classification
- While MDOC employees provide program security, actual delivery of CRA and RULE treatment programs is provided by contract personnel who are not included in the projected staffing
- A single officer may supervise up to 80 medium, 96 minimum, or 110 community custody male prisoners in a single housing pod

Direct supervision principles have been applied whenever and wherever possible; some housing pods may be too small in size to warrant a single officer being assigned to one housing pod. Direct supervision relies on the premise that facility staff, not the prisoners, must control the housing pods. As such, the staffing patterns are built on the rule that officers must continuously and directly supervise prisoners in order to prevent negative behavior and model positive behavior.

An important consideration in any new correctional facility and in implementing direct supervision is the implementation of standards guiding correctional practices as they relate to the Prison Rape Elimination Act (PREA), a Federal law enacted in 2003 that was created to eliminate sexual abuse in confinement. The final PREA standards became effective on June 20, 2012, when they were published by the Department of Justice in the Federal Register.⁵⁰ Among many other requirements, PREA Standards necessitate that there be appropriate supervision and monitoring of prisoners.⁵¹

Direct supervision also relies on the premise that one officer is in charge of a housing pod. The number of prisoners in that pod is based on both the ability of one person to manage a group of prisoners while also performing administrative and operational tasks required in the pod, e.g., conducting searches of the pod, documenting housing pod activities, etc. Prisoner classifications and whether the majority of prisoners are present in the housing area or away from it in activities or programs are factors in determining appropriate supervision ratios.

Perhaps the most salient guiding concept affecting the staffing requirements of the facility is the decision to employ a unit management housing system to enhance prisoner control and the overall delivery of correctional services within the institution. The management unit (MU) is a combination of self-contained housing pods operating semi-autonomously within the larger facility. The essential components are:

- A manageable number of prisoners housed in one area, which can be further subdivided into smaller groups (housing pods)
- A multidisciplinary team of staff members with offices located near and adjacent to the housing pods and assigned to work with prisoners in that unit for a relatively long time period
- A unit manager with administrative authority and supervisory responsibility for the unit staff, and authority concerning all within-unit aspects of prisoner living, programming, and security
- The assignment of prisoners to a particular management unit and thus to specific housing pods based on security and programmatic needs specific to the management capabilities of the particular unit.

Five management units are planned for the new MCC to accommodate the prisoner population. The management units include the following:

50 <http://www.prearesourcecenter.org/training-technical-assistance/prea-essentials>

51 <http://www.prearesourcecenter.org/training-technical-assistance/prea-101/prisons-and-jail-standards>

- MU1: Male General Population (GP) (medium), includes CRA, RULE, and YAOP – 400 total beds
- MU2: Male Reception, Restrictive Housing, Medical Housing, Mental Health, (subacute and acute), and Infirmary; and Female Infirmary – 242 total beds
- MU3: Female Reception, GP (minimum, medium, close), Restrictive Housing, Medical Housing, and Mental Health (subacute and acute) – 141 total beds
- MU4: Female GP (minimum, community) – 72 total beds
- MU5: Male GP (community) – 100 total beds

Systemwide initial classification functions will be conducted at the MCC. MCC classification staff will perform all initial diagnostics and assessments and classifications for prisoners entering the MDOC system.

The industries program will continue at the new MCC, although the nature of those industries may change due to the closure or downsizing of other MDOC facilities. Multiple industries will be available, which will include opportunities for both males and females. The projected staffing for the new MCC supports an industries program having the capacity to serve up to 150 male and 20 female prisoners.

A total of 321.5 full-time equivalent (FTE) staff is projected to operate the new MCC, including the two new reentry centers, totaling some 955 prisoners. The projected staffing levels are expected to be adequate in both numbers and type of staff necessary to provide a safe and secure correctional environment that provides prisoners with opportunities for self-improvement. Table 6.6 summarizes, by major functional area, the number of projected staff for the new MCC.

Table 6.6: New MCC Projected Staffing by Functional Area

Functional Area	Total Staff
Administration	12.0
Prisoner Programs/Activities	41.1
Reception/Discharge & Classification	7.2
Security Operations	96.4
Support Services	30.3
Unit Management/Housing	134.5
Grand Total	321.5 ⁵²

⁵² Projected staffing calculations were completed in MS Excel using numbers with 2 decimal places. As a result, total may not add due to rounding

Table 6.7 compares the projected staff with the current MCC/SMWRC staff. The projected staff for the new MCC is 43.5 more FTE's than the current staffing complement and will serve a population that is 26.7% larger, which also includes the new men's and women's reentry centers. With a staff: 100 prisoner ratio of 33.7, it is 8.7% more efficient than the current MCC/SMWRC staff: 100 prisoner ratio of 36.9.

Table 6.7: MCC/SMWRC and New MCC Staffing Comparison

	MCC/SMWRC Current Staff	New MCC Projected Staff
Total Staff	278 ⁵³	321.5
Prisoners	754 ⁵⁴	955
Staff: 100 Prisoners	36.9	33.7

Projected Operating Costs

In developing operating costs for the new MCC, a baseline was created based on the FY15 budgets for MCC and SMWRC, which were aggregated and a per diem calculated for each of 11 cost categories, and the results are outlined in Table 6.8.

Table 6.8: MCC/SMWRC FY15 Budget and Per Diem by Cost Center

Cost Center	MCC/SMWRC FY15 Budget ⁵⁵	MCC/SMWRC Per Diem ⁵⁶
Administration	\$273,763	\$0.99
Building & Maintenance	\$631,790	\$2.30
Contractual	\$157,120	\$0.57
Energy	\$717,549	\$2.61
Food	\$1,050,379	\$3.82
Fuel	\$652,955	\$2.37
Healthcare	\$6,251,372	\$22.71
Insurance	\$63,438	\$0.23
Transportation	\$230,833	\$0.84

53 Source: Scott Ferguson, DAFS; The staff number (MCC = 258; SMWRC = 20) is the number used for budgeting purposes and may not represent the actual number of staff presently available at each facility

54 The number of prisoners (MCC = 686; SMWRC = 68) is the number used for budgeting purposes and may not represent the actual average daily prisoner population

55 Source: Scott Ferguson, DAFS

56 Per diem calculation: Total Costs ÷ Number of Prisoners ÷ 365 days

Cost Center	MCC/SMWRC FY15 Budget ⁵⁵	MCC/SMWRC Per Diem ⁵⁶
Travel	\$25,568	\$0.09
Wages/Salary/Benefits	\$21,008,626	\$76.34
TOTAL	\$31,063,393	
Prisoners		754
Per Diem		\$112.87

For purposes of calculating the *projected* operating costs, the per diems calculated for the existing MCC/SMWRC were applied to the new MCC with the exception of the following categories:

- Energy
- Fuel
- Healthcare
- Wages/Salary/Benefits

Energy and fuel costs are highly dependent upon physical plant requirements rather than on the number of prisoners. Whether there are 50 or 90 prisoners in a housing pod, the housing pod must be heated and those costs remain the same regardless of the number of prisoners present. While some energy and fuel costs can be prisoner dependent such as some of the water usage (i.e., less showers), these are a small part of the costs and have a negligible impact on the overall energy and fuel costs. In lieu of using a per diem, estimated energy and fuel costs were calculated based on the estimated facility gross square footage for electricity, water and sewer, and natural gas. In addition, a 10% premium was added to the natural gas (fuel) estimate to accommodate for any unaccounted for costs, e.g., oil, LP gas.⁵⁷

Healthcare services are currently contracted and contractual per diems are reflected in the baseline and projected operating cost figures. An adjustment was made because the program for the new MCC envisions more intensive services than are currently provided at MCC such as infirmary care, intensive mental health treatment, and assisted living/geriatric care. Because this level of healthcare service is not reflected in the baseline MCC/SMWRC healthcare per diem, the MSP healthcare per diem, which includes most of these services, was instead used to calculate projected healthcare costs for the new MCC.

The baseline per diem calculated for compensation was based on two combined facilities that have different designs and capacities, and don't presently serve a diverse prisoner population representing multiple special needs considerations that may require specialized housing, services, and/or staff. As such, the future composition (numbers and type) of staff at the new MCC will not necessarily reflect present staffing patterns and per diems. To

⁵⁷ Source: SMRT

provide a more accurate reflection of anticipated staffing costs, for each MDOC employee job classification/position in the projected staffing plan, the average compensation costs (wages/salary/benefits) for the respective job classification/position at MCC was applied to the projected staffing plan to derive total overall compensation costs. Contracted personnel costs are reflected in the respective cost center, e.g., healthcare personnel are reflected under healthcare costs.

Table 6.9 outlines the projected operating costs for the new MCC based on the assumptions and calculations outlined above, and compares them against the baseline MCC/SMWRC operating costs. While the projected cost for operating the new MCC is 6.8% higher than the baseline MCC/SMWRC operating costs and requires 43.5 more FTE, the new facility is designed to accommodate 201 (26.7%) more prisoners. The new MCC projected per diem is 15.6% lower (\$95.21 vs. \$112.87) while serving a population that requires more intensive supervision and services. As previously noted, with a staff: 100 prisoner ratio of 33.7, it is 8.7% more efficient than the MCC/SMWRC's staff: 100 prisoner ratio.

Table 6.9: Comparison – Baseline and New MCC Operating Costs

Cost Center	MCC/SMWRC FY15 Budget ⁵⁸	MCC/SMWRC Per Diem ⁵⁹	New MCC Projected Cost	New MCC Per Diem	Per Diem Delta
Administration	\$273,763	\$0.99	\$346,742	\$0.99	\$0.00
Building & Maintenance	\$631,790	\$2.30	\$800,211	\$2.30	\$0.00
Contractual	\$157,120	\$0.57	\$199,005	\$0.57	\$0.00
Energy	\$717,549	\$2.61	\$1,124,714	\$3.23	\$0.62
Food	\$1,050,379	\$3.82	\$1,330,387	\$3.82	\$0.00
Fuel	\$652,955	\$2.37	\$353,735	\$1.01	(\$1.36)
Healthcare	\$6,251,372	\$22.71	\$6,995,900	\$20.07	(\$2.64)
Insurance	\$63,438	\$0.23	\$80,349	\$0.23	\$0.00
Transportation	\$230,833	\$0.84	\$292,368	\$0.84	\$0.00
Travel	\$25,568	\$0.09	\$32,384	\$0.09	\$0.00
Compensation	\$21,008,626	\$76.34	\$21,631,364	\$62.06	(\$14.28)
TOTAL	\$31,063,393		\$33,187,160		
Prisoners		754		955	
Per Diem		\$112.87		\$95.21	(\$17.66)
Total Staff		278		321.5	
Staff: 100 Prisoners		36.9		33.7	

58 Source: Scott Ferguson, DAFS

59 Per diem calculation: Total Costs ÷ Number of Prisoners ÷ 365 days

PROJECTED STAFFING AND OPERATING COSTS – ADULT FACILITY SYSTEM

Methodology

As part of the reconfiguration of the MDOC adult facility system, a comparative analysis examined the impact of the proposed system on baseline staffing levels and operating costs. The baseline operating costs outlined previously in this report form the basis for the staffing and costs comparisons made below.

Table 6.10 summarizes the distribution of the MDOC adult prisoner population both in the present system and in the reconfigured system. The reconfigured system will accommodate 2,552 prisoners, a 15.3% increase over the current system.

Table 6.10: Distribution of MDOC Prisoner Population by Adult Facility, Present and Future

	BCF	CCF	New CCF	DCF	MCC	MSP	SMWRC	Total Beds
Present	217	207	0	156	686	880	68	2,214
Future	220	0	295	0	955	1,082	0	2,552

While the consultant team established the staffing levels and operating costs associated with operation of the new MCC, the team relied on MDOC officials to confirm planning assumptions regarding staffing levels and operating costs for the existing facilities, including the New CCF. These findings are presented below.

Impact on Staffing – Adult Facilities

Reconfiguration of the MDOC adult facility system will have a positive impact on the number of staff required to operate its adult facilities. The present adult system operates on a combined staff: 100 prisoner ratio of 33.4. The projected ratio is 31:100, a 7.2% improvement. While there is an increase in the number of staff required to operate the future adult facility system, it provides adequate staffing levels to support enhancement of existing programs and services by increasing select program capacities, i.e., CRA and RULE, and increasing access to specialized medical and mental health care.

The adult facility staffing includes the following planning assumptions:

1. BCF: No change in present staffing level of 57

2. CCF: With the creation of the New CCF, staffing will decrease from 51 to 0
3. New CCF: The staffing level for the New CCF is calculated to be 106.5
4. DCF: With the closure of DCF, the staffing level will decrease from 54 to 0
5. MCC: As set forth previously in this report, the staffing level for the new MCC including both men’s and women’s reentry centers, is calculated to be 321.5
6. MSP: The staffing level will increase from 300 to 306⁶⁰
7. SMWRC: With the closure of this facility, the staffing level will decrease from 20 to 0

Table 6.11 summarizes the changes in the staffing levels at each facility that are anticipated for the future system. Overall, there is an increase of 51 FTE or 6.9% in the present staffing levels required to operate the future MDOC adult facility system. Based on the staff: 100 prisoner ratio, the system will be 7.2% more efficient as it will accommodate 338 additional prisoners.

Table 6.11: Present and Future Staffing Levels by Adult Facility

Facility	Present Staffing ⁶¹	Future Staffing	Staffing Change
BCF	57.0	57.0	0.0
CCF	51.0	0.0	-51.0
New CCF	0.0	106.5	106.5
DCF	54.0	0.0	-54.0
MCC	258.0	321.5	63.5
MSP	300.0	306.0	6.0
SMWRC	20.0	0.0	-20.0
TOTAL	740.0	791.0	51.0
Prisoners	2,214	2,552	
Staff: 100 Prisoners	33.4	31.0	

Projected Operating Costs Model – Adult Facilities

The operating cost projections are premised on those costs directly associated with prisoners committed into the custody and care of the MDOC, and who are occupying a bed

60 The increase in staffing along with reallocation of existing staffing, will allow the future MSP to reopen and resume operation of housing pods that are presently closed

61 Source: Scott Ferguson, DAFS

within one of its adult facilities. It does not include costs associated with adult prisoners who have been conditionally released into the community and who remain under the supervision of the MDOC, such as those prisoners who are on probation.

In the newly reconfigured MDOC adult facility system, there will be four facilities in operation. They are the BCF, New CCF, MSP, and the new MCC. The BCF and New CCF will house minimum and/or community custody male prisoners. MSP will house medium and close custody male prisoners. MCC will have capacity to house male and female prisoners having all custody classification types.

The projected adult facilities operating costs are based on 2015 dollars.

The FY15 budgets⁶² for BCF and MSP, and the projected operating costs for the New CCF and new MCC served as the foundation from which the projected operating costs for the reconfigured MDOC adult facility system were developed.

In developing the projected operating costs for BCF:

- The FY15 budget figures were used for all costs categories
- A marginal cost was applied to accommodate a prisoner population that exceeds the budgeted capacity. BCF's calculated marginal cost of \$15.02/day per prisoner was applied for each prisoner over the budgeted capacity of 217⁶³

In developing the projected operating costs for the New CCF:

- All operating costs for the New CCF were provided by MDOC⁶⁴

The projected operating costs for the new MCC are based on the calculations previously presented in this report.

In developing the projected operating costs for MSP:

- The FY15 budget figures were used for all costs categories with the exception of compensation
- Compensation is the FY15 budgeted wages/salary/benefits amount increased to reflect the addition of one Correctional Care Treatment Worker and six Correctional Officers. The current average compensation costs⁶⁵ were used to

62 Id.

63 Calculation: \$15.02 marginal cost per day per prisoner x 365 days x 3 prisoners= \$16,447 annual marginal costs. BCF marginal costs source: Scott Ferguson, DAFS

64 Source: Scott Ferguson, DAFS

65 Id.

calculate this increase.

- A marginal cost was applied to accommodate a prisoner population that exceeds the budgeted capacity. MSP's calculated marginal cost of \$29.05/day per prisoner was applied for each prisoner over the budgeted capacity of 880⁶⁶

While the MDOC currently houses MDOC prisoners in select county jails, the projected operating costs assume that this practice will be discontinued and, therefore, no funding for prisoner boarding is allocated.

The intensive mental health unit established by the Maine Legislature (also known as LD1515, IMHU) was appropriated \$3.3M in funding for FY15. While this unit is planned for the new MCC, the enabling legislation requires that this unit be located at the MSP. Because of the uncertainty surrounding the passage of legislation authorizing relocation of the IMHU to the new MCC, this cost is carried apart from individual facility operating costs.

Table 6.12 outlines the projected operating costs by adult facility delineated by cost category. The projected adult facility system costs, at \$89.6M, represent a 4% increase in the current FY15 budget or \$3.4M more in operating costs.

Table 6.12 also summarizes efficiencies in the reconfigured adult facility system in terms of staffing levels and operating costs. The new system is designed to serve 2,552 prisoners, which is 338 prisoners more (15.3%) than are presently served, and at a lower per diem cost of \$92.67 (versus \$101.90). Based on a staff: 100 prisoner ratio of 31, it is also more staff efficient than the current system's ratio of 33.4.

66 Calculation: \$29.05 marginal cost per day per prisoner x 365 days x 202 prisoners = \$2,141,857 annual marginal costs. MSP marginal costs source: Scott Ferguson, DAFS

Table 6.12: Projected MDOC Operating Costs by Adult Facility

Cost Category	BCF	CCF	New CCF	DCF	MCC	MSP	SMWRC	Projected MDOC Adult Facility Costs	Current MDOC Adult FY15 Budget
FY15 Budget	\$6,435,041	\$5,074,019	--	\$5,424,050	\$28,858,179	\$34,349,044	\$2,205,214	--	\$82,345,547
Administration	\$42,500		\$46,756		\$346,742	\$421,003		\$857,001	\$856,678
Building & Maint	\$185,000		\$253,525		\$800,211	\$803,126		\$2,041,862	\$1,912,793
Contractual	\$17,560		\$17,560		\$199,005	\$97,825		\$331,950	\$331,158
Energy	\$231,391		\$219,469		\$1,124,714	\$2,273,809		\$3,849,383	\$3,476,654
Food	\$360,000		\$507,854		\$1,330,387	\$1,402,796		\$3,601,037	\$3,118,399
Fuel	\$160,000		\$372,392		\$353,735	\$823,035		\$1,709,162	\$1,859,878
Healthcare	\$761,543		\$987,798		\$6,995,900	\$5,751,448		\$14,496,689	\$13,830,614
Insurance	\$12,000		\$28,000		\$80,349	\$72,418		\$192,767	\$181,156
Transportation	\$67,000		\$73,709		\$292,368	\$204,783		\$637,860	\$702,801
Travel	\$1,500		\$1,500		\$32,384	\$31,802		\$67,186	\$65,219
Compensation	\$4,596,547		\$7,309,485		\$21,631,364	\$22,836,840		\$56,374,236	\$56,010,197
Marginal Costs	\$16,447					\$2,141,857		\$2,158,303	\$0
Facility Total	\$6,451,488	\$0	\$9,818,048	\$0	\$33,187,160	\$36,860,742	\$0	\$86,317,437	\$82,345,547
Prisoner Boarding								\$0	\$547,613
IMHU (LD1515)								\$3,300,000	\$3,300,000
Grand Total								\$89,617,437	\$86,193,160
Prisoners	220		295		955	1,082		2,552	2,214
Per Diem	\$80.34		\$91.18		\$95.21	\$93.33		\$92.67	\$101.90
Staff	57		106.5		321.5	306		791	740
Staff: 100 Prisoner	25.9		36.1		33.7	28.3		31.0	33.4

SYSTEMWIDE PROJECTED OPERATING COSTS – ADULT AND JUVENILE FACILITIES

To fully understand the impact of the reconfiguration of the adult facility system on the overall MDOC institutional system, the projected costs of the adult facilities should be taken in context of projected costs for both adult and juvenile facilities. Table 6.13 summarizes the present and projected operating costs for the MDOC adult and juvenile facilities.⁶⁷ The overall MDOC institutional system's projected operating costs at \$104.1M makes it more efficient to operate, yielding annual savings of \$9M. This represents a 7.9% reduction in overall operating cost expenditures in the future MDOC institutional budget once the new facilities are built, and closures and consolidation are completed.

⁶⁷ FY15 budgets for the juvenile facilities provided by Scott Ferguson, DAFS. FY15 Budget for MVYDC includes Financial Order No. 2690. Future facility costs for LCYDC includes compensation costs for an additional 5 Juvenile Program Workers

Table 6.13: Future MDOC Systemwide Operating Costs by Facility – Adult & Juvenile

	ADULT FACILITIES							JUVENILE FACILITIES		Future MDOC Facility Costs	Current MDOC FY15 Budget
	BCF	CCF	New CCF	DCF	MCC	MSP	SMWRC	MVYDC	LCYDC		
FY15 Budget	\$6,435,041	\$5,074,019	\$0	\$5,424,050	\$28,858,179	\$34,349,044	\$2,205,214	\$12,693,042	\$14,176,719	\$0	\$109,215,308
Future Facility Costs	\$6,451,488	\$0	\$9,818,048	\$0	\$33,187,160	\$36,860,742	\$0	\$0	\$14,477,749	\$100,795,186	\$0
Prisoner Boarding										\$0	\$547,613
IMHU (LD1515)										\$3,300,000	\$3,300,000
Total Operating Costs										\$104,095,186	\$113,062,921

SITE ANALYSIS

Introduction

A preliminary assessment was performed by SMRT on possible sites for a new facility on land currently owned by Maine Department of Corrections (MDOC) in the vicinity of the current facility on Mallison Falls Road in the town of Windham, Maine.

Assessment records from the town of Windham indicate that MDOC owns four major parcels including the site of the existing correctional facility. These are described as follows:

Site #	Parcel ID	Address	Acreage	Zone
1	Map 3, Lot 5*	17 Mallison Falls Road	108.40 acres	Industrial
2	Map 3, Lot 9	10 Mallison Falls Road	20.40 acres	Residential M
3	Map 3, Lot 11	7 High Street	31.90 acres	Residential M
4	Map 3, Lot 25-1	River Road (No Number)	62.60 acres	Farm

* Site of current facility

Figure 1 shows the location of sites 1-4. Preliminary investigations were undertaken on each of the parcels to determine their suitability as sites for a new facility. The site capacity analysis used a concept building footprint developed from an early Architectural program, and an initially assumed inmate population of 1094 with a staffing population of 273. This size would allow future growth of the facility on the selected site.

Existing Site Conditions and Infrastructure Capacity

Zoning

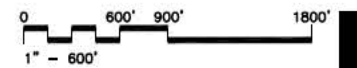
Figure 2 shows the three land use zones in the area of the proposed investigations. The current facility parcel is zoned Industrial (I), the parcels on the north side of Mallison Falls Road are zoned Medium Density Residential (RM) and the parcel on the east side of River Road is zoned Farm (F). Correctional Facility is listed in the zoning ordinance as a Conditional Use in the Industrial Zone. It is not listed as an allowed use in the RM Zone, although Public Building is a permitted use. The definition of Public Building is "(1) Any building used exclusively for public purposes by any branch of government; (2) buildings of an institutional nature and serving a public need, such as schools; libraries; museums;



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FIGURE 1

REFERENCE: TOWN OF WINDHAM ASSESSMENT DATABASE



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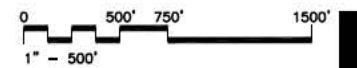




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FIGURE 2

REFERENCE: TOWN OF WINDHAM ZONING MAP



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post offices; public safety, public works, and public utilities and services.” This definition would appear to include correctional facilities. However, the town of Windham Code Enforcement Office has determined that correctional facilities are not currently an allowed use in the RM zone. Neither Public Building, nor Correctional Facility is listed as a permitted use in the Farm Zone.

Topography and Soils

The existing Maine Department of Corrections (MDOC) facility is constructed on a ridge that runs in a northwest-southeast direction between the Presumpscot River to the west and River Road to the east. The topography slopes downward away from the ridge in both directions at varying degrees of slope. The elevations at River Road are approximately sixty feet lower than those along the ridge. The land on the northwest side of Mallison Falls Road is generally higher and less steeply sloped than the land on the southeast side of the street. On the site of the existing facility the land drops away steeply to the north and east into a low area between the developed portion of the property and River Road. Numerous drainageways run through the low-lying areas of the site. These drain in easterly and southerly directions to Colley Wright Brook, a major tributary of the Presumpscot River that forms the southeast boundary of this parcel. On the northeast side of River Road the topography continues to slope down gradually to the north and east towards Colley Wright Brook, which bisects the parcel. A copy of the aerial topographic survey for the MDOC land is included in Appendix 2.

Preliminary soils data was obtained from the Natural Resource Conservation Service (NRCS) Web Soil Survey. This data shows that soils on higher portions of the property area generally well drained, Belgrade, Hartland, and Hollis sandy loam soils. On lower portions of the property, finer grained and more poorly drained Buxton and Suffield silt loams dominate. The higher, well drained soils will be more easily workable and more suitable for re-use as common borrow due to their lower susceptibility to frost heaving. Excavation and movement of these drier, more granular soils will result in more efficient earthwork and less material wastage. A copy of the NRCS Web Soil Survey Map is included as Figure 3.

More detailed analysis of subsurface conditions at potential development sites was undertaken by SW Cole Engineering and is described later in this narrative. A copy of the Preliminary Geotechnical Report is included in Appendix 3.

Natural and Historical Resources

Preliminary natural resource mapping was undertaken by SW Cole Engineering, Inc. in order to identify major natural features on the MDOC parcels and to determine the regulatory implications of future development plans. Preliminary mapping of freshwater wetlands was undertaken in December 2013 and due to the time of year and prevailing weather conditions, it is anticipated that the assessments are conservative in nature.



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FIGURE 3

REFERENCE: NATURAL RESOURCE CONSERVATION SERVICE WEB SOIL SURVEY



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Additional detailed mapping was undertaken in 2014 in the area of the proposed new Women's Pre-Release Center on River Road. A number of small stream segments were identified on MDOC land, in addition to Colley Wright Brook, which is identified by Maine Department of Inland Fisheries and Wildlife (MDIFW) as a cold water fisheries resource due to the presence of Brook Trout.

U.S. Fish and Wildlife Service identifies the possible presence of Small Whorled Pegonia (a USF&W threatened species) and New England Cottontail Rabbit (a candidate species for listing) habitat in the vicinity of the site. Preliminary natural resource mapping in the project area is shown on Figure 4. Copies of preliminary wetland mapping data and review letters from natural resource agencies are included in Appendix 4. A request for determination was sent to Maine Historic Preservation Commission in December 2013. A map showing the location of the possible sites was requested by MHPC on January 16, 2014 and this was forwarded on January 21, 2014. The response from MHPC, dated February 3rd 2014 states that, based on the information submitted, development of the site will have no impact to historic properties, and that no further consultation is required unless additional resources are identified during project implementation. .

Flood Plains:

Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map (FIRM) Community Panel Number 230 189 0025B shows flood plains associated with Presumpscot River and Colley Wright Brook. No elevations are given (A Zone). No flood plain is shown extending onto MDOC property. However, it is clear from the available topographic information that, if the flood plain extends across River Road as shown on the FIRM, it will also extend into MDOC property. The extents of the flood plain shown on the referenced FEMA FIRM are shown on Figure 4. The original FEMA FIRM is included in Appendix 7.

Utilities

The location of existing utility infrastructure in the area of MDOC land is shown on Figure 5.

Water Service

The area around the current MDOC site is served by Portland Water District (PWD). There is a twelve-inch diameter water main that runs along the southwest side of River Road from Windham Center to Mallison Falls Road. The main does not extend further southeast along River Road, but turns up Mallison Falls Road, running along the northeast side of the street through to High Street. The twelve-inch main is reduced to eight-inch diameter at the intersection with High Street, and continues approximately 400 feet towards the river, terminating in a blow-off. A second eight-inch diameter main tees off the twelve-inch main



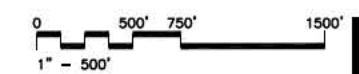
NOTE: APPROXIMATE EXTENTS OF FLOOD ZONES TAKEN FROM FEMA FIRM COMMUNITY PANEL #2301890025B.



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FIGURE 4

REFERENCE: FEMA FIRM, S.W. COLE PRELIMINARY RESOURCE MAPPING,
 TOWN OF WINDHAM WATERSHED PLANS



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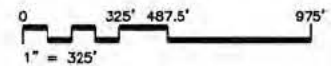




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FIGURE 5

REFERENCE: RECORD SURVEY DATA, DIG-SAFE MARKINGS



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prior to the reducer, and runs north along High Street from Mallison Falls Road towards Windham Center. Preliminary water demand estimates for a new facility, based on an inmate population of 1094 and a staff count of 273 give an average daily demand of approximately 135,000 gpd. A factor of six (WEF/ASCE) is applied to give a peak hourly flow of 33,750 gph. Portland Water District (PWD) indicates that the current infrastructure is sufficient to serve the scale of projected water demand increase associated with a new facility. A letter indicating capacity to serve the site is included in Appendix 6.

Sewer Service

The current MDOC facility discharges sewage effluent, via a private gravity sewer system that drains easterly from the facility to a private pump station, located just south of the existing Maintenance Building. Effluent is discharged from the pump station via a private force main that runs along the south side of Mallison Falls Road to the crest of the hill, and eventually connects to the PWD owned and operated sewer system on the west side of the Presumpscot River. The flow enters the PWD system immediately upstream of the Mallison Street Sewer Pump Station. Mallison Falls Road becomes Mallison Street on the west side of the Presumpscot River. Projected sewage flow from the new facility is the same as the water demand described in the section above. Portland Water District has expressed significant concern regarding inflow and infiltration from the existing facility sewer system.. Replacement of the existing sewer system with new piping should be included in the project cost. The additional flow from the new facility will require new gravity pipe to be 10" SDR35 PVC. PWD has also expressed concern about the impact of a new facility of the capacity of the Mallison Street pump station. It is likely that at least the pump equipment and odor control measures will need to be upgraded at this station to support the project. Finally, the Town of Windham has a fixed capacity in the PWD wastewater system. Increased flow from the new facility will require the town to purchase an additional 0.2MGD of capacity in the PWD system. A letter indicating capacity to serve the site is included in Appendix 6.

Gas Service

Maine Natural Gas provides service to the existing MDOC facility via a main located on the southeast side of Mallison Falls Road. Approximate usage for a new facility was developed from previous projects of similar size and scope and is estimated at 32,500 dekatherms per year. Maine Natural Gas has indicated that the infrastructure currently in place along Mallison Falls Road is sufficient to serve the projected increase in natural gas demand associated with a new facility at the site.

Electric Service

Central Maine Power Company currently provides electric service to the existing MDOC site and the surrounding area. Three phase power, with sufficient capacity to serve a new facility exists on Mallison Falls Road.

Traffic

A Traffic Impact Study for a potential new facility has been undertaken by The Louis Berger Group, Inc. The report analyzes existing and proposed traffic conditions in the area surrounding the existing MDOC properties to ascertain the effect a new facility may have on the road system, and to determine what off-site improvements may be required to mitigate these. The report determines that the maximum increase in peak hour traffic from a new facility would be 88 trips in the PM Peak Hour. This does not meet the Maine Department of Transportation (MDOT) threshold of 100 or more passenger car equivalents in a peak hour that trips the need for a Traffic Movement Permit. The report identifies the intersection of Mallison Falls Road and River Road as failing under current conditions (Level of Service F), and concludes that a left turn lane from River Road onto Mallison Falls Road is warranted under existing conditions. MDOT has recommended that a northbound left turn pocket from River Road to Mallison Falls Road be considered as part of the facility expansion plans and cost. The turn lane will provide 235ft of queuing, with a 540ft taper to the two-lane road section south of the intersection. A 75ft turn gap is provided at the intersection and a striped, tapered central median is provided on the north side of Mallison Falls Road. The estimated construction cost for this improvement is stated as \$290,000. The Traffic Impact Report and a sketch showing the configuration of the left turn pocket are included in Appendix 5.

Site Permitting

Local Permitting

Local permitting for a new facility located on the same parcel as the existing facility will require a Conditional Use Permit from the Town of Windham Zoning Board of Appeals. Development of the magnitude proposed on any parcel will also need to receive the Site Plan Review approval from the Town Planning Board.

State Permitting

A new facility of the size proposed will trigger the requirement for review under the State of Maine Site Location of Development Act (SLODA). This permit application has a statutory review period of 185 days. The project will result in impacts to natural resources that will also trigger the need for review under the State of Maine Natural Resource Protection Act (NRPA). The level of review required will depend on the amount of impact

proposed and the nature and value of the resource. The level of impacts associated with a new facility at any of the available sites will likely trigger a Tier 3, or Individual NRPA permit review. This is required for any project proposing cumulative impacts with an area greater than one acre. The level of impacts will also trigger the requirement for compensatory mitigation. This can be provided by:

- Creation of wetland from upland;
- Restoration of previously degraded wetlands;
- Enhancement of existing wetlands;
- Preservation of existing wetlands and adjacent upland areas;
- Payment of an In-Lieu Fee to a State managed fund

Different ratios are applied to each option and these are adjusted to account for the nature and value of the impacted resource. The form and nature of resource mitigation plans are often the subject of extensive discussion between the applicant and the overseeing regulatory agencies.

Federal Permitting

Impacts to natural resources will require permitting through US Army Corps of Engineers through their Section 404 Maine Programmatic General Permit or Individual Permit. Projects proposing resource impacts of over three acres trigger Individual Permit review. An exact determination on the permit process will depend on the final extent and nature of impacts proposed.

SITE DESIGN

Evaluation of Potential Sites

Each of the parcels identified in the first section of this narrative have been further analyzed to determine the suitability of the available land to support a program of the type and scale envisioned. The first step of the analysis was to undertake a rough fit of the site and building elements on each of the available parcels. It became immediately clear that Site #4 does not have sufficient developable land to support the level of development required by the program. The total land area of the parcel is listed as 60.40 acres, but the site is bisected by Colley Wright Brook, leaving under 20 acres of developable land adjacent to River Road. The useable area is further reduced by the presence of a Portland Water District easement through the property, and regulatory natural resource setbacks from the stream. In addition to the size limitations, this parcel is further encumbered by poor sight distances on River Road and the distance to available utility connections. There is no water, sewer or natural gas service in this portion of River Road. The presence of Colley Wright Brook and the associated green corridor and wetlands, Site #4 does have potential as a mitigation parcel where land could be preserved, or enhanced to offer mitigation for natural resource impacts elsewhere on MDOC property.

The feasibility of development on either of the two parcels on the north side of Mallison Falls Road is encumbered by the current zoning of the property. It has been determined by the Town of Windham Code Enforcement Office that Correctional Facility is not an allowed use in the Medium Density Residential (RM) Zone. Therefore, any proposed development of a new correctional facility on either of these two parcels would require a zone change. This location, however, is very close to existing residences, making this site undesirable by many. After input from adjacent property owners and others subsequent to the initial study, another solution was needed. This study update has resolved that:

- Soils conditions on other areas of MDOC owned property are not easily made suitable for support of structures.
- If some of the existing newer buildings now a part of the existing MCC can be kept in service, value will be retained reducing the cost of the project.
- Phasing of the project will be a critical component, requiring careful planning so that the existing operation may continue while new facilities are constructed. Phasing must be relatively simple, however, or costs could become prohibitive. A phasing sequence and plan has been developed.
- Thus, this study reports on the concept that allows reuse of the existing hilltop site, and on the economics of that selection.

Site Layout and Phasing:

The new main facility is proposed to be located on the parcel to the south of Mallison Falls Road that houses the existing facility. A new men's pre-release housing unit is shown located north of Mallison Falls Road at the site of the existing canine training facility. This location abuts the Cumberland County Emergency Management facility, and is well screened from residential properties. Figure A shows the conceptual site layout described in this section.

Construction phasing will require that the facility operate for the duration of the process. To achieve this goal, the design has been configured to permit three phases of the work:

1. Phase I will build the men's pre-release facility to provide additional housing, which in turn will permit demolition of some of the single level temporary housing units. Being able to move some inmates to new housing will permit the south side of the site to be cleared for new facilities. Phase I will also construct new recreation facilities which will replace those currently in use, but which will be demolished for new structures.
2. Phase II endeavors to build as much as space will allow, and will include all new housing structures, intake, administration, visitation, and programs. As a part of this phase the central plant will be constructed. This phase completed will permit the operation to move into new spaces prior to Phase III, when demolition of most existing buildings will be accomplished.
3. Phase III will finish out the project with the operation fully contained within new facilities. Apart from demolition, new components will be constructed including the industries program spaces and the facility warehouse. Existing housing units such as the Multi-Purpose Unit and Women's Unit will be renovated in this phase.

Site Design Considerations:

Zoning:

The main parcel is zoned Industrial and Correctional Facility is listed in the Windham Zoning Ordinance as a Conditional Use within the zone. The parcel on the north side of Mallison Falls Road is zoned RM (Medium Density Residential). Clarification will be needed from the Town of Windham Code Enforcement Office to determine whether the new re-release housing unit can be located on this parcel without a zone change.

Topography:

The existing facility is located along a north-south oriented ridge at the high point in Mallison Falls Road. The land drops steeply from the ridge to the east and west and slopes outside the existing developed area vary extensively. Several small drainage

features extend out of the bank to the east and west of the site, and there are significant gullies associated with these. Areas of freshwater wetlands have been identified at and around the drainage outlets, and in the area of previously excavated ponds on the west side of the site. Site development in the project area will require cuts of up to ten feet and fills of up to seventeen feet to provide a relatively level surface and manageable transitions between the buildings. The finished floor elevations used to develop the grading for the site have been designed to minimize cuts and fills and to maintain grades around the buildings designed to remain. Analysis of the earthwork required to construct the new facility indicates that approximately 140,000CY of earth moving will be required to prepare the site for development. A net import of approximately 13,250CY will be required to achieve the grades shown on the site plan included with this narrative. Due to the nature of the soils and the presence of existing foundations, fill and debris, it should be anticipated that earthwork will be problematic in some areas of the property and the percentage of excavated soils that will need to be disposed of off-site and replaced with suitable material may be high. A summary of the earthwork analysis conducted for the site development is included in Appendix 8.

Subsurface Conditions:

Recent and historical geotechnical explorations indicate that the subsurface profile in the project area generally consists of surficial tills overlaying glaciomarine sediments (layered sands, silts and clays), overlying glacial till and bedrock. Across the southern, central and eastern portions of the existing correctional facility, transitioning to surficial tills overlying outwash sands, glacial till and shallower bedrock in the northwestern portion of the site. The glaciomarine deposit consists of a stiffer upper layer of sands, silts and stiff brown silty clay extending to depths varying from about 7-20 feet, overlying a thicker layer of softer, grey silty clay extending to depths varying from 55 to 90 feet. The softer grey silty clay pinches out in the northwest corner of the site as well as north of Mallison Falls Road. The grey silty clay has undrained shear strength values in the regions of 400 to 1,000psf. Uncontrolled debris and fills are present along the western perimeter road and may extend into and around the existing facility. It should be anticipated that relic foundations, debris, uncontrolled fills and organics may be encountered at various location throughout the site. These materials are unsuitable for support of new buildings and would need to be over-excavated and replaced with imported granular borrow if found in the vicinity of new structures.

Structures and Pavements

The layer of softer silty clay present beneath the site will compress under loading from new buildings and deep site filling, leading to potential settlement issues. Lightly loading one and two story buildings supported by spread footings appear feasible over the southern and central portions of the site, provided grades are raised no more than three feet. A similar approach appears feasible for the detached utility plant and pre-release buildings towards the south end of the site. However, the more heavily loading masonry and concrete buildings comprising the new housing units in the northwest portion of the site will require H-pile supported foundations, and structural slabs.

Site pavements will be designed to support passenger vehicles and delivery truck traffic. The section for the main access roads will consist of four inches of asphalt pavement overlying six inches of base aggregate and twenty inches of subbase gravel. The sections will be constructed on suitably prepared and compacted subgrade materials, overlain with a woven geotextile fabric. Parking area pavements will consist of three inches of asphalt pavement over three inches of base aggregate and eighteen inches of subbase gravel. This section will also include a woven geotextile fabric overlying the prepared subgrade materials.

Natural Resources:

Preliminary wetlands mapping data indicates that freshwater wetland impacts associated with re-development of the site will be in the region of 3.9 acres. There are several options available for developments that propose impacts to freshwater wetlands, once it has been demonstrated that such impacts cannot be avoided. These are described in the Site Permitting section of this narrative. Current Maine Department of Environmental Protection (MDEP) guidelines give the in-lieu mitigation fee for wetland impacts as \$4.33 per square foot in Cumberland County. This equates to approximately \$735,000 for a 3.9 acre impact. It should be noted that the suitability of different methods of mitigation is often the subject of lengthy discussion and negotiation with State and Federal regulatory agencies. As a result, mitigation strategies and costs can vary widely. A figure showing the approximate wetland impacts associated with the development is included in Appendix 9.

Utilities:

The site on the south side of Mallison Falls Road is well served by water, natural gas and electricity.

- Three phase electrical power and natural gas services are available in the street.
- Portland Water District has indicated that there is sufficient capacity in the existing distribution infrastructure to service the site with water for domestic and fire protection uses. The site will be served by two separate taps on the existing twelve-inch main in the street, one for fire service and the other for domestic water. The domestic water service will be metered at the property line. Further investigation is required to determine whether existing service taps are sufficiently sized and in sufficiently good condition to serve a new facility.
- The fire service line will enter the building to serve the sprinkler system and an external fire loop main will be constructed around the facility, with seven hydrants to facilitate external firefighting.
- It is possible that the new facility could be served by an entirely gravity sewer system that connects to Mallison Falls Road. However, further information on

existing inverts at buildings that will remain at the site is required to make this determination. Therefore, it should be assumed at this time that new piping will continue to connect to the existing pump station adjacent to the Maintenance Facility. A sewage grinder station with a solids removal auger will be provided on the last gravity manhole before the pump station. This will serve to protect the pump equipment from unwanted solids inflow often associated with correctional facilities, and hence reduce operation and maintenance costs. A detailed determination of the condition and capacity of the existing pump station will need to be undertaken to determine the potential for re-use of the existing equipment. If a new pump station is required, it will need to have sufficient capacity to meet the average daily projection of 135,000 pgd and a peak flow demand of 33,750 gph. The pump station will have a separate underground wet well and pump chamber, with a ground level building to house controls, valves and accessory equipment. The wet well should be sized to accommodate approximately 20,000 gallons of storage below the inlet. The station will be equipped with three specialized sewage pumps rated to pump at 700gpm with 92 feet of total design head (TDH). Pump intakes will be able to pass 4" spherical solids. Three pumps will be installed in parallel to allow two pumps to operate with one spare, allowing change out and maintenance to occur with two pumps always available for operation. The pumps will outlet to a single ten-inch diameter force main constructed of pressure rated PVC or HDPE pipe that will run along the route of the existing force main and connect to the PWD system just upstream of the existing pump station at Mallison Street.

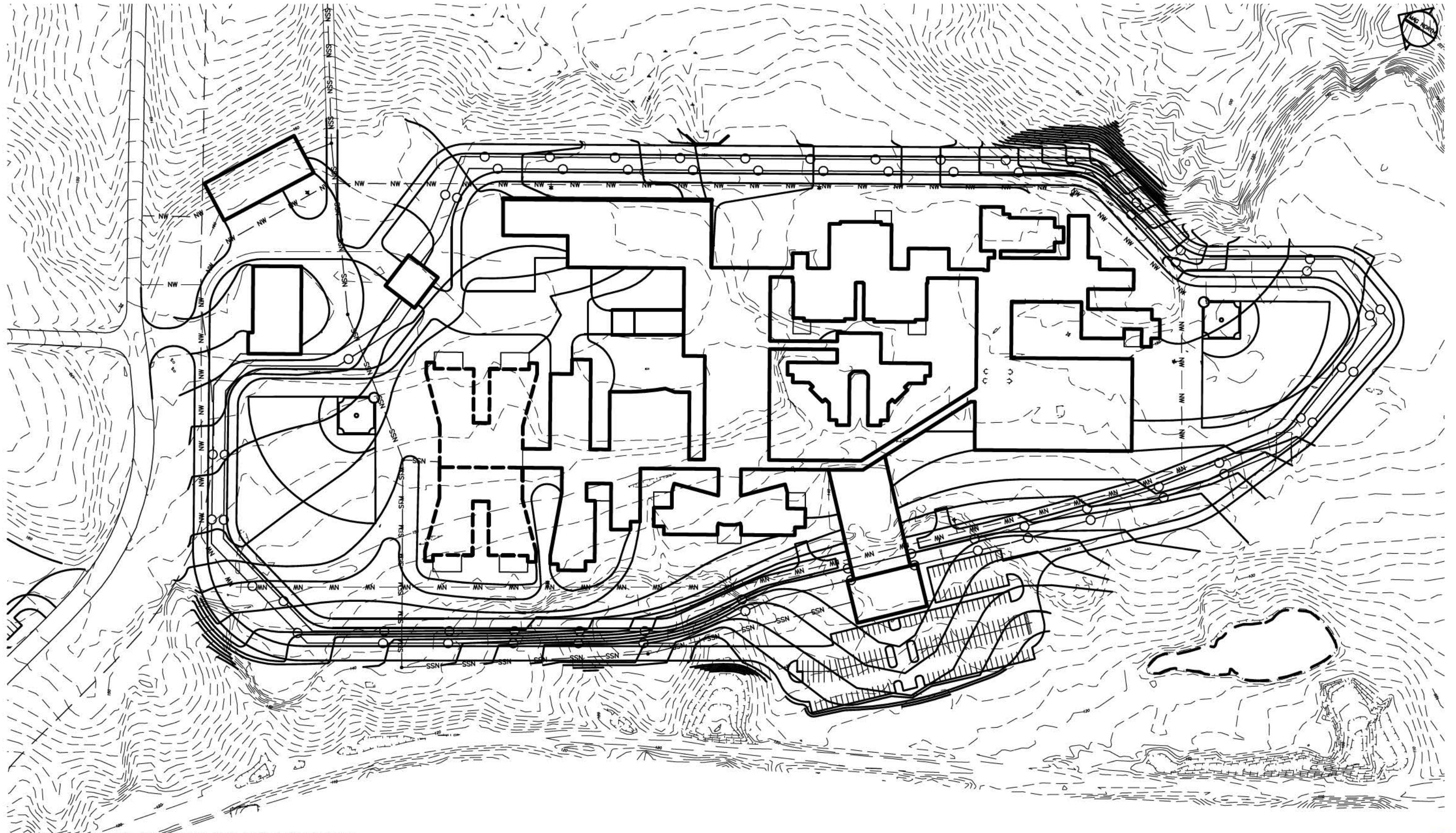
Stormwater Management:

Construction of the new facility will result in the addition of a significant amount of impervious area to the site. Runoff from new impervious and developed areas will need to be treated in accordance with current State of Maine Chapter 500 Stormwater Rules. It may be possible to incorporate some Low Impact Development (LID) strategies to capture and treat runoff from new impervious areas proximate to the development. These may include filtering roof drip strips, pervious pavement sections and small buffering filter strips. It is anticipated that a central detention and water quality treatment structure will also be required to meet the referenced standards. The most preferable location on the property for a new wet pond that would serve this purpose would be at the southwest corner of the property, immediately to the south of the existing farm pond. The outlet from the new pond would drain to the existing gully, under the railroad tracks via the existing 48-inch diameter culvert, and hence to the Presumpscot River.

Traffic:

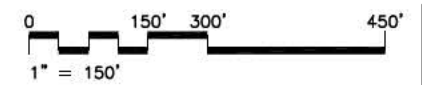
The site entrance will be from the current facility entrance on Mallison Falls Road. Parking will be provided on the existing facility site, with an access road running down the bank between the facilities to access the new site. Sight distances are good at the current facility entrance location and no major improvements are anticipated. The cost of adding a left turn pocket northbound on River Road to Mallison Falls Road should be considered as

part of the project to mitigate existing traffic conditions.



FEASIBILITY STUDY AND CONCEPT DESIGN
 FOR THE MAINE CORRECTIONAL CENTER
 MAINE DEPARTMENT OF CORRECTIONS
 WINDHAM, MAINE

CONCEPT SITE PLAN



APRIL 2015



ARCHITECTURAL DESIGN NARRATIVE

The new Concept Design for the Maine Correctional Center (MCC) is again the result of a series of intensive workshops with Maine Department of Corrections (MDOC) personnel. Professionals from each department provided valuable information to permit the proposed facility to be sized and for its essential features to be identified. The sessions included discussions of the entire MDOC system, its needs today and in the 23 years into the future for which the facility is being planned.

The design for the Maine Department of Corrections provides a structure which is, first and foremost, a response to functional requirements for the facility. Operational and functional needs have determined the configuration and internal organization of the building areas. The Concept Design for MCC:

- includes all service areas necessary for the new facility to serve as the reception and diagnostic facility for the Maine correctional system,
- provides specialized housing and programmed areas to serve special populations not now easily accommodated within the current systems structures,
- and provides a facility that will serve as the first step in the transition of inmates back into the community.

The project site has shaped the design form as has the program defining the housing units shown. Existing buildings will be retained for continued use where suitable. To the greatest extent possible, repetition of building forms has been used as a cost savings approach. Housing units vary in program requirements; as a result, there are some differences in the design of each.

Because of the security requirements of the facility, and the desire for long term low-maintenance, concrete and masonry is proposed for the building exterior. The public entry side of the facility is proposed to be finished with smooth face pigmented concrete block. The sides and rear of the building, including all of the housing units and support spaces, is proposed to be finished with a combination of smooth face pigmented concrete block and insulated precast panels. Where concrete block is utilized, more than one color will be used to create visual interest. At these locations, the exterior walls will be constructed as traditional masonry cavity walls, with concrete masonry unit back-up and rigid insulation within the drainable cavity. At the locations with insulated precast panels, the panels will be the exterior and interior finish. The concrete panels will be finished with color and texture for visual interest.

Day lighting will be provided where possible through exterior windows, and occasionally through skylights, to introduce natural light wherever possible. A detention facility, due to its primary mission, is by nature a very enclosed structure and so daylight provision through creative means is necessary and important.

Foundations will be of concrete. Depending upon the placement of the new facility, soil conditions will require that the new facility be founded upon piles and pile caps, or upon spread footings. The site area on which existing buildings exist is generally composed of difficult soils, including clay. Depending upon the weight of each structure and its location, its foundation system will differ. Refer to site concept options for further discussion of site conditions.

The proposed structure will be designed for economy and durability. Precast concrete components for cells, floors, and wall panels are proposed to permit fabrication of components to begin while site work is underway, and to permit efficient erection and building enclosure once the site and foundations are ready. Where practical and where scheduling is enhanced by bearing precast concrete, the precast concrete components will also serve as structure. Where steel is more efficient and economical, such as in roofs, it will be designed for rapid erection to stage the project for enclosure and temporary heat. Columns will either be jacketed fire resistive steel columns or precast concrete. Limited second floor areas of housing units where precast concrete does not serve well will incorporate cast-in-place concrete floor structures to limit floor height and provide fire resistive construction.

The size and occupancy of the facility will require fire resistive construction. Type IB construction is proposed to permit the facility to be constructed without fire walls, and to permit the future addition of housing units without fire walls. This approach also helps remove fire doors from corridors to maintain views by security personnel/ cameras of inmate activities.

Roofs will be nominally flat, constructed with steel joists and deck sloped for drainage. Where appropriate and where a cost or erection benefit recommends it, precast concrete plank will provide the roof structure. The roofing system will be rigid insulation and fully adhered EPDM or TPO roofing.

Because of the security requirements of the facility, and the desire for long term low-maintenance, masonry is proposed for the building interior partitions within inmate accessible areas. Staff areas will have gypsum systems partitions for economy and future flexibility. Interior finishes will generally be paint, with acrylic paints being used typically to permit easy reapplication by inmate workers. Epoxy paints will be provided where toughness and cleanability are important such as in kitchen and shower areas. Flooring will be provided to suit each area, with rubber tile being preferred for noise reduction, ease of maintenance, and long term service under high use. Vinyl flooring will be provided in lower activity areas.

Door and window frames throughout the facility interior will be hollow metal, with detention hollow metal being provided as required for security. Exterior windows and doors will be heavy duty aluminum extrusions where security is not a requirement and detention hollow metal where it is. Where exterior windows are detention hollow metal, window frames will be of stainless steel with a powder coat finish for long term service.

Interior doors will be either hollow metal or wood. Detention hollow metal doors will be provided at security perimeters and segregation cells with 6" or 12" jamb locks. Other doors may be structural core wood doors where detention doors are required or 5-ply solid core wood doors where detention doors are not required. All non-detention door locks will be vandal resistant grade mortise locks with matched keying to mogul cylinders as permitted by MDOC policy.

Staff and public areas will be finished with a durable commercial level of finishes to help provide spaces which are normative and comfortable for visitors and personnel. Finishes within these areas will include wood doors and trim, ceramic tile, and commercial acoustic ceilings.

For an outline of finishes throughout the building, please refer to the Outline Architectural and Site Material Specifications contained in this report.

**MAINTENANCE/
CENTRAL PLANT**
16.0
16000 SF

WAREHOUSE
14.0
18000 SF
(EXIST. GYM)

VSP

FUTURE
MANAGEMENT UNIT 2
MALE MIN 6.2

EXISTING INDUSTRIES
10.0
33700 SF

MANAGEMENT UNIT 6 -
WOMEN'S RE-ENTRY
OFFSITE

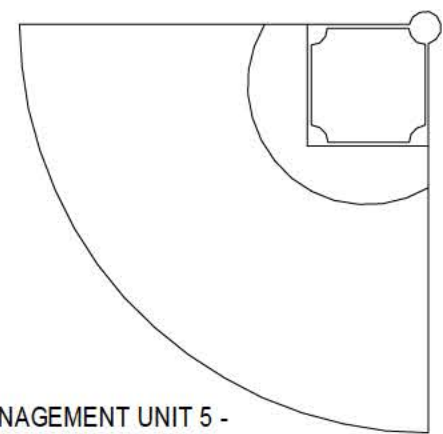
FEMALE
HEALTH CARE
7.5

FEMALE HOUSING
6.4

FEMALE
RES/MED/
CLOSE
6.4

INDUST
10.0
3200 SF

TO BALL
FIELD



MANAGEMENT UNIT 5 -
MEN'S RE-ENTRY
OFFSITE

FUTURE
MANAGEMENT UNIT 2
MALE MIN 6.2

RECEPTION/
DISCHARGE
5.0
8500 SF

MALE
ASSIST LVG
7.3

FOOD,
LAUNDRY,
COMMISSARY
11.0, 12.0, 13.0
17550 SF

MEDICAL,
CLINIC, &
INFIRMARY
7.1, 7.2
17200 SF

MALE MEDIUM
6.1

6.1

MALE MEDIUM
6.1

MALE MEDIUM
6.1

RULE
HOUSING
6.1

RULE
HOUSING
6.1

EXISTING

SECURITY &
OPERATIONS
4.0
6500 SF

VISITATION
8.0
6500 SF

STAFF
3.0
8650 SF

ADMIN
2.0
5900 SF

LOBBY
1.0
2600 SF

MALE
RESTRICTIVE
6.3

MALE
MENTAL
HEALTH
7.4

OVERALL PLAN

LOWER LEVEL PLAN

- Program Legend**
- EGRESS
 - FOOD & LAUNDRY
 - HOUSING SUPPORT
 - INDUSTRIES
 - LOBBY
 - MAINTENANCE / CENTRAL PLANT
 - MANAGEMENT UNIT 1
 - MANAGEMENT UNIT 3
 - MANAGEMENT UNIT 4
 - PROGRAM & SERVICES
 - RECEPTION/DISCHARGE
 - RECREATION
 - SECURITY & OPERATIONS
 - VISITATION
 - WAREHOUSE



Maine Department of Corrections Feasibility Study and Concept Design for the Maine Correctional Center

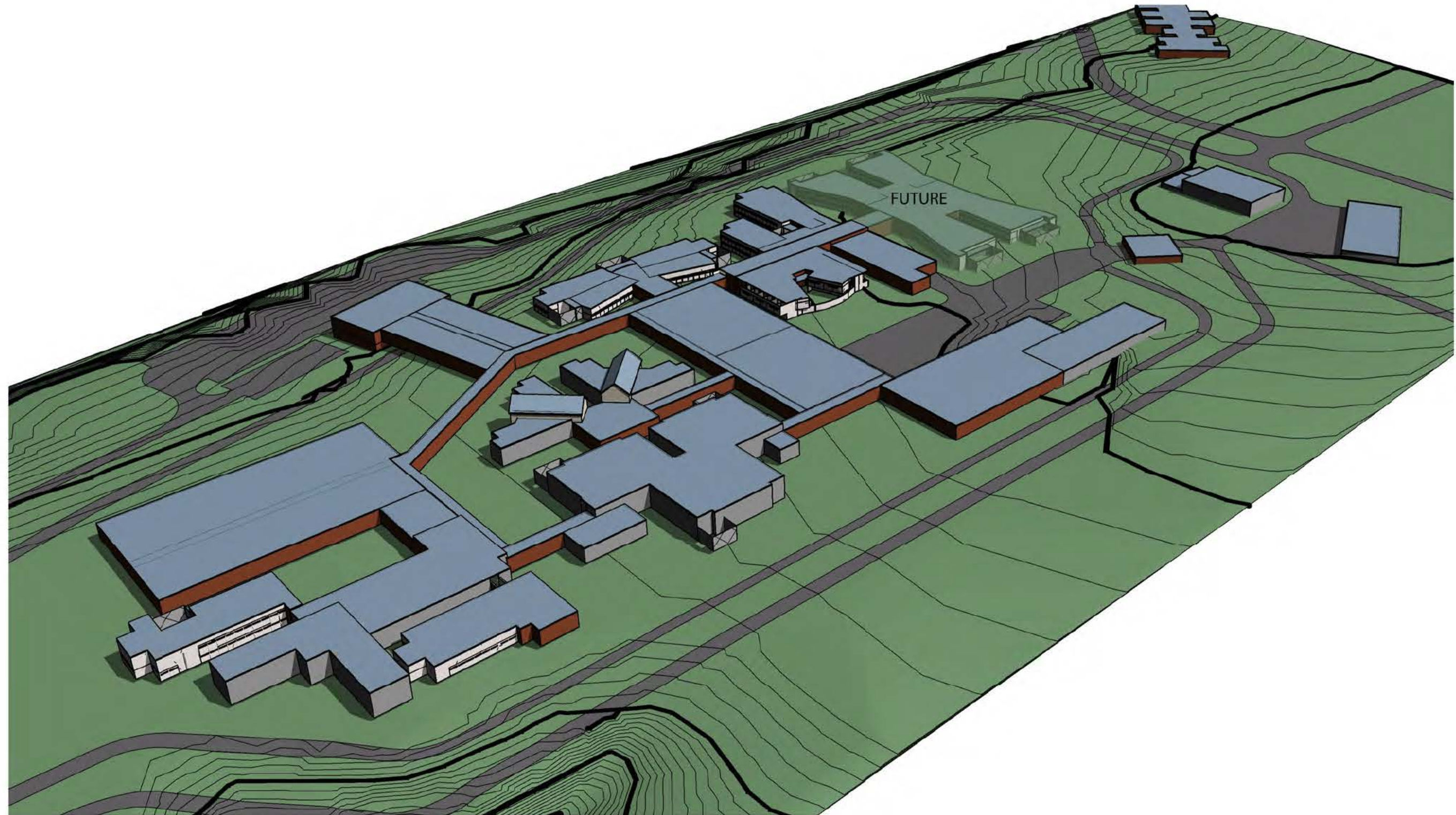
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AERIAL VIEW

Maine Department of Corrections
Feasibility Study and Concept Design for the Maine Correctional Center

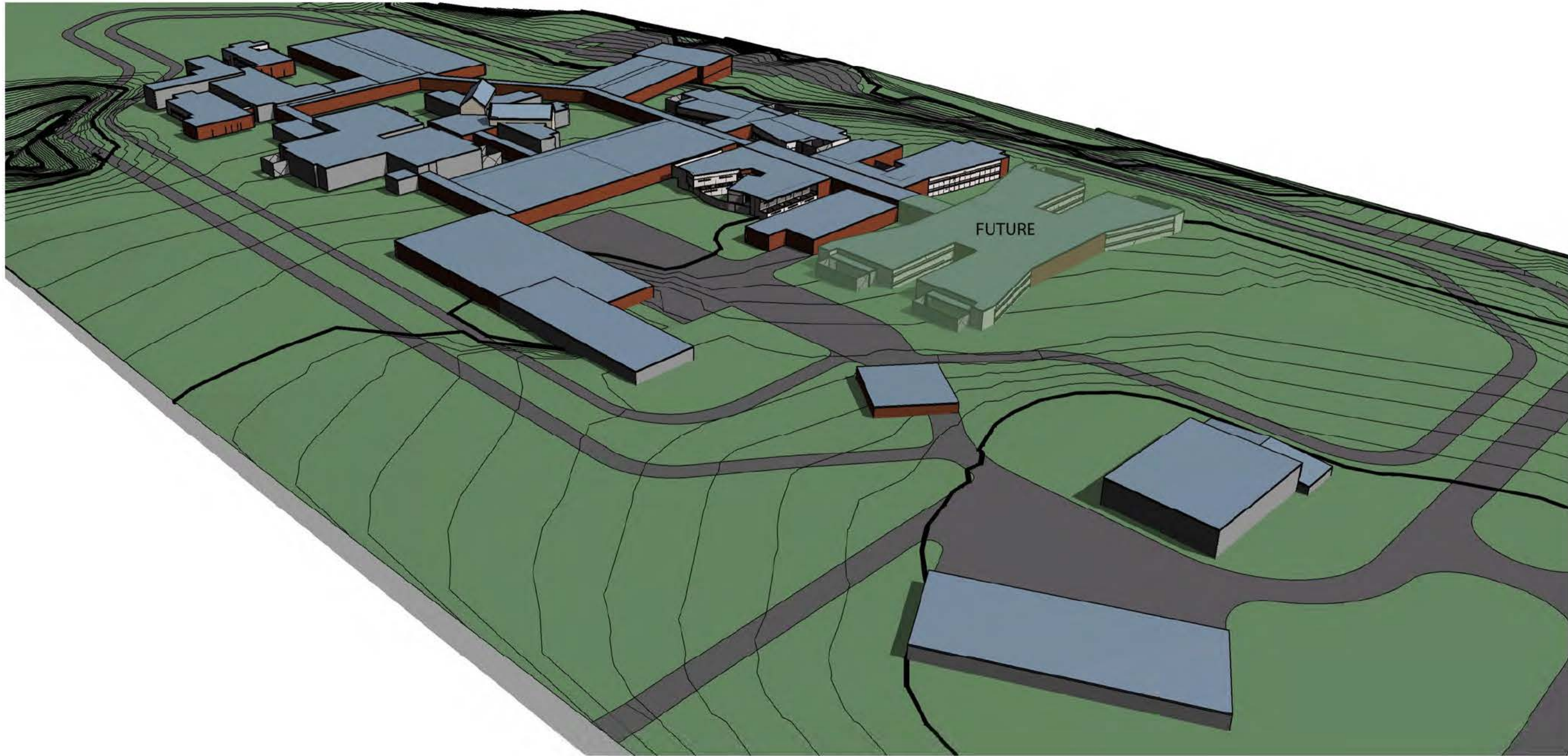




AERIAL VIEW



Maine Department of Corrections
Feasibility Study and Concept Design for the Maine Correctional Center



AERIAL VIEW

Maine Department of Corrections
Feasibility Study and Concept Design for the Maine Correctional Center



OUTLINE SITE AND ARCHITECTURAL MATERIAL SPECIFICATIONS

Site

Site Clearing:

Specifications and plans will be drawn to ensure protection of existing trees to remain, clearing of existing trees and vegetation where required, stripping and stockpiling of topsoil, and disposal of unsuitable soils, stumps, trash, demolition materials and debris.

Earthwork:

Proposed trench specifications will require six inches (6") minimum gravel bedding under proposed utility piping or twelve inches (12") where bedrock is present, twelve inches (12") minimum sand backfill over proposed utility pipes and select backfill materials to subgrade. Pavements subgrades proposed are twelve inches (12") gravel and six inches (6") crushed gravel. Patrol roads are proposed to have a compacted gravel surface consisting of (12") gravel and six inches (6") crushed gravel. Earthwork specifications will contain detailed directives with respect to dig-safe notification, compliance with local and federal regulations, excavation stability, dewatering, trench excavation, weather, inspection, subgrade preparation, geotextile fabrics, compaction, moisture conditioning, grading, field quality control, erosion control maintenance and disposal. Stabilization fabric will be Mirafi 700X or approved equivalent, filter fabric will be Mirafi 1100 N or approved equivalent. Proposed pipe outlets, ditches and steep slopes (as defined by project geotechnical reports) will be armored against scour and rill erosion using appropriately sized stone fill underlain with geotextile filter fabric.

Sewer Pipes and Manholes:

Sewer construction will utilize 4' diameter precast manholes with monolithic bases sections, eccentric cones, steps, and brick inverts and eight inch (8") polyvinyl chloride (PVC) in compliance with ASTM D for SDR 35 gravity sewer pipe in compliance with local and state requirements. A sewer grinder and auger will be provided including a cast in place concrete foundation, appropriately sized grinder system, screening system, by-pass channel, float level sensors, manual hoist gantry, and above grade housing building enclosure. A single or two precast concrete grease traps in series will be utilized for the sewer service exiting the kitchen area of the proposed building.

Utility Piping:

Exterior water piping is proposed to consist of six, eight or twelve inch (6", 8", 12") cement lined ductile iron pipe (class 52) with mechanically restrained joints and resilient wedge gate valves. Mains serving onsite fire hydrants will be looped around the proposed building to maximize pressure and flow circulation. Proposed drainage system will consist of four foot (4') diameter precast concrete catch basins with monolithic three foot (3') deep sumps, tapered cones, and DOT 'type-B' grates, twelve inch (12") minimum diameter high density polyethylene pipe (HDPP) ADS N-12 (or approved equal) and flared end sections.

Underground Conduits:

Proposed electrical, telephone and cable lines will use a combination of two to four inch (2"-4") direct buried conduits along with AWWA Transition couplings, copper alloy and ferrous dielectric fittings, and appropriate identification and warning devices. Schedule 40 PVC will be used under Lawn areas, schedule 80 PVC under paved areas, and galvanized steel for risers and vault entrances. Sleeves will be employed where individual conduits pass under paved areas.

Paving:

Parking lots are proposed to be constructed of a 1-3/4" binder course and 1-1/4" wearing surface of bituminous asphalt. Crosswalks and the main entrance plaza area and fire lane are proposed to be accentuated using a colored interlocking concrete paver with texture and color to compliment building façade materials. Vertical granite curbing with a six inch (6") reveal is proposed for areas with sidewalks and interior landscaping islands as required.

Guardrail:

W-Beam guardrail in compliance with Maine Department of Transportation specifications is proposed.

Concrete, Masonry, Steel, Wood

Concrete:

Site pedestrian paving will be generally be 4000 psi air entrained concrete slab-on-grade. Foundations will be 3500 psi concrete. Slabs and elevated concrete decks will be normal weight 4000 psi concrete.

Masonry:

Masonry on the project will primarily be normal weight reinforced 8" concrete masonry. Clay brick, if provided, will be limited to use at the most public areas. Partitions and bearing walls will be single wythe concrete masonry with reinforcing and solid grout provided where a secure perimeter is required, or where wall durability is required to be high.

Steel:

Steel elements will include steel tube columns, steel joists and joist-girders, galvanized metal decking, steel tube stringers for stairs, concrete pan treads with perforated metal risers, steel pipe railings and handrails, and painted steel bollards. Galvanized steel lintels may be required at veneer masonry openings. All exterior steel will be hot-dip galvanized for durability unless stainless steel. Exterior steel will include camera mounts, bollards, handrails, canopy structures, etc.

Interior steel will generally be painted. Stainless steel countertops will be provided at high traffic service counters, at paper pass-through locations.

Wood:

Wood construction elements will include plywood panels, and solid wood blocking. Finish carpentry will include solid surfacing (such as "Corian") for public and internal service countertops such as the lobby reception desk, booking counters, medical areas, housing unit officer desks, central control work surfaces, and for public toilet room counters. Plastic laminated particleboard tops with solid surfacing edges will be provided for other work surface counters. Cabinetry will be custom fabricated plastic laminate.

Building Enclosure and Protection

Sprayed Fire Proofing:

Structural steel will be fire protected to a 2 hour rating as required by codes where the steel structure supports floors and roofs. Roof construction and secondary roof members will be protected with 1 hour construction or unrated where more than 20' above a floor. Fire proofing will be cementitious material.

Through Penetration Firestop Systems:

All penetrations through floors and fire separation walls will be firestopped. Penetrations through other walls and partitions may be firestopped or caulked with acoustic sealant.

Insulation:

Insulation within exterior precast and masonry walls will be 3" rigid extruded polystyrene. Sound batt insulation will be provided within walls of public restrooms, individual offices and conference rooms within the Department of Corrections Administration areas.

Roofing:

The primary structure roofing system will be 5" mechanically fastened polyisocyanurate or polystyrene with a 1/2" cover board of Dens-Glass with fully adhered 60 mil EPDM or TPO roofing. Flashings associated with roofing will be copper where hidden from view, and aluminum with a Kynar fluoropolymer finish where exposed.

Skylights:

Skylights will be provided at day rooms, the public lobbies and other large areas of activity. Skylights will be curb mounted polycarbonate insulating dome skylights with aluminum frames and security bars, sized to fit between roof joists without interrupting framing.

Doors and Windows:

Public entrances will be a thermally broken aluminum entrance system with wide stile full glass doors. Other exterior doors will be painted galvanized hollow metal in hollow metal

frames. Interior security doors will be 2" structural core wood or 2" security hollow metal. Administrative suite interior doors will be commercial grade wood veneer solid core doors in hollow metal frames. Refer to the Security Summary for additional information.

Windows will be fixed aluminum framing equal to the Kawneer 451T system for glazing in non-security walls, and stainless steel security hollow metal elsewhere in security walls. Aluminum framing and doors will be finished with a Kynar fluoropolymer coating.

Curtainwall:

The public lobby exterior wall will be constructed with aluminum curtain-wall with a Kynar fluoropolymer finish capable of spanning the full height to the ceiling, nominally 2.5" x 6".

Overhead Doors:

Overhead vehicular service doors at the Vehicle Sally port will be insulated rolling doors with motorized operators. Facings on the exterior will be a minimum of 18 gage. Overhead counter doors will be coiling aluminum manual shutters with a stainless steel counter at the sill.

Joint Sealers:

Joint sealers will generally be pick-resistant security grade sealer in inmate occupied areas. Shore A hardness urethane sealants will be used where within inmate reach for movement joints. Epoxy paste sealants will be used within inmate cells, day rooms, and inmate toilet rooms to close gaps between fixtures and equipment to eliminate locations for concealing contraband. Urethane sealants will be used for most active joints less than 1" wide.

Interiors

Interior Finishes:

Walls will generally be painted gypsum board or painted concrete masonry units. Acrylic paints will be used typically for concrete masonry and gypsum board except within cells, toilet rooms, and other wet areas. Walls in the kitchen and within inmate showers will be fiberglass-reinforced epoxy for durability and code compliance. Refer to the following Security Summary for ceiling materials.

In addition to the above, finishes throughout the facility include the following:

- Staff and public restrooms will be provided with a 2 x 2 ceramic mosaic floor with cove base and ceramic mosaic tile wainscot to 4 ft. above the floor, with epoxy painted walls above.
- Inmate restrooms will be provided with a 2 x 2 ceramic mosaic floor with cove base with epoxy painted walls.

- Inmate shower rooms will have solid surfacing walls and seamless epoxy floors, with epoxy painted upper walls and ceiling.
- Inmate cells, holding cells and crisis holding cells will have sealed concrete floors and acrylic painted walls. The same finishes will be used in all janitor closets, storage rooms, mechanical and electrical rooms, maintenance areas, and related service spaces.
- Inmate housing dayrooms will have rubber tile floors for durability and acoustical benefits.
- Other inmate occupied spaces, including visiting, program spaces, classrooms, multi-purpose and interview rooms will have VCT floors.
- Floors in the intake and medical areas will be VCT. Medical isolation cells will also have VCT floors.
- The primary circulation corridor within the secure perimeter will have rubber floors.
- The kitchen and laundry floor will have an integrally colored topping of polished and sealed concrete. Aggregate will be selected for coordinated color with the integrally colored cement.
- Central Control will have carpet or rubber tile flooring for acoustic benefits.
- The locker rooms will be ceramic mosaic tile throughout.
- The Department of Corrections offices inside the secure perimeter will have VCT floors. The Department of Corrections office area outside the secure perimeter will have rubber tile in the hallways and carpet in the offices.
- The wall base throughout public and staff areas outside the secure perimeter will be rubber typically, with ceramic tile in restrooms and porcelain tile in the public lobby.
- No wall base will be provided within the secure perimeter where CMU walls are provided and finished to the floor.

Toilet Partitions:

Toilet partitions will be flat phenolic panels.

Visual Display Boards:

Visual Display Boards will be white with aluminum extrusion trim.

Signs:

Signs will be fabricated from back-painted plastic panels with chemically welded letters and engraved Braille. Signs will be provided for restrooms, program spaces, offices, etc. which are not within housing units. Other signs will be provided as required by life-safety requirements.

Lockers:

Wardrobe lockers will be 18" square x 36" height, double stacked, painted metal with bolted construction, with sloped tops, hat shelves, and padlock loop catches. Lobby refundable coin deposit lockers will be 12" square x 6' height for four lockers high. Pistol lockers within the vehicle sally port will be fabricated of welded plate steel and provided with exchange key locks.

Locker Room Benches:

Locker benches will be steel post-supported polyethylene panels.

Toilet Accessories:

Toilet accessories in staff and public restrooms will be stainless steel and will include ADA grab bars, toilet tissue dispensers, napkin dispensers, and framed mirrors. Public toilets will be equipped similarly to staff toilets, but also with waste receptacles. Toilet accessories in inmate restrooms will be stainless steel and will include ADA grab bars, recessed soap dishes, recessed tissue dispensers, and detention mirrors. Towel dispensers and soap dispensers will be vendor furnished plastic units compatible with their products.

Fire Extinguishers:

Fire extinguishers will be wall mounted within staff toilet rooms and staff control rooms, and will be in detention grade recessed cabinets in inmate corridors within the perimeter and will be keyed alike. Outside of the perimeter, cabinets will be trimless stainless steel and will be keyed alike.

Operable Panel Partition:

Operable panel partitions will be ceiling track suspended metal framed panels with vinyl facing, STC 50. (similar to Modernfold Acousti-Seal series)

Equipment, Furnishings

Equipment:

An elevator will be provided to provide ADA accessibility between floors. Equipment will be a 3500 lb. capacity unit at 100 fpm, with either a hydraulic lift or a cab mounted direct drive electric motor system, selected for best value. Elevator finishes will be standard.

The property storage room will include a motorized laundry storage carousel with hanging bags storage for inmate property and will have sufficient capacity to accommodate the bed capacity of the facility.

Loading dock equipment will include dock bumpers. The dock will be 4' height with or without a leveler.

Appliances:

Kitchen and central laundry equipment will be shown on drawings and installed as a part of the construction project. Kitchen equipment will provide a full kitchen suited to the menu to be provided.

Individual washers and dryers in the housing units, refrigerators, coffee makers, and microwave ovens for staff or inmate use within the facility are not included in the construction budget and will be purchased with FF&E funds.

Window Coverings:

1" Horizontal louver blinds will be provided within staff offices only.

Entry mats:

Recessed frame walk-off grated type aluminum or stainless steel mats will be provided at the public lobby and staff entrances.

SECURITY SUMMARY

Perimeters

This section describes the enclosing wall and roof construction assemblies that contain inmates within the interior of the facility.

Facility Perimeter

The facility perimeter describes the primary secured zone of the facility.

Fence:

The perimeter fence will be a double chain link fence with security coils in compliance with Federal Bureau of Prisons specification. Between fences will be crushed rock 24" average size, and a non-lethal electric fence.

Sally Port:

The fence will fully extend above and over a vehicle sally port roofed enclosure. Motorized chain link security gates will provide access. A crash gate will provide protection in front of the exterior sliding gate.

Utility Crossings:

All utilities will be split and reduced in size to no less than 8" diameter under the fenced primary facility perimeter.

Building Perimeter

The building perimeter describes the secondary secured zone of the facility.

Walls:

Concrete masonry units with solid grout. Security reinforcing will be #4 bars at 8" on center vertically and as required for structural reinforcing horizontally.

Windows/ Glazing:

1 inch insulating glass in solid grouted 14 gauge detention hollow metal frames with security bar dividers to limit glazed opening to 5". Glass will have ¼ in. tempered glass inside lite, 1/4 in. airspace and 1/4 in. tempered glass on the outside lite. (See below for cell and dormitory windows.) Glazing with security glass will be limited to permit ventilation by breaking of the glass in a fire emergency, with reliance on window bars to provide containment. Refer to smoke control narrative within the mechanical systems narrative.

Outdoor Exercise:

Fenced Enclosures – fully enclosing.

Doors:

14 gauge security hollow metal doors with glazed openings limited to 5" and set in 12 gauge solid grouted hollow metal detention frames. Door glazing will be 1 in. insulated glass units; glass will have 1/2 in. glass clad polycarbonate at the inside lite, ¼ in. airspace and ¼ in. tempered glass on the outside lite. Locks will be mogul cylinder 6" (series 120) motorized jamb locks, except where temperatures are not controlled, solenoid locks will be employed. All facility perimeter doors will be controlled by Central Control.

Vehicle Sally Port:

Sally port doors will be insulated coiling metal doors with motor operators controlled by Central Control. A vehicle crash gate will provide protection at the exterior approach.

Pedestrian Sally Port:

Sally port doors will be controlled motorized sliding or swing doors of 12 gauge detention hollow metal with 12 gauge grouted detention hollow metal frames. Door and sidelight glazing will be 15/16 in. glass clad polycarbonate (1/8 in. tempered glass, 3 layers of 3/8 in polycarbonate and 1/8 in. tempered glass).

Louvers:

Louvers through exterior perimeter walls will be protected by 1/2" non-hardened welded steel bars set at 8" on center each way, with a perimeter angle flange bolted into the walls.

Roof:

Roofs will generally be 20 gauge corrugated steel deck on joists. Roofs within housing units will generally be out of reach by height or will be protected from inmate access by a security ceiling. Security ceilings will similarly prevent prisoner access to above-ceiling spaces and roofs in inmate activity areas such as day-room mezzanine balconies, visitation, kitchen and laundry. No ceiling protection other than height will be provided elsewhere, such as in high-ceiling dayroom areas, medical, intake/booking, and program areas.

Roof Penetrations:

Perimeter roof penetrations will be protected by 1/2" non-hardened welded bars set at 8" on center each way with a perimeter angle flange welded or bolted to the roof deck.

Skylights:

Skylights will be installed no less than 12' above the floor in administration areas and 16' above the floor in day-rooms and will be glazed with polycarbonate, and protected by non-hardened welded steel bars at 8" on center each way.

Central Control:

Central Control will be designed with its own security perimeter. Security glazing will be a minimum of 1 ¼ in. glass clad polycarbonate, mirrored on the lobby and corridor sides.

Interior Security Perimeter

Interior Security Perimeters will be provided around each housing unit. (Note that full height walls will also be provided around healthcare, kitchen, laundry, intake/booking, medical and visiting areas but without solid grout, bars in ducts, security glazing, etc.)

Walls:

Concrete masonry units with solid grout. Vertical reinforcing will be #4 bars at 16" on center. Horizontal reinforcing will be determined by structural design requirements.

Glazed Openings:

Security glazing will be 1/4 in. wire glass each side of a 3/8 in. polycarbonate core where fire rated walls are required in corridors, set in solid grouted 14 gauge security hollow metal frames.

Doors:

14 gauge detention hollow metal doors with glazed openings as large as possible for viewing, set in 12 gauge solid grouted detention hollow metal frames. Glazing will be as noted above for glazed openings. Locks will be mogul cylinder 6" (series 120) motorized jamb locks. All corridor doors are controlled by Central Control. Inner sally port doors at Dayrooms will be controlled by the day room officer.

Ducts:

Ducts through interior perimeter walls will be protected by 1/2" non-hardened welded bars set at 8" on center each way, with a perimeter angle flange bolted into the walls.

Cell and Dormitory Perimeters

Walls:

Concrete masonry units with solid grout and #4 bar reinforcing at 16" on center vertically and horizontally as required by structural requirements.

Exterior Glazing:

1 inch insulating glass in solid grouted 14 gauge detention hollow metal frames with security bar dividers to limit glazed opening to 5". Glass will have 1/4 in. tempered glass at the inside lite, ¼ in. airspace and 1/4 in. tempered glass on the outside lite. Breakable glass will be provided to permit smoke venting in an emergency with reliance upon bars to provide containment. Refer to mechanical narrative regarding smoke control for more information.

Interior Glazing:

1/2 in. glass clad polycarbonate with solid grouted 14 ga. detention hollow metal frames for the following area special management unit, intake holding cells, medical, mental health, and crisis holding cells. 1/4 in. tempered glass with solid grouted, 14 gauge detention hollow metal frames will be used in the general population housing areas.

Typical Doors:

14 gauge detention hollow metal doors or 2 in. detention wood doors with glazed openings as required set in 14 gauge solid grouted detention hollow metal frames. Locks will be narrow jamb 2" motorized locks with remote operation, with builder's hardware cylinders.

Special Management Doors:

12 gauge detention hollow metal doors with 12 gauge solid grouted detention hollow metal frames. Locks will be 6" mogul cylinder jamb mounted locks with remote operation. Doors will also have food passes. These doors will be provided in the special management housing units, medical isolation, and mental health cells. Medical isolation and mental health cells doors will be fully glazed with 3/8 in glass clad polycarbonate.

Chase Doors:

14 gauge detention hollow metal doors with 14 gauge solid grouted detention hollow metal frames. Locks will be manual detention locks. All chase doors to be 2'-0" wide by 7'-0" high.

Security Diffusers:

Diffusers in inmate cells will be detention grade perforated metal plate diffusers. Others will be detention grade diffusers with overlay mesh.

Security Ceilings:

Security ceilings will be cast-in-place concrete or steel.

Food Passes:

Provided with mogul cylinder locks for special management units. Snap locks without cylinders will be provided at holding cells.

Plumbing Fixtures:

All inmate toilets within cells will be stainless steel. Shared toilet rooms will be equipped with or penal grade china fixtures.

Light Fixtures:

Light fixtures within cells will typically be medium detention grade with polycarbonate lenses and night lights. Special management unit cells will have maximum custody grade light fixtures. Group switching of lights and night lights will be provided.

Sprinkler Heads:

Sprinkler heads will be detention grade and be will be typically located on wall of the plumbing chase. Refer to Fire Protection Narrative.

Locks

Remote Lock Operation

For some doors which are not in a secure perimeter, remote control will be provided to facilitate operational control. Other doors may be provided with card readers where opening of the door does not unduly remove control from Central Control or Day Room Control. Doors which will have remote operation include: armory, exercise yards, main corridor doors to suites and group use rooms. Other door will have detention grade locks and door monitor switches, such as pharmacy, electrical closets, and mechanical rooms.

Keying

Generally in a corrections environment, the number of keying levels should limit the number of keys necessary for day-to-day operations. Typically, mogul cylinders are used for perimeter doors, security hollow metal doors on cells, and for food passes; builder's cylinders for wood doors on cells, chases, multipurpose rooms within dayrooms, toilet rooms, and offices. Keyways for cylinders will be common for all cylinder types, and will be restricted proprietary or licensed keyways. Card access control systems will also be used to facilitate staff access where designated.

Security Electronics

System Components

Security control systems will be a PLC based system integrating:

1. Door controls, with control of lock-unlock, sally port interlocks, emergency override, door status – lock status reporting. Any door violation will cause notification or an alarm to central control.
2. Digital color security cameras with programmed call-up upon intercom call or upon alarm, digital recording 24/7 of all cameras, pan-tilt for exterior cameras and some other key cameras such as dayrooms. Cameras will be equipped with analytics for selectable alarm upon detection of movement or other selected options.
3. Intercom system throughout for notification of control as to access needs. Call buttons only in cells, which can be silenced by the control station.

4. Watch-tour through the use of card readers. Door access into dayrooms will be generally by card reader access. These control points will also act as input log points for guard tour, with the addition of other card readers.
5. Card reader systems with logging for all events. Override by Central Control.
6. Utility control for housing unit water, televisions, fire water.
7. Three control stations at Central Control, one at each housing unit, and at intake and medical. Control stations will consist of work stations with duplex 20" flat screen touch screen monitors, with mouse control as a backup. One monitor will provide floor plan layouts of the facility showing controlled locks and devices, alarms, intercoms, etc., and indicate any sensors. The second monitor will provide camera views controlled by the integrated control system and by call. Alarm or officer touch will expand the camera view. Additional flat screen monitors will be provided in Central Control and will be wall mounted above the control workstations to provide additional multi-plex image display. The complete CCTV system will have digital recording back-up and will be activated by motion in the camera field, on an as-designated basis.

The use of WIFI connected tablet computers to supplement the control stations in the housing units will be evaluated during design.

8. The system will log all events and interactions sensed by the security and electronics controls system. Email notification of supervisory staff will be initiated when an officer overrides a controlled function.
9. A note system ("sticky note") will permit officers to tag any locked down cell, or locked out intercom, etc. with a note for subsequent shifts as to the situation which had caused such actions to have been enforced.
10. The control system shall be fully capable of integrating with any manufacturer's inmate management system.
11. The duress/ man-down system will be a radio frequency integrated system with localized detectors to track officer positions.

Outdoor Perimeter Sensors

A motion detection system will not be provided on the perimeter fence, however a non-lethal electric shock fence is proposed to be placed mid-point between two perimeter fences.

CONSTRUCTION DURABILITY SUMMARY

This section describes the durability of finish materials and building components within functional areas of the facility independent of the requirements of the enclosing security perimeter construction requirements.

Detention Construction

Detention construction will be provided in all spaces where inmates are housed in their living units and may not have constant supervision. This includes interiors of housing units, visiting, intake/booking, and inmate toilet and shower rooms.

Walls:

Concrete or concrete masonry with solid grout and reinforcing as required by structural requirements.

Interior Glazing:

3/8 in. glass clad polycarbonate with solid grouted 14 ga. detention hollow metal frames for the following areas: special management unit, intake holding, medical, mental health, and crisis holding. 3/8 in. tempered glass with solid grouted, 14 gauge detention hollow metal frames will be used in the general population housing areas. Where smoke control may require breakable glass, tempered glass will be provided.

Doors:

14 gauge security hollow metal doors or wood doors with glazed openings as needed set in 14 gauge solid grouted hollow metal frames. Locks will be narrow jamb 2" motorized locks with builder's hardware cylinders with removable cores, and commercial grade mortise locks with builder's hardware cylinders elsewhere. Refer to Interior glazing requirements for door glazing.

Chase Doors:

Commercial quality 14 gauge detention hollow metal doors with solid grouted 14 gauge detention hollow metal frames, with detention grade deadbolts and flush pulls.

Ducts:

Ducts through interior partitions within security areas will not be protected with security bars.

Security Ceilings:

Security ceilings will be constructed of one layer of vandal resistant gypsum board with 5/8" plywood backing, or will be constructed of detention acoustical perforated metal ceiling systems. Light fixtures and diffusers in security ceilings will be detention grade.

Non-secure Ceilings:

Commercial construction where greater than 12' above finished floors. Light fixtures and diffusers in non-secure ceilings will be vandal resistant.

Sprinkler Heads:

Sprinkler heads will be detention grade where below 12' height, and fully recessed commercial quality elsewhere.

Durable Construction

Durable construction will be provided in areas where prisoners are escorted or supervised at all times. This includes interior spaces such as program offices, staff offices within the secure perimeter, classrooms, library, and the public lobby.

Walls:

Concrete or concrete masonry with grout as required for structural requirements. Reinforcing as required by structural requirements.

Interior:

3/8" tempered glass or 3/8" polycarbonate set in 14 gauge solid grouted hollow detention metal frames. All glazing stops will be detention type.

Doors:

14 gauge commercial hollow metal doors or solid core wood doors with glazed openings as needed set in 14 gauge solid grouted hollow metal frames. Locks will be commercial grade builder's hardware mortise locks except where inmates may congregate, and will be detention grade mortise locks where inmates may congregate.

Ducts:

Ducts through interior partitions will not be protected with security bars.

Non-Secure Ceiling: All ceilings will be commercial construction grade and set no less than 10' above finished floors. Light fixtures and diffusers in non-secure ceilings will be vandal resistant.

Sprinkler Heads:

Sprinkler heads will be fully recessed commercial quality.

Commercial Construction

Commercial construction will be provided in offices and in all spaces outside of the secure perimeter.

Walls:

Masonry or gypsum wallboard systems.

Ceilings:

Commercial grade acoustic lay-in ceilings with commercial grade light fixtures and diffusers.

Interior Glazing:

16 gauge commercial hollow metal or aluminum with 1/4" tempered glass.

Exterior Windows:

1 inch insulating tinted glass units set in commercial hollow metal or aluminum frames.

Interior Doors:

16 gauge interior commercial hollow metal or solid core commercial wood doors with commercial mortise locks, set in 16 gauge interior hollow metal frames.

Exterior Doors:

16 gauge galvanized, insulated commercial hollow metal doors in 16 gauge hollow metal frames.

Sprinkler Heads:

Sprinkler heads will be recessed commercial grade.

STRUCTURAL DESIGN NARRATIVE

The prison will be primarily a single story structure with additional floors or mezzanine levels in some of the housing areas, plus mechanical equipment rooms. The entry lobby may require a floor change to suit site grade changes and access. Housing units will each include a second floor for mechanical equipment. Other areas will include rooftop penthouses for mechanical equipment.

Foundations and Ground Floor Slabs:

The foundations are planned to be of conventional, spread footing construction and steel piles with pile caps where soils are not suitable to support heavy structures.

1. Conventional Foundations: Perimeter walls will be supported on continuous footings and frost walls below finish grade. Isolated spread footings will be provided for interior columns.
2. Steel Piles, Pile Caps, and Grade Beams: Steel piles will be driven through unsuitable soils to firm bearing below, and pile caps will be cast on tops. Grade beams will span between piles to support perimeter walls and other linear loads. Floors will be structured and not bear on soil, bearing instead on piles and pile caps.

The concrete used for foundation walls and footings will have a minimum 28-day compressive strength of 3500 psi. Slabs will be 4000 psi concrete, minimum. Concrete exposed to freeze-thaw cycles will be air-entrained.

A heavy duty vapor retarder beneath interior floor slabs and a perimeter foundation drainage system will be provided. All underground utilities will be routed beneath the vapor retarder including conduits.

Vertical Structure:

Vertical structure will consist of either fire-rated jacketed steel columns, precast concrete panels and columns, or bearing masonry. Precast concrete cell modules and cell-top plenum units will support day room roofs and provide a routing path for day room and cell ductwork.

Roof framing will consist of a 20 gage galvanized steel roof deck, steel bar joists, joist girders, and steel beams supported on load-bearing concrete masonry walls and steel columns. This system may be replaced with precast concrete hollow-core plank and

inverted tee beams where economy and speed of erection benefit from this system's use. In most locations, roof framing will be sloped to provide roof drainage to roof drains. Where framing cannot be reasonably sloped, tapered insulation will provide slopes required for roofing drainage.

Superstructure:

Second floor slabs will be constructed of precast concrete plank or cast-in-place concrete. Where the bottom of cast-in-place slabs will be concealed by ceilings, or where it is otherwise acceptable, the slabs will be formed with steel deck. At exposed/ finished locations, cast-in-place slabs will be cast on removable formwork with shores. Second floor slabs will be supported on masonry bearing walls, and precast concrete columns and beams.

Exterior Walls:

Exterior building walls will generally be non-bearing and bearing precast insulated concrete panels. The wall panel system will be designed to be sill bearing and laterally supported by the building frame. Wall panel height will be limited and joints between panels provided to reduce panel deflections due to thermal environmental changes.

MECHANICAL DESIGN NARRATIVE

Design Criteria

<i>Inside Temp.</i>	Winter: 72 degrees F db. Summer (mechanically cooled areas only): 75 degrees F db.
<i>Outside Temp.</i>	Winter: -20 degrees F db Summer: 86.7 degrees F db, 71 degrees F wb. (ASHRAE 0.4%). Dehumidification: 78.8 degrees F db, 73.2 degrees F wb, 71 degrees F DP
<i>Codes</i>	The International Building Code 2009, with Maine Amendments The Uniform Plumbing Code 2009, with Maine Amendments The International Mechanical Code 2009. The International Fire Code 2009 The International Energy Conservation Code 2009, with Maine Amendments
<i>Standards</i>	Sheet Metal and Air Conditioning Contractors' National Association, Inc (SMACNA) HVAC Duct Construction Standards 1. Guidelines for Design and Construction of Hospital and Health Care Facilities 2006 Edition. 2. UL – Underwriters' Laboratories 3. ASME – American Society of Mechanical Engineers 4. NFPA – National Fire Protection Association 5. ANSI – American National Standards Institute 6. ASHRAE – American Society of Heating, Refrigerating, and Air Conditioning Engineers 7. ARI – American Refrigeration Institute 8. ASTM – American Society of Testing and Materials 9. NEMA – National Electrical Manufacturers' Association 10. NEC – National Electrical Code 11. FM – Factory Mutual 12. ASTM – American Society for Testing and Materials 13. OSHA – Occupational Safety and Health Act 14. NEMA National Electrical Manufacturer's Association 15. AABC – Associated Air Balance Council 16. AMCA – Air Movement and Control Association 17. NEBB – National Environmental Balancing Bureau
<i>Ventilation</i>	Ventilation will be provided mechanically via the HVAC systems in accordance with ASHRAE Standard 62.1. Ventilation rates will meet

the most stringent requirement of all applicable codes and will provide all make-up air necessary for building exhaust systems. All air handling systems will allow for economizer cooling. Automatic control sequences will maintain minimum ventilation quantities except when outside air can be utilized for economizer cooling.

Mechanical Systems

Seismic Requirements

Seismic bracing will be provided in accordance with the requirements of the International Building Code, 2009. Supports, hangers and bracing for required piping and equipment shall be designed by a licensed professional engineer.

Central Plant

The approach for providing a central utility plant (CUP) for the proposed and renovated spaces is to provide a high efficiency heating and cooling plant configured for adaptation to future low temperature heating technologies. Overall project phasing will require that a new CUP be constructed at the beginning of the overall phasing such that as new program and existing major renovations spaces will be connected to or removed from the existing CUP.

Central Utility Plant

Boiler Plant:

The boiler plant will contain three (3) 7,500 MBH low temperature hot water boilers will be provided and located in the CUP. Boilers will be high efficiency condensing type, and fully modulating natural gas fired. The boilers will be sized for 50/50/50% of the design heating load of all HVAC requirements. Space will be reserved for a potential future boiler should the State decide to add another housing unit at some time in the future. Facility phasing may allow for the installation of two boilers initially, with the final redundant boiler added as the facility build-out creates the required heating load.

The heating boiler system shall include variable flow pumps, DDC controls, air separator, expansion tank, valving, piping, insulation, fittings, drains vents, expansion provisions, chemical treatment and make-up water. All motors shall be premium efficiency with VFD's as applicable.

The system will utilize primary/secondary pumping. The primary pumps, one per boiler, will be variable flow and will maintain the appropriate flow through the boilers based on the heating demand.. The controls and isolation valves will allow boilers being taken off line during low demand periods to reduce stand-by boiler losses. The secondary system

pumps will be configured to have a back-by pump piped in parallel for lead/stand-by control and will be sequenced for equal run time. The secondary pumps will have variable speed drives for distribution to the buildings. Each building's distribution system will use two-way valves to optimize the operation of the variable flow pumping.. A dedicated plant controller shall be provided for the boiler plant operation and control. The plant controller shall interface with the building management system in a read-only configuration.

Boiler room combustion and ventilation air will be supplied by a dedicated modular air handling unit configured with 30% filters, hot water heating coil, and supply fan. The combustion air, air handling unit shall be located in the CUP. Fan speed, outdoor air damper, gravity relief damper, and heating coil, are to be controlled to provide ventilation in accordance with code and boiler manufacturer's requirements, to maintain minimum supply air temperature of 50 deg. F and a consistent boiler plant pressure. The combustion air, air handler shall be controlled by the boiler plant controller.

Isolation valves will be provided at all components that require servicing. In addition, shutoff valves will be strategically located to allow isolating portions of the system piping. Pressure independent control valves will be provided at major heating loads at coils. Autoflow balancing valves will be provided at terminal units.

The boilers will be configured with dual fuel burners. The primary system fuel will be pipeline natural gas. The back-up fuel will be via liquefied propane (LP) stored onsite in a 30,000 gallon underground tank. A synthetic natural gas system will create full redundancy for the natural gas fired equipment.

Two redundant gas-fired steam boilers, located in the CUP, shall serve the steam kettles located in the central kitchen. Natural gas will also be provided for gas cooking and laundry clothes drying equipment.

Central Chilled Water System:

Three water cooled 500 ton centrifugal chillers shall provide chilled water to the buildings served. Plant equipment shall include chillers, cooling towers, refrigerant detection and purge/ventilation system, pumps, DDC controls, air separator, expansion tank, valving, piping, insulation, fittings, drains vents, expansion provisions, chemical treatment and make-up water. All motors shall be premium efficiency. Each chiller shall be electric centrifugal type with integral VFD (with harmonic filters) set to Each chiller will be sized at 33% of the peak load. Redundancy will be provided through a temporary chiller connection to a rental chiller. in the event of a chiller failure.

Condenser water will be produced by (2) 750 ton cooling towers located on the roof set to supply 85⁰F condenser water with a flow rate of 2.5 gpm/ton. The towers will be connected together with equalization lines and drains. Towers will each have a VFD for speed control and basin heaters for winter freeze protection and a minimum temperature bypass valve.

Three condenser water pumps each sized for the flow of a chiller and VFD controlled shall provide proper chilled water flow and system pumping redundancy.

A 300 ton “free cooling” plate and frame type heat exchanger will be configured for free cooling when outdoor air temperatures are below 40 deg F. This will allow production of chilled water without operating the chillers. The cooling towers shall be configured with a tower bypass valve and automatic tower isolation valves (both supply and return) for each tower cell.

The chillers will be piped in parallel. The chilled water supply temperature will be 42 degrees F and the return will be 56 degrees F, reset according to either ambient temperature or return evaporator temperature. Chillers will be staged to meet the load requirements and will be capable of capacity reduction to meet the variability of the building load.

Three variable flow pumps shall be provided for the variable primary flow loop, one shall operate in stand-by mode. Each pump shall be rated at 1,400 GPM each, with a third in stand-by mode piped in parallel for lead/lag control and will be sequenced for equal run time. The pumps will have variable speed drives and building distribution system will use two-way valves pressure independent control valves to allow for variable system water flow. Chilled water will be distributed to all cooling coils in air handlers and energy recovery units. A dedicated plant controller shall be provided for the chiller plant operation and control and shall be capable of optimizing the chilled water plant energy use at all times. This feature will be employed via a ‘Hartman Loop’ control algorithm interfaced with the DDC control system.

Isolation valves will be provided at all components that require servicing. Chiller by-pass piping and balancing valves will be installed to allow for isolation of either chiller for servicing while keeping the remaining chillers in operation.

Hot Water and Chilled Water Distribution Systems:

The heating hot and chilled water distribution systems shall be sized for the future building additions and optimized to reduce pumping energy costs. Valves and capped connections will be provided to accommodate future tie-ins.

Piping systems 2-1/2" and larger shall be schedule 40 steel pipe with welded fittings. Type L copper pipe and wrought sweat fitting or schedule 40 steel threaded shall be utilized for piping sizes 2" and smaller. All piping shall be insulated with fiberglass insulation (thickness per code) with all service jacket and PVC fitting covers. Piping located in mechanical rooms or exposed to the outside shall be protected with PVC or Aluminum jackets. Piping 2-1/2" and larger shall be supported with clevis hangers while piping 2" and smaller shall be supported with band hangers. Chilled water piping shall be insulated with closed cell insulation similar to Armacel or polyisocyanurate to avoid water absorption into the insulation.

Shut-off valves shall be provided at all components that require servicing. In addition, shutoff valves shall be strategically located to allow isolating portions of the system piping.

Freeze-protection pumps will provide constant hot water circulation through air handler heating coils when the outside temperature is below 45 degrees F.

Alternative Energy Systems

Many new public and institutional projects throughout Maine and New England have been built, or are in the planning and construction process, that utilize alternative energy sources. An initial investigation of alternatives has included wood chip boiler plants for heating, a wood chip plant for heating designed with co-generation capability, and geothermal plants providing both heating and cooling. This facility provides a great opportunity to anticipate upward cost pressure upon traditional sources of energy by the provision of systems which either incorporate alternative sources, or which are adaptable.

The new Maine House of Corrections is a large building at over 400,000 sq. ft. By its mission and function, the building must be designed for 24 hour operation year round. The energy requirements and operating expenses for this facility will be higher than other building types due to this fact; expenses which extend for the life of the building.

From the necessity to always remain in operation, a correctional facility's building systems must have redundancy. The need for dual capacity must be factored into the engineering analysis that supports the fuel source choice(s) selected. Dual fuel, whether gas or wood chip systems, provide operational benefits to the facility.

Once the project is funded, as the design effort begins, further analysis of options is recommended. Based upon the results of that analysis, a separate expenditure may be indicated if, as expected, energy savings will result in a net savings in less than 10 years. Systems which should be considered include, wood chip boilers (biofuels), and possibly a geothermal energy storage system. (A geothermal/ heat pump system would provide the State with the capacity to utilize new energy sources coming onto the marketplace and transmitted to energy users through the electrical grid.) In addition to these alternative energy options, a combined heat and power plant option should be investigated. These systems provide baseline electricity and heated hot water for domestic hot water production and space heating.

The analysis of the alternative energy systems should include detailed discussions with the appropriate suppliers, evaluation of the suitability of the system for the application, life cycle cost analysis to address system payback savings, projection of the energy budget for the alternatives and general descriptions of the systems being considered. Involvement from the State will be necessary throughout the evaluation process.

Air Handling Systems

General Description

Air handling units will generally be located within indoor mechanical rooms. The design will allow for convenient access and service clearances.

Air Handling Units will be commercial, modular configuration, with double walled construction, including return plenums, mixing box/economizer, MERV 8 pre-filter sections, MERV 11 final filters, hot water coils, access sections as required, supply fans, and return/exhaust fans and enthalpy heat recovery devices as required. All units will be capable of economizer cooling. All units (except as indicated below) will have mechanical cooling including chilled water cooling coils, and double-sloped stainless steel drain pans. Variable volume systems will utilize variable speed drives on supply and return fans and outside airflow measuring stations.

Dedicated units will be provided for each of the areas listed below. Systems will provide heating, ventilation, and air conditioning (HVAC) with hot water reheat for individual zone temperature control.

- Maintenance Shop / Storage / Laundry
- Kitchen (including adjacent large storage rooms) and Dining
- Kitchen Make-up Air Unit.
 - A separate dedicated constant volume heating only make-up air unit will be ducted to supply grilles in the face of the hood and will be interlocked with the hood operation. The unit will provide a portion of the air (approximately 90%) required for cooking hood exhaust make-up. The system will be designed so as not to create cold downdrafts or condensation problems. Operation will be interlocked with hood make-up.

- Program Areas (Multipurpose Room, Library, etc.)
- Health Care
 - Unit will have MERV 14 final filter section.

- Intake/Release
 - Cells will be 100% exhausted through heat recovery equipment.
 - Where overnight use is included in the program, active smoke control systems will be provided.

- Housing
 - Each housing pod is anticipated will have a dedicated air handler.
 - All air from the cells and shower areas will be exhausted through heat recovery equipment.

- Housing units will have active smoke control systems comprised of a UL listed exhaust fan and powered make-up air. The systems shall be designed in accordance with code requirements.
- Public Lobby and adjacent support areas, Visiting Areas
- Central Control
 - Central control will have redundant air conditioning within the electronics equipment room.
- Administration and Staff Support Areas

Air Handling Systems with Energy Recovery

Air Handler/Energy Recovery Units will be located within indoor mechanical rooms. Design will allow for convenient access and required service clearances.

An Energy Recovery function will be contained within the air handler unit. Units will be modular configuration with double walled construction, including a desiccant type enthalpy energy recovery wheel with certified performance for both sensible and latent energy recovery, supply and exhaust fans, MERV 8 filters for outdoor air and exhaust air, hoods and dampers, and an electrical package with single point connection. MERV 11 final filters will be provided for the supply air stream. Units will have hot water heating coils sized for full design heating load in the event of wheel failure. All units will have mechanical cooling including chilled water-cooling coils, and double-sloped stainless steel drain pans. Cooling coil capacity will be based on reduced load resulting from energy recovery.

All air from cells, showers, and toilet rooms will be exhausted and will flow through the heat recovery wheel.

Hot water reheat coils will be provided for individual zone control. Housing pods will be configured with independent perimeter zones configured according to exterior wall orientation and a dedicated dayroom zone. Air handler unit pre-heat coils will be sized for heating the incoming air without the contribution of the heat recovery feature.

Exhaust Systems

Provide dedicated exhaust systems include the following:

- Toilet, Janitor, Shower Rooms: General exhaust to the air handler heat recovery device where readily available and if not available will be exhaust to the exterior.
- Maintenance Shop: General exhaust to the exterior. System to include intake louver and motorized damper interlocked with exhaust fan, no-hold timer switch.

- Vehicle Sally Port: CO and CO2 monitoring according to code and associated exhaust control and provisions for un-tempered make-up air.
- Kitchen Hood: The kitchen exhaust system will be designed, furnished, and installed in accordance with NFPA-96. The cooking exhaust will utilize an energy saving compensating hood (provided under Div. 11 kitchen equipment). Welded steel kitchen exhaust ductwork will be wrapped with rated zero clearance ceramic insulation to the roof to an exhaust fan UL listed for cooking exhaust. Hood controls shall include variable speed supply and exhaust blowers connected to opacity and temperature sensors located in the exhaust airstream. These controls shall adjust the system operations based on actual cooking loads.
- Dishwasher: Exhaust to the exterior. Dishwasher hood may be integral with dishwasher (provided under Div. 11 kitchen equipment). Dishwasher exhaust ductwork will be stainless steel routed to a roof mounted exhaust fan.
- Medical Isolation Cells: Cells shall be designed and controlled according to the latest *American Institute of Architects Guidelines for Design and Construction of Hospitals and Healthcare Facilities*, including microprocessor control of room pressure. Air from these cells shall exhaust directly outside or be returned to the air handler for heat recovery purposes. Isolation or normal mode shall be user selectable.
- Dust Collection Systems: The shops area shall be provided with a dust collector and associated high velocity ductwork exhaust ductwork, exhaust blower and centrifugal collection equipment to covey the particles away from the equipment.

Smoke Control

Smoke control systems will be provided in each windowless Institutional Group I-3 Occupancy smoke compartment, which includes all bedroom spaces except the bedrooms in the re-entry unit. The systems will be in accordance with the *International Building Code 2009*. Dedicated exhaust fans and ductwork distribution systems shall be provided for all inmate areas that are required to be provided by code to have smoke control systems. The exhaust fans shall be interlocked with the economizer operation of the associated air handler or energy recovery unit for make-up air as well as dedicated unconditioned make-up air supplied at the floor in the spaces. The smoke control system shall operate to maintain a tenable environment for exiting from the smoke compartment in the area of fire origin.

Miscellaneous Mechanical Systems

Ductless Split System Air Conditioners

*SMRT Architecture Engineering Planning Interiors Energy
with Pulitzer/Bogard & Associates, LLC*

Provide dedicated cooling split system DX unit and controls for the following spaces:

- Security electronics room. Duplex systems will be provided to provide 100% back-up.
- Owner designated computer server room.
- Elevators
- Wherever electronic equipment requires additional cooling.

Elevator (Additional requirements): Maintain minimum 2' clear of all elevator equipment. All duct penetrations shall have fire dampers. Provide elevator shaft vent with normally closed (fail open) damper. Damper shall open on fire alarm signal or power failure.

Hot Water Cabinet Unit Heaters (CUH) / Unit Heaters (UH)

Provided for the following spaces:

- Central Plant (UH)
- Vehicle Sally Port (UH) or radiant floor heating.
- Vestibules and Sally Ports with doors to the exterior. (CUH)
- Loading Dock (UH)

Perimeter Hot Water Baseboard Heat

Baseboard heat will be provided wherever exterior wall losses are not adequately handled by the central air systems. All baseboard located in inmate accessible areas will be in heavy gauge security enclosures. Baseboard heat will be installed in all Housing Pod dayrooms below glass windows facing Recreation Yards. Baseboard heat will be included in the administration areas on the exterior walls. As an alternative, radiant floor heating will be evaluated for use.

Underslab Radiant Heating

Where applicable, the heating will be provided by PEX tubing installed between 6" and 12" on center within the concrete slab. The system shall be provided with metal manifolds with control valves and balancing valves to distribute the boiler water to each zone. An inline circulator and inline pump shall be provided to mix boiler supply water with return water to maintain the proper supply water temperature to each zone. All manifolds, pumps and controls shall be centrally located. The design of the radiant heating system shall be coordinated with the concrete slab for insulation and reinforcement requirements.

HVAC General

Ductwork distribution systems shall be constructed from G-90 galvanized steel and furnished and installed in accordance with 2005 SMACNA HVAC Duct Construction

Standards. Ductwork for Variable Air Volume systems from the AHU discharge to the terminal box inlet shall be constructed to 4" water gauge. All other supply, return and exhaust air ductwork shall be constructed to 2" and 3" water gauge. Reinforcement shall be in accordance with round elbows shall be full radius. Mitered square elbows shall be fabricated with turning vanes. Round ductwork shall be fabricated with spiral seams. Take offs shall be bell-mouth, conical or 45° fittings.

Supply ductwork shall be insulated with 1-1/2" fiberglass insulation with foil faced insulation. Ductwork in mechanical rooms and in exterior applications shall be insulated with rigid fiberglass board. Any rigid board insulation in exterior applications shall be weatherproofed with EDPM covering. Ductwork conveying outside air shall be insulated with 3" fiberglass insulation. Where sound attenuation must be provided and typically within 20' of air handling equipment, ductwork shall be insulated with 1" acoustical duct liner. Sound attenuators shall be utilized where duct distances do not permit 20' of duct liner for attenuation.

All diffusers within the reach of inmates in secure areas and in cells will be maximum security and suicide resistant, heavy-duty security type equal to Anemostat Model ASSG. Refer to security summary.

Security bars will be installed in all ductwork penetrating a interior secure perimeter and at all exterior secure perimeter walls. Security bars will be 7/8" diameter steel, on maximum 4-7/8" centers vertically and horizontally and welded at intersections.

Smoke and fire combination dampers will be installed in accordance with code as required where ductwork crosses smoke barriers or where required as part of the smoke management systems

Clothes dryers in the main laundry area will be located in a dedicated make-up air chase. Dryer exhaust will be ducted to a lint separator located in the dry area chase and ducted through the exterior wall or roof. Dryer make-up air will be outdoor air from a roof mounted intake hood with motorized damper interlocked with dryer operation. Make-up air will be tempered through unit heaters if required by dryer manufacturer.

Dishwasher exhaust, and exhaust branches serving showers and other moist areas will be stainless steel or aluminum with aluminum grilles and dampers. Dryer exhaust will be stainless steel.

Mechanical ventilation will be provided in the Central Plant, Main Electrical Room, and any other mechanical or electrical rooms as needed to maintain a maximum space temperature of ambient plus 10 degrees F.

Direct Digital Control (DDC)

A complete programmable microprocessor base electronic DDC system will be provided for all new systems and equipment. System will include a complete operating station, web-server, programming and graphics. Location of operator microcomputer workstation and printer will be coordinated with the owner. DDC field panels and interlocking wiring shall be provided to integrate all system components. All panels will be stand-alone and fully programmable with adjustable high / low alarms for all sensors. The DDC system will be programmed for a special operational function to permit the economizer cycle to be run when smoke or teargas is to be cleared. The system shall be fully commissioned to verify that all points and sequences operate per design requirements.

The Building Automation System shall include Building Control Network Units, Custom Application Controllers, Specific Application Control Units, special control units (ex: smoke exhaust and control) thermostats, sensors, and control damper & valve actuators to provide full control of boilers, chillers, cooling towers, pumps, air handlers, energy recovery units, fans, variable air volume boxes, fan coil units cabinet and unit heaters, fin tube radiation, radiant slab heating and all other Heating, Ventilating and Air Conditioning equipment.

The BAS shall fully incorporate the following integrated features, functions and services:

- Control operation of all systems.
- Alarm notification and management
- Monitoring, trending, reports, graphics
- System diagnosis and troubleshooting assistance
- Offsite monitoring and management access
- Energy and utility management
- Occupancy scheduling and set-point adjustments
- Indoor air quality control and monitoring

PLUMBING DESIGN NARRATIVE

Plumbing Systems

General

The following new systems will be installed:

- Domestic cold, hot, re-circulated hot, and emergency shower/eyewash tempered water.
- Sanitary waste, vent and indirect waste
- Dedicated kitchen waste, (to an exterior grease interceptor)
- Dedicated vehicle sally port and evidence garage waste, (to a gas /oil/sand interceptor).
- Storm water drainage
- Natural and propane gas distribution systems
- Compressed air systems

Codes

- The International Building Code 2009, with Maine Amendments
- The Uniform Plumbing Code 2009, with Maine Amendments
- The International Gas Code 2009
- The International Fire Code 2009
- The International Energy Conservation Code 2009, with Maine Amendments

Seismic Requirements

Seismic bracing will be provided in accordance with the requirements of the International Building Code, 2009. Supports, hangers and bracing for required piping and equipment shall be designed by a licensed professional engineer.

Domestic Water Systems

The municipal water entrance will be located within the central utility plant (CUP). A simplex meter and duplex reduced pressure zone backflow preventers will be installed in parallel at the main entrance.

Domestic hot water will be generated via 750 gallon indirect fired water heaters utilizing the boiler heated water. Each of three (3) 1,500,000 BTUH heaters shall be sized 50% of the facility load. The stored water temperature will be 140°F. The supply from the three units will be piped to a common manifold header.

- Hot water for general use will be distributed and circulated at 120°F by central master mixing valve assembly. Local mixing valves will be installed for showers to reduce the temperature further.
- Hot water for the kitchen and central laundry use will be distributed and circulated at 140°F.
- A gas fired booster heater will be provided by the kitchen equipment vendor to supply 180°F water to the commercial dish machine.
- Hot water recirculation will be designed to maintain the temperature of hot water within 50 feet of any fixture. Separate recirculation systems will be provided for the 140°F and 120°F systems.

The domestic water distribution system will be designed to provide 35 psig at the upper most plumbing fixture. Final evaluation regarding a water pressure booster system will occur during the design development phase, subsequent to a hydrant flow test on-site. If provided, the water pressure booster assembly shall be a triplex system with a VFD for each pump. The domestic cold water system will be designed for a maximum velocity of 8 fps design flow. The domestic hot and recirculated hot water system will be designed for a maximum velocity of 4 fps design flow.

Water distribution and horizontal storm drainage systems will be insulated with fiberglass and will include PVC fitting covers and an all-service jacket.

Motor operated valves will be installed for remote shut-off of the domestic water to each of the housing areas, intake and to the showers.

Freeze-proof, wall hydrants will be installed which shall be spaced at 100 foot intervals around the building perimeter. Interior hose bibs will be installed for interior areas that require water for cleaning and maintenance.

An approved reduced pressure backflow preventer shall be provided on the make-up water supply to the HVAC equipment.

Sanitary Waste & Vent Systems

A complete sanitary waste and vent system serving all plumbing fixtures, kitchen equipment, and floor drains will be provided. Code sized sanitary sewers will exit the buildings by gravity and will extend to a point 10' – 0" outside the foundation wall. Continuation of the sanitary sewer will be by site utilities. Pipe and fittings below ground shall be service weight cast iron hub and spigot pipe with resilient gaskets. Pipe and

fittings aboveground shall be cast iron hubless pipe with stainless steel couplings, service weight cast iron hub and spigot with resilient gaskets or DWV copper pipe with soldered joints.

- The kitchen waste piping system shall collect all fixtures and drains within the food prep areas and exit the building independently to an exterior grease interceptor (refer to Civil drawings), prior to connecting with the sanitary waste system on site. Steel interior grease traps with epoxy coated interior and exterior shall be provided at the pot sink, dishwasher, kettles and where required by the AHJ. Kitchen waste pipe and fittings below ground shall be stainless steel waste and vent system by Blucher, or equal. Kitchen waste pipe and fittings above ground shall be Type DWV copper.

A waste water sewage grinder and auger will be installed to prevent obstructions from entering the municipal sanitary waste system. A domestic cold water line with a RPZ backflow preventer shall connect to a hose bibb in the grinder vault.

Floor drains will be installed in the following areas: showers and changing areas, toilet rooms, housing dayrooms, kitchen, laundry, outside exercise areas, mechanical rooms, and trash holding rooms. In housing areas, a floor drain will also be installed just inside cell chases, spaced at one drain per every other cell.

- Floor drains will include trap seal primers.
 - Floor drains located in toilet rooms shall require pressure-drop actuated trap priming valves, all bronze construction, no springs or plastic parts. Floor drains located in all other areas shall require electronic trap priming systems, to include 24 hr timer, 120 V power, steel box with stainless steel cover.
- Kitchen area drains will be stainless steel type floor sinks.
- An exterior grease interceptor shall be located on the external side of the building. The interceptor shall be fed from a dedicated kitchen waste line and shall discharge to the sanitary sewer on site. The interceptor shall be of concrete or fiberglass construction and sized in accordance with the Uniform Plumbing Code, and the A chamber vent shall be provided and piped back into the building.

The Vehicle Sally Port and other interior vehicle storage areas will be provided with trench drains, directed to sand and oil interceptors.

Storm Drainage Systems

The roofs will be drained by means of roof drains and internal rainwater leaders. The leaders will collect below the lowest level floor slab and discharge by gravity to the side of

the building to a point 10' – 0" outside the foundation wall. Continuation of the roof drainage will be by site utilities.

Pipe and fittings below ground shall be service weight hub and spigot pipe with resilient gaskets. Pipe and fittings above ground shall be cast iron hubless pipe with stainless steel couplings or service weight hub and spigot pipe with resilient gaskets.

Emergency Showers / Eyewashes

Point of use tempering valves rated for emergency use shall be provided for emergency showers and eyewashes as located by the owner. These appliances shall be installed in medical areas, mechanical rooms, kitchen areas and other spaces where chemicals are located or stored.

Plumbing Fixtures

Fixtures accessible to staff and the public will be commercial grade vitreous china with chrome plated brass faucets/flush valves. ADA compliant, dual height drinking fountains will be provided. Fixtures accessible to inmates will be penal grade stainless steel with concealed brass faucets/flush valves. Faucet, flush, and shower valve operation will be pneumatic push button style.

- Holding cells and cells in the housing areas will be equipped with stainless steel combination type fixtures. Each group of fixtures will have isolation valves.
- All stainless steel inmate toilets will be equipped with overflow protection. Toilets in the segregation housing areas within the main facility and intake will have programmed frequency flush control.
- One intake area cell will include have flushing type floor drains.
- Showers accessible to inmates will be security type. Deluge showers shall be provided in the medical area and inmate processing areas.
- Mop sinks will be located in all janitor rooms.

Natural and Propane Gas Piping Distribution Systems

Natural gas will be provided for heating boilers, generating domestic hot water, kitchen equipment. Gas will be low pressure, will be fed from an existing utility distribution system in the street and will be brought to the building by the gas utility company. High pressure gas will be utilized if available by the utility. Gas pressure regulators will then be provided at all fire fired appliances. Regulators shall be vented through the roof as required.

The primary system fuel will be pipeline natural gas. The back-up fuel will be via liquefied propane (LP) stored onsite in a 30,000 gallon underground tank. A synthetic natural gas system will create full redundancy for the natural gas fired equipment.

Natural gas piping shall be Schedule 40 black steel with welded joints.

For pipe sizes 2 inches and smaller, valves shall be a ball valve with screwed end, T-Handle. For pipe sizes 2 ½ inches and larger, valve shall be iron body lubricated plug valve with flanged ends.

Insulation

Insulation will be provided on all hot and cold water piping, tempered water, horizontal roof drainage and roof drain bodies.

Insulation shall be four pound density fiberglass with factory applied white fire retardant, reinforced vapor barrier jacket. Insulation shall be thickness shall be in accordance with applicable codes and be continuous through sleeves. Pipe fittings and valves shall be provided with pre-molded PVC covers with fiberglass inserts.

Compressed Air Systems

A centrifugal air compressor with refrigerated air dryer and oil filters shall be provided for the laundry. The compressed air piping system shall be type L copper with ball valves for isolation and quick connect devices for equipment.

FIRE PROTECTION DESIGN NARRATIVE

System Design

Provided full hydraulically designed systems, including drawings and calculations per the requirements of NFPA 13 and the authorities having jurisdiction. Designs are required to bear the original wet stamp and signature of a Registered Professional Fire Protection Engineer.

Design Criteria

- Local and state building codes and health department codes:
- Building Code: International Building Code 2009.
- Fire Safety Code: NFPA 1 – Uniform Fire Code
- Maine State Elevator Code:
- Design Standards
- National Fire Protection Association [NFPA] standards 13, 14 and 20 as adopted by the state building codes.
- Site water piping: NFPA-24.
- Combined Standpipes – Design Pressure: 100 psig at top of standpipe at the design flow (500 gpm at top outlet of most remote riser and 250 gpm at the top outlet of each additional riser up to a maximum 1000 gpm for sprinklered buildings). Note: Design pressure is achieved manually through the fire department connection and shall be reflected in the hydraulic calculations. Inlet pressure shall be in accordance with local fire department standards.

Seismic Requirements

Seismic bracing will be provided in accordance with the requirements of the International Building Code, 2009 and NFPA 13.

Supports, hangers and bracing for required piping and equipment shall be designed by a professional engineer. Submittals shall include shop drawings calculations and cut sheets for all seismic restraints.

Water Service

A dedicated water service complete with backflow prevention will be provided into the new central utility plan (CUP) and distributed underground to the buildings. The water service into each building shall be provided with backflow preventer, wet and/or dry pipe alarm valve, strainers, retard chamber, pressure switches, pressure gauges, check valve assemblies, water motor / electric alarm, main drain valve, alarm test shut off, main drain

pipng, underground supply piping and fire department connection piping.

Fire Pump

Refer to the site design narrative. Further analysis is required to determine if fire pump for the building may be required. A fire pump may not be needed if there is sufficient pressure and volume available (dependent upon hydrant flow test results). A hydrant flow test shall be performed prior to the design development drawings to confirm the available system pressure (static and residual) as well as the available water flow in GPM. If a fire pump is deemed necessary, it will be located within the CUP.

Sprinkler Systems

Provide complete wet-pipe sprinkler coverage throughout the facility. Sprinkler systems to be zoned by floor and program area using flow control valve assemblies, (FCVA). FCVAs for each housing area smoke compartment will be integrated through programmed logic controller with the security electronics control system for officer operation of the valves in the event of a vandalized sprinkler head. Security system integrated valve operation will initiate an alarm through a valve position switch. Systems to be hydraulically designed for Light and Ordinary Hazard densities, per NFPA 13 requirements. A maximum of 52,000 square feet shall be allowed for a single zone.

1. The main sprinkler service header shall service wet, dry and pre-action alarm valves.
2. The wet alarm valves serve the automatic sprinkler and standpipe systems for the common, residential, office, labs, cell areas and storage areas of the building. In addition, the basement, intermediate and penthouse mechanical spaces are designed on wet pipe systems.
3. The dry alarm valves will serve sprinklers in the loading dock, vehicle sallyport , unheated concealed spaces and unheated attics.
4. Clean agent fire extinguishing systems shall provide initial coverage for computer rooms, electrical service vaults, security rooms, control rooms, vault storage, and records rooms.
5. Pre-action Suppression Systems will serve special management areas.

High Pile and Rack Storage

Sprinkler systems will be required in storage areas which shall be designed and installed in accordance to NFPA 13 Chapters 8 & 12. Verify the types and categories of storage items and pallets utilized with owner to determine sprinkler requirements.

Fire Sprinkler Piping Systems

Piping 2-1/2" and larger shall be schedule 10 steel pipe with grooved type fittings. Schedule 10 pipe with threaded fitting shall be utilized for piping sizes 2" and smaller. Piping 2-1/2" and larger shall be supported with clevis hangers while piping 2" and smaller shall be supported with band hangers. Dry sprinkler piping shall be scheduled 40 steel throughout. Coordinate with the local fire department for either 4" Storz or 2-1/2" Siamese connection. Provide post indicating valves as required as conditions require.

Clean-Agent Fire-Extinguishing Systems

Clean-Agent systems shall be an engineered system in accordance with NFPA 2001 for total flooding of the hazard area including the room cavity above the ceiling, below the ceiling, and below the raised floor. System includes separate zones above and below the ceiling and beneath any raised floors. If smoke is detected below the raised floor, extinguishing agent shall be discharged in the underfloor zone only. If smoke is detected below the ceiling, extinguishing agent shall be discharged in zones above and below the ceiling and below the floor. If smoke is detected above the ceiling, extinguishing agent shall be discharged in the zone above the ceiling only. Systems shall be Sapphire, Inergen or FM 200. Clean-Agent Systems shall be installed for all computer server and security control rooms. All systems shall utilize two stages of detection.

Occupancies and Hazard Classifications

- A. Common and general space [All Buildings]
 - 1. Sprinklers: Shell Space, administration, office, cafeteria areas, conference rooms, assembly areas, lobbies, classrooms, meeting rooms, toilet cores, and common areas
 - a. Classification: Light Hazard
 - 1) Design Pressure: To meet end head requirements
 - 2) Design Density: 0.1 gpm per square foot
 - 3) Area of Operation: 1500 square feet
 - 4) Hose allowance: 100 gpm
 - 5) Head spacing: 120 square feet per head normal up to 225 sf
 - 6) Heads: concealed or recessed various temperature rated at 155-165°F.
 - 2. Inmate Areas:
 - a. Classification: Light Hazard
 - 1) Design Pressure: To meet end head requirements
 - 2) Design Density: .1 gpm per square foot or room design method
 - 3) Area of Operation: 1500 square feet
 - 4) Hose allowance: 100 gpm

- 5) Head spacing: 130 square feet per head maximum
 - 6) Heads: Quick response institutional sprinkler heads shall be installed in all cells, corridor and inmate spaces. Sprinkler heads shall be Tyco Raven.
 - 7) A complete automatic wet pipe sprinkler protection throughout each floor including dwelling units, public restrooms, closets electrical rooms.
 - 8) The L areas shall be zoned by floor and by wing.
 - 9) Sprinklers for room with ceiling obstructions such as protruding light fixtures or soffits shall be fitted with extra sprinkler heads to accommodate obstructions.
3. Sprinklers: Mechanical Spaces, concealed spaces, and small storage rooms, kitchens, loading dock and similar spaces:
 - a. Classification: Ordinary Hazard Group 2
 - 1) Design Pressure: To meet end head requirements
 - 2) Design Density: 0.2 gpm per square foot
 - 3) Area of Operation: 1500 square feet [Dry System Area 1950 square feet]
 - 4) Hose allowance: 250 gpm
 - 5) Head spacing: 130 square feet per head maximum
 - 6) Heads: upright brass, 212°F with head guards
 4. Sprinklers: In Rack Storage Areas:
 - a. Classification to be verified with owner based on storage materials, and arrangement. The sprinkler system design will meet system requirements of NFPA 13.

Sprinkler Heads

Provide quick response institutional style heads in secure spaces and secure ceilings equal to Tyco Raven. Fully concealed heads will be provided in commercial ceilings within the facility secure perimeter. Provide quick response commercial upright, recessed and concealed heads in non-secure spaces.

Sprinkler Head Summary				
Area	Finish	Type	Link	Orientation
Administration, Office, General	White	Quick Response	Fusible Link	Concealed Pendent
Mechanical Room	Brass	Quick Response	Fusible Link	Upright
Loading Dock	Brass	Quick Response	Fusible Link with Head Guard	Pendant or sidewall
Cafeteria Area	White	Quick Response	Fusible Link	Concealed Pendent
Detention Area	Chrome	Quick Response	Institutional	Pendent or sidewall

Kitchen	White	Quick Response	Fusible Link	Concealed Pendent
Storage	Brass	Quick Response	Fusible Link with head guards	Pendent Or Upright
Classrooms	White	Quick Response	Fusible Link	Concealed Pendent
Conference Rooms	White	Quick Response	Fusible Link	Concealed Pendent
Rack Storage Areas	Brass	Quick Response	Fusible with Head Guard	Pendent Or Upright

Note: Within the secure facility inmate areas, sprinkler heads will be either institutional, or if ceilings are 10' above finish floor or greater, will be fully concealed. In all cases, within the secure facility, where an inmate is not attended by staff, sprinkler heads will be institutional.

Annunciation

Fire Protection systems will be fully supervised by the facility fire alarm system, which will annunciate at the control panel which is anticipated to be located for fire department access. Supplemental annunciation will also be located at Central Control plus at the men's facility Central Control.

ELECTRICAL DESIGN NARRATIVE

Power

Three phase electrical will be extended by CMP from a new utility riser pole to the proposed facility location. The adequacy of that line will be reviewed with Central Maine Power as facility loads are developed. The overhead circuit will be brought to a riser pole, then continue underground in a concrete encased duct bank to an outdoor pad mounted transformer located near the main electrical room. This transformer will reduce the distribution voltage to a utilization voltage of 480/277 volts, 3 phase and feed a main distribution switchboard in the main electrical room within the facility. CMP metering equipment will be located at or in the vicinity of the pad-mounted transformer.

The main electrical room will house the service entrance rated main distribution switchboard, lighting panelboards, dry type transformers and receptacle panelboards to serve the adjacent areas. The main distribution switchboard will be 480/277V, 4000 amp, three phase, four wire switchboard with a 100% rated insulated case main circuit breaker. The main distribution switchboard will feed transfer switches, large HVAC equipment and distribution panelboards in remote electrical rooms throughout the facility. The distribution panelboards will feed HVAC equipment, lighting and receptacle panelboards to serve local lighting, receptacle and equipment loads.

Two new diesel generators will be provided to provide backup to the entire facility electrical distribution system with the exception of air conditioning loads. These units will be located outdoors in a freestanding, heated and sound attenuated enclosure. The generators will have an underground fuel storage tank, which will be sized for 96-hour operation between refueling. Inside the generator enclosure will be day tanks for each generator. The generators will feed into a paralleling switchgear line up located in the main emergency electrical room within the facility. The paralleling switchgear will feed multiple automatic transfer switches and distribution panels to allow life safety circuits to be independent of non-life safety & security related circuits as required by code. Preliminary size of generators is estimated to be 1500 KW. Each generator will be sized for 60% of the facility load so that in the event of a single generator failure the facility could still operate by shedding of some unnecessary loads.

A central Uninterrupted Power System (UPS) will be provided to feed security electronics equipment, telecommunications systems and other sensitive electronic equipment that require an uninterrupted power source during the transition from normal to emergency power sources. The UPS will be sized to have a battery run time of 20 minutes and will be fed from the standby generator. The preliminary UPS size will be between 75 and 100 KVA.

All wiring within the secure perimeter will be in EMT or Rigid Steel conduit. All conduits in inmate areas will be concealed at all locations that concealment is possible. Type MC cable will be allowed in the administration areas only when installed within wall cavities and above ceilings. Conduits installed under (not in) the slab will be in PVC conduit. All wiring shall be 600 volt copper with THHN/THWN insulation for feeders and branch circuits and type XHHW insulation will be provided for service entrance wiring.

Device plates in areas that inmates will have limited supervision will be detention grade type with tamper resistant screws. Areas that inmates have access to, but have higher levels of supervision will be thermoplastic with tamper resistant screws.

Lighting

Interior lighting will primarily be provided by fluorescent lamps. Fixture types will be selected to be compatible with the area of use. Security fixtures will be installed in inmate accessible areas. Lighting in inmate cells will be provided with low wattage LED night-lights that will be left on during normal operation. Lighting levels will be provided in accordance with Illuminating Engineering Society published recommendations.

Site lighting will be provided by LED, which may be building, or pole mounted. Building mounted fixtures will be wall wash type. Site lighting fixtures will be provided with full cutoff distribution to reduce the effects of light pollution. Site lighting shall be automatically controlled via time clock and photocells.

A combination of local manual controls, automatic occupancy controls and control through the security system officer station control interfaces will be provided to control the building lighting.

Fire Alarm

A complete analog addressable fire alarm system will be designed for this facility. A master fire alarm control panel will be located in Central Control. Fire alarm initiation and notification devices will be located throughout the facility where required by NFPA and ADA. Duct smoke detection and automatic HVAC equipment shutoff will be provided. Photoelectric smoke detectors will be provided in all dayrooms to initiate the smoke evacuation sequence when smoke is detected. Duct smoke detectors, located in cell chase areas, will be installed in inmate cell exhaust to provide supervisory signals to central control. Integration with the sprinkler system, smoke dampers, fire dampers, door holders, etc., will be coordinated through the Fire Alarm control panel. Additional annunciator equipment and other devices will be located as required by local authority having jurisdiction (AHJ). Fire alarm system will have the ability to send alarm signals to the security electronics to allow reporting of alarm conditions to the security system.

Reporting of alarms to security system will be in addition to occupant notification required by NFPA.

Telephone and Data

The telephone service will enter the facility in an underground duct bank originating from a riser pole, in a similar fashion to the electrical service to a main telecommunications room. Remote intermediate distribution frames will be located in closets where needed to comply with the distance limitations of voice/data horizontal. Telecommunications backbone shall consist of a 200 pair copper for telephone and a 24 strand single mode fiber to the main telecommunications room main distribution frame (MDF). From the MDF to the remote telecommunications rooms the back bone shall consist of a 12 strand single mode fiber optic cable and a 100 pair copper cable. All horizontal cabling from the distribution closets to outlets will be plenum rated category six wiring installed in conduit or cable tray.

Cable TV

Cable TV service will enter the facility in an underground duct bank originating from a riser pole, in a similar fashion to the electrical service to the main telecommunications room. CATV jacks and associated conduits will be provided where dictated by program of the facility. CATV wiring will be RG-59 cable installed in conduit or cable tray

DESIGN FOR ENERGY AND ENVIRONMENT

The State of Maine is encouraged to consider the benefits of constructing this facility to a high standard for energy efficiency and for low environmental impact. SMRT has the expertise to guide MDOC in the selection and design/engineering of sustainable design features which will provide long term benefits to those who use the new prison, to the operating budget of the facility due to energy savings, and to the environment.

Whether MDOC decides to follow the Green Building Council's LEED program, another program, or to simply select those sustainable design features which provide a specific benefit, SMRT has the professionals to help. SMRT practices to provide designs that are "Green for a Reason", saving environmental resources and money.

CONSTRUCTION PROJECT COSTS

Following is a cost estimate for the construction cost of the project based upon the start of design in late - 2015, the start of construction in mid – 2016, and a two year construction period. The total construction cost includes an estimated inflation rate based upon current trends in the region, calculated to the mid-point of construction. The value included is 9%. Thus, the total shown identifies the sum required to construct the project with a project start date of late – 2015.

Because no design has been documented, and the estimate has been developed from narrative and sketches only, a design contingency is included to anticipate items not yet described. The value included is 12%.

The estimate assumes a construction manager-at-risk approach to procurement. Thus, it includes within General Conditions and Overhead & Profit a CM fee and a CM contingency. Typically, a CM at risk will price the project but include a contingency for disputes and scope refinement as the project proceeds. This fee may be greater if the state requires that a GMP (guaranteed maximum price) be provided before design is completed. Also, depending upon the contract negotiated, this balance of this fee will either be returned to the state, or a portion of it will be returned to the state, presumably to allow the inclusion of important facility features postponed to assure compliance with the project budget.

Total Project Cost

The total project cost must also include expenses to be paid by the state to others but the construction manager. Services required not paid by the CM include design professionals, testing agents, commissioning agents, etc. Fees paid will include permitting fees, utility connection fees (in some cases), legal expenses, printing costs, etc. An owner's contingency of 5% is also required to cover the cost of hidden site conditions which may add cost to the construction, changes required as the project needs are refined, etc. A total of 17% of the construction cost is recommended as the budget for these expenses. This expense is typically referred to as "soft costs", as compared to constructed improvements to property.

Thus, the following budget is recommended for this project based upon the current program and site:

Construction	\$139,535,500
Soft Costs	<u>23,721,000</u>
TOTAL RECOMMENDED PROJECT BUDGET	\$163,256,500

Other anticipated costs include hazardous materials removal, wetland mitigation fees (should fees be chosen as the mitigation method). These have been assumed to be covered by contingencies in this budget recommendation.

EXISTING FACILITIES EVALUATION REPORT

This evaluation of the existing Maine Department of Corrections adult facilities at Machiasport, Charleston, and Windham was undertaken for the purpose of identifying the condition of those facilities and their operational viability through the year 2037. Additionally, the cost of maintaining, repairing, and operating the facilities has been evaluated. The results of this evaluation have been utilized in the feasibility portion of this study report for a new facility at Maine Correctional Center.

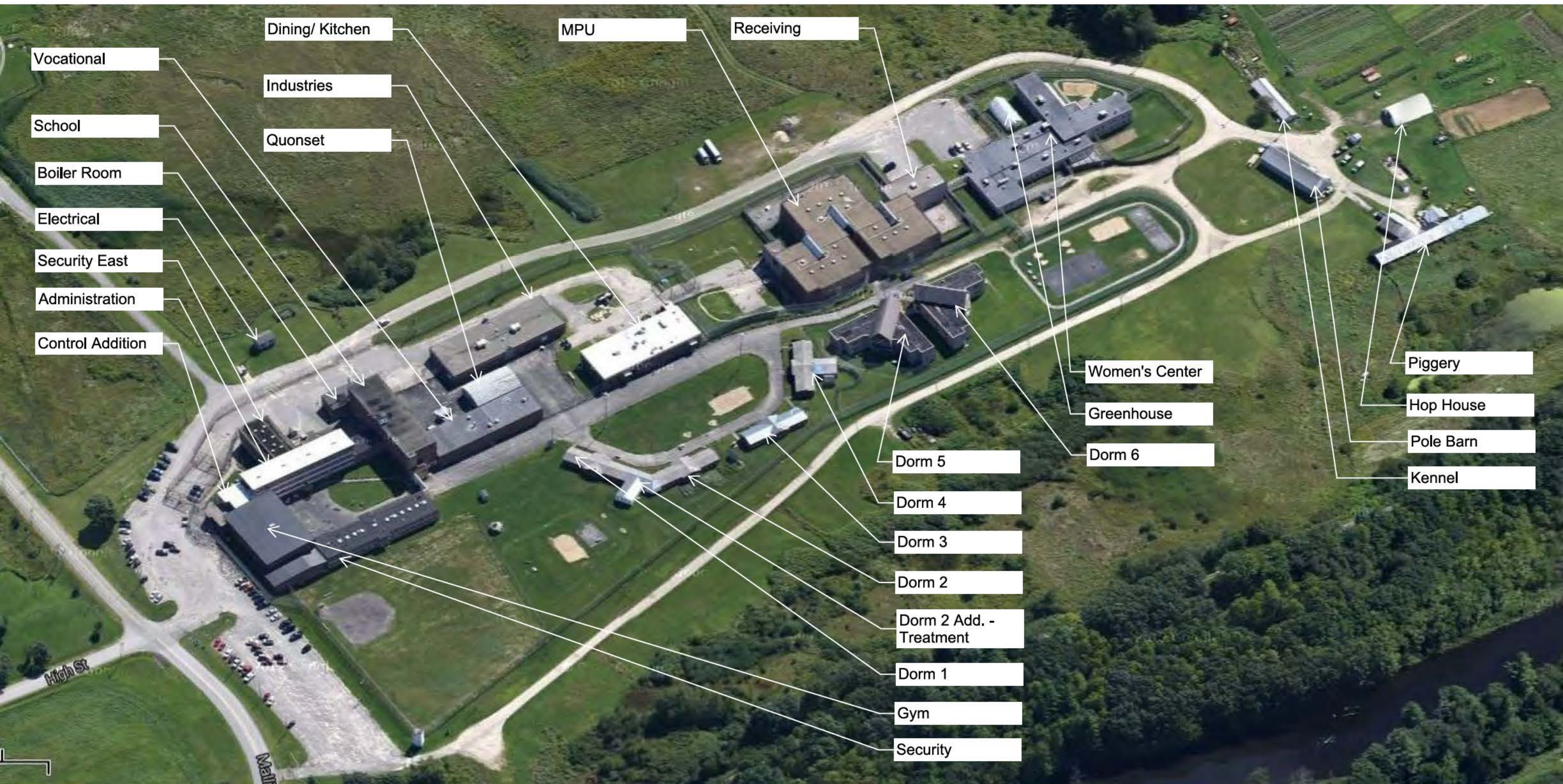
EXISTING FACILITIES DATA

1. Maine Correctional Center (MCC), Windham, Maine



A. Campus

- a. Circa: 1923
- b. General: This site has served as the Maine Correctional Center since originally developed with incremental changes and additions being made to the campus as MDOC needs have changed over the years. Most additions were representative of their time, meeting the technical requirements for security, structure, and energy performance. Some were constructed quite economically as temporary structures, but have endured and been modified to meet new needs. Major renovations have been few. Most recently, the Women's Center was added to the site.
- c. Site Improvements: Parking areas were paved recently, and the perimeter road was paved in 2001. Fences are minimal with a single fence and no grade barrier, and have no detection system.
- d. Mechanical: Central gas powered steam plant with two boilers.
- e. Plumbing: Solids separator (auger), grinder on 8" main. Sewers are constructed of clay tile in places. The facility was originally equipped with a septic system. 120 psi water service measured at the entrance. An 8" cast iron



Vocational

School

Boiler Room

Electrical

Security East

Administration

Control Addition

Dining/ Kitchen

Industries

Quonset

MPU

Receiving

Dorm 5

Dorm 4

Dorm 3

Dorm 2

Dorm 2 Add. -
Treatment

Dorm 1

Gym

Security

Women's Center

Greenhouse

Dorm 6

Piggery

Hop House

Pole Barn

Kennel

High St

Malt

- perimeter fire line provides water service to all of the buildings, however, the loop was interrupted by the Women's Center and now dead-ends.
- f. Electrical: Overhead medium voltage service from utility up the facility entrance drive and then underground to a 5 KV pad mounted switchgear lineup. This switchgear has two feeders from it with the older feeder feeding the Boiler Room via (3) 25kVA, 4,160V - 208Y/120V single phase pole mounted transformers; the Old Industries Building via a 150kVA, 4160V - 208Y/120V pad mount transformer; the Vocational Building via (3) 25kVA, 4,160V - 208Y/120V single phase pole mounted transformers; the New Industries Building via (3) 50kVA, 4,160V - 208Y/120V single phase pole mounted transformers; the Kitchen via a 150kVA, 4160V - 208Y/120V pad mount transformer; the Gymnasium and Admin Building via a 150kVA, 4160V - 208Y/120V pad mount transformer; the Pre-Release Unit via (3) 15kVA, 4,160V - 208Y/120V single phase pole mounted transformers; the farm via (3) 15kVA, 4,160V - 208Y/120V single phase pole mounted transformers and (1) 15kVA, 4,160V - 240/120V single phase pole mounted transformer; and a 15kVA, 4,160V - 240/120V single phase pole mounted transformer for pole mounted lights. The newer of the two feeders feeds the Multipurpose Housing Unit via a 500kVA, 4,160V - 480Y/277V pad mounted transformer; the new Female Unit under construction; and Minimum Security Units A and B via a 225kVA, 4,160V - 208Y/120V pad mounted transformer. There are pole transformers which serve the farm the tower (security), and perimeter lights. There have been faults in the underground medium voltage feeders and the existing distribution manholes are typically full of water. The existing medium voltage switchgear and the underground electrical distribution lines should be replaced within the next ten years.
- g. Emergency Power: There are two 500 kW/625 kVA, 4,160 volt generators to provide back-up power when utility power is interrupted to the facility. The existing switchgear contains a manually operated, normally open, tie breaker which provides the capability for one generator to power the facility in the event one generator fails or is being serviced. The emergency power distribution system is not segregated into emergency and non-emergency, (optional standby), systems. Therefore it is possible that one building could lose power due to a transformer or panelboard failure and the generator would not come on line to supply power for egress lighting, alarms and other emergency type loads. The current campus demand is around 360 KW so one generator is more than sufficient to carry the campus load. The generators are both over 25 years old and should be replaced within the next ten years. New emergency distribution switchgear should be provided to allow separation of emergency and non-emergency loads.
- h. Perimeter Lighting: Site light fixtures are primarily 450 and 1000 watt high pressure sodium with some mercury vapor fixtures still around. Site lighting

- should be replaced with new energy efficient LED fixture supplemented with some metal halide flood lights.
- i. Fire alarm systems are being replaced now with a new addressable system. Fire alarm panels now exist in each building with notification (City Call) annunciating at Central Control.

B. Buildings

a. School Building



- i. Circa: 1923, renovated in 1954.
- ii. Area: 28,000
- iii. Construction: Spread footings, brick masonry and concrete floors and roof. BUR, but in process to receive new roof. Steel windows (original). Commercial wood and hollow metal doors. Was originally constructed as four dormitories on levels 2 & 3.
- iv. Floors: 3 plus occupied basement
- v. Use: Laundry, staff offices, mental health housing, chapel, print shop, program classrooms.
- vi. Mechanical: Central plant steam. fin tube radiation. At mental health unit, a steam AHU provides heat, ventilation and cooling.
- vii. Plumbing: Copper water piping, cast iron drains, china fixtures.
- viii. Electrical: Most of the electrical distribution switchgear was upgraded in 1988 and is in good condition. The service for the building is 800 amp at 208/120 volt. The distribution switchgear should be good for another 15-20 years.

- ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps.
 - x. Fire Alarm: The building fire alarm system has an insufficient quantity of notification and initiating devices for an unsprinklered building. The fire alarm system should be completely replaced soon and new devices laid-out in accordance with the current NFPA and ADA requirements.
 - xi. Fire Protection: No.
- b. Boiler Room



- i. Circa: ?
- ii. Area: 1,800
- iii. Construction: Brick. No insulation. Concrete roof deck. HM doors. Glass block glazed openings.
- iv. Floors: 1
- v. Use: Mechanical equipment room, electrical generator room, maintenance offices and shops.
- vi. Mechanical: 2 each 400 hp gas steam boilers, originally installed as oil boilers but now dual fuel. One boiler is 1961 and being nursed to perform. One boiler installed in 1989 to service MPU additional load. Steam from central plant serves 75% of facility (excludes dorms 1 – 4, maintenance, warehouse, training.) Domestic water heating via steam heat exchanger.
- vii. Plumbing: No.

- viii. Electrical: Most of the electrical distribution switchgear was upgraded in the late eighties and is in good condition. The service for the building is 200 amp at 208/120 volt. The distribution switchgear should remain in service for another 15-20 years.
 - ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps.
 - x. Fire Alarm: The building fire alarm system has an insufficient quantity of notification and initiating devices for an unsprinklered building. The fire alarm system should be completely replaced soon and new devices installed in accordance with the current NFPA and ADA requirements.
 - xi. Fire Protection: No
- c. Oakhaven – Training Center



- i. Circa: 1923
- ii. Area: 4,160 + 1,165
- iii. Construction: Wood frame, shingle roofing, vinyl windows, residential doors, vinyl siding (2010)/
- iv. Floors: 2 + 1
- v. Use: Offices, conference. House is not generally useful. House was superintendent's residence when constructed.
- vi. Mechanical: Hot water boiler with mono-flow hot water fin tube heat in house. Gas hot air furnace in training center with DX cooling.
- vii. Plumbing: Septic system, copper water piping.

- viii. Electrical: Original electrical distribution equipment that should be replaced within the next ten years.
- ix. Lighting: The lighting in the building is primarily fluorescent and is in fair condition.
- x. Fire Alarm: The building has no fire alarm system.
- xi. Fire Protection: No

d. Storeroom



- i. Circa: 1954
- ii. Area: 13,170
- iii. Construction: Spread footings, single wythe CMU bearing walls, wood truss roof, metal roofing (10 years), attic insulation, glass block glazing. HM commercial grade doors. Originally constructed as a cow barn.
- iv. Floors: 1
- v. Use: Warehouse, includes 2 freezers.
- vi. Mechanical: Low pressure gas steam unit heaters. No ventilation.
- vii. Plumbing: One toilet room.
- viii. Electrical: Original electrical distribution equipment including a 60 amp, single phase panelboard that should be replaced within the next ten years.
- ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps
- x. Fire Alarm: The building fire alarm system has an insufficient quantity of notification and initiating devices for an unsprinklered building. The fire alarm system should be completely replaced soon and new devices installed out in accordance with the current NFPA and ADA requirements.

xi. Fire Protection: No.

e. Security Building



- i. Circa: 1958
- ii. Area: 15,120
- iii. Construction: Concrete masonry, now finished with EIFS exterior. Security control room for unit, 6" and 12" solenoid jamb locks in hollow metal detention doors. EPDM roofing. Recent replacement projects were performed including new interior finishes installed by inmates with a total project cost of \$1.2M, or \$79.40/sf. Work still remaining to be done includes new doors/locks and full fire protection installation.
- iv. Floors: 2
- v. Use: Men's dormitory
- vi. Mechanical: Central plant steam AHU with ventilation (newly renovated).
- vii. Plumbing: Newly renovated combination units in cells.
- viii. Electrical: Newly renovated within the past five years.
- ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps
- x. Fire Alarm: The building fire alarm system has an insufficient quantity of notification and initiating devices for an unsprinklered building. The fire alarm system should be completely replaced soon and new devices installed in accordance with the current NFPA and ADA requirements.
- xi. Fire Protection: Corridors only.

f. Quonset Hut



- i. Circa: 1958
 - ii. Area: 2,800
 - iii. Construction: Corrugated metal. Insulated with batt above ceiling, EIFS on exterior. Steel windows with bars and operable sash. Hollow metal doors – commercial grade. Re-roofed with sheathing and roll roofing.
 - iv. Floors: 1
 - v. Use: Storage, maintenance office.
 - vi. Mechanical: Central plant steam with fin-tube radiation. No ventilation.
 - vii. Plumbing: Copper water piping, china fixtures, one toilet room.
 - viii. Electrical: Original electrical distribution fed from the vocational building that is over fifty years old and should be replaced.
 - ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps.
 - x. Fire Alarm: Building has no fire alarm system.
 - xi. Fire Protection: No.
- g. Piggery - not toured
- i. Circa: 1958
 - ii. Area: 7,150
 - iii. Construction: not reported
 - iv. Floors: 1
 - v. Use: Storage

- h. Kennel - not toured
 - i. Circa: 1958
 - ii. Area: 1,600
 - iii. Construction: not reported
 - iv. Floors: 1
 - v. Use: Kennel

- i. Pole Barn - not toured
 - i. Circa: 1958
 - ii. Area: 1,500
 - iii. Construction: Wood
 - iv. Floors: 1
 - v. Use: Storage

- j. Maintenance



- i. Circa: 1962
- ii. Area: 8,490 including service garage.
- iii. Construction: CMU walls and wood framed roof. Metal roofing. Operable wood windows and commercial doors. Last renovation for new use circa 1988. May be used as pre-release in future.
- iv. Floors: 1
- v. Use: Maintenance offices, workshop and storage. Was constructed as a dormitory. Vehicle service garage maintains DOC vehicles only.
- vi. Mechanical: Hot water gas boiler with fin tube heat. No ventilation.

- vii. Plumbing:
- viii. Electrical: Original electrical distribution equipment that is over forty years old.
- ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps.
- x. Fire Alarm: The building has no fire alarm system.
- xi. Fire Protection: No

k. Security East



- i. Circa: 1963
- ii. Area: 11,320

- iii. Construction: Concrete masonry and brick,
- iv. Floors: 2 plus occupied basement.
- v. Use: Treatment center for substance abuse, medium custody level, and medical dorm. Includes an administrative offices floor and visitation area. Was constructed as a movie theater/ chapel and medical dorm. Offices now located in original theater area. BUR with water ballast. Steel windows, case hardened. with Plexiglas added. Some asbestos in ceiling plaster reported. Detention hollow metal doors with cement core, paracentric locks and gang release mechanism. No controlled doors – all mechanical locks. Operable steel sash with some being newer sliders.
- vi. Mechanical: Central plant steam air handling units. Some steam fin-tube heating.
- vii. Plumbing: SS fixtures in cells only. Cells equipped with original combination units. Copper water piping, cast iron and galvanized drains/vents.
- viii. Electrical: Original electrical distribution equipment that should be replaced within the next ten years. Existing panelboards have little or no space to feed additional loads.
- ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps.
- x. Fire Alarm: The building fire alarm system has an insufficient quantity of notification and initiating devices for an unsprinklered building. The fire alarm system should be completely replaced soon and new devices installed in accordance with the current NFPA and ADA requirements.
- xi. Fire Protection: No.

I. Vocational Building



- i. Circa: 1969
- ii. Area: 8,500
- iii. Construction: Spread footings, CMU and brick veneer. Steel joist flat roof with EPDM roofing (2008). Not likely insulated walls. Fixed hollow metal windows. Hollow metal doors. Sectional overhead doors.
- iv. Floors: 1
- v. Use: Computer lab, wood working shop. Was previously a welding school. Last use conversion 2008; some modifications and improvements made then.
- vi. Mechanical: Central plant steam fan unit heaters suspended from roof. No mechanical ventilation.
- vii. Plumbing: Copper water piping, china fixtures.
- viii. Electrical: Original electrical distribution equipment that should be replaced within the next ten years. Existing panelboards have little or no space to feed additional loads.
- ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps.

- x. Fire Alarm: The building fire alarm system has an insufficient quantity of notification and initiating devices to meet current NFPA requirements. The fire alarm system should be completely replaced soon and new devices installed in accordance with the current NFPA and ADA requirements.
 - xi. Fire Protection: Fire water tank with compressor and sprinklers.
- m. Kitchen/Dining



- i. Circa: 1974.
- ii. Area: 9,480
- iii. Construction: Steel frame and steel trussed roof. Concrete masonry, insulated cavity wall with brick veneer. PVC roof and insulation late 1990's.
- iv. Floors: 1
- v. Use: Dining room and supporting food service facilities.
- vi. Mechanical: Central plant steam, steam coils in AHUs, radiant baseboard. No cooling. Steam kettles and gas stoves. Recently replaced water heater. Aluminum operable windows. Hollow metal doors.
- vii. Plumbing: Commercial plumbing, cast iron sewers with damaged piping due to cleaners.
- viii. Electrical: Original electrical distribution equipment that is in poor condition. Existing panelboards in kitchen have been sprayed down with water and are in need of replacement immediately.
- ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps

- x. Fire Alarm: The building fire alarm system has an insufficient quantity of notification and initiating devices for an unsprinklered building. The fire alarm system should be completely replaced soon and new devices installed in accordance with the current NFPA and ADA requirements
 - xi. Fire Protection:
- n. Dorm 1



- i. Circa: 1975 Reported to have been constructed as temporary structures.
- ii. Area: 2628 sf
- iii. Construction: CMU, with wood frame roofs, spread footings. Slab on grade. Metal roofing (2007) above original BUR. Commercial aluminum window. Detention grade wood doors.
- iv. Floors: 1
- v. Use: Housing
- vi. Mechanical: Dedicated gas boilers, hot water baseboard, no cooling or mechanical ventilation (operable sash) except bath fans. (Originally electric heat.)
- vii. Plumbing: Copper and PEX water service. Water piping routed through attic with heat tape. China fixtures.
- viii. Electrical: Original electrical distribution equipment that is in fair condition. Has a 200 amp, 208/120V load center..
- ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps

- x. Fire Alarm: The building fire alarm system has an insufficient quantity of notification and initiating devices to comply with current NFPA and ADA requirements.
 - xi. Fire Protection: Yes.
- o. Dorm 2



- i. Circa: 1975 Reported to have been constructed as temporary structures.
- ii. Area: 2628 sf
- iii. Construction: CMU, with wood frame roofs, spread footings. Slab on grade. Metal roofing (2007) above original BUR. Commercial aluminum window. Detention grade wood doors.
- iv. Floors: 1
- v. Use: Housing
- vi. Mechanical: 2 dedicated 135,000 btu gas boilers serve Dorms 2 &3 with 75% redundancy, hot water baseboard, no cooling or mechanical ventilation (operable sash) except bath fans. (Originally electric heat.)
- vii. Plumbing: Copper and PEX water service. Water piping routed through attic with heat tape. China fixtures.
- viii. Electrical: Original electrical distribution equipment that is in fair condition. Has a 200 amp, 208/120V load center.
- ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps

- x. Fire Alarm: The building fire alarm system has an insufficient quantity of notification and initiating devices to comply with current NFPA and ADA requirements.
 - xi. Fire Protection: Yes.
- p. Dorm 3



- i. Circa: 1975 Reported to have been constructed as temporary structures.
- ii. Area: 2628 sf
- iii. Construction: CMU, with wood frame roofs, spread footings. Slab on grade. Metal roofing (2007) above original BUR. Commercial aluminum window. Detention grade wood doors.
- iv. Floors: 1
- v. Use: Men's dormitory housing.
- vi. Mechanical: Dedicated gas boilers, hot water baseboard, no cooling or mechanical ventilation (operable sash) except bath fans. (Originally electric heat.)
- vii. Plumbing: Copper and PEX water service. Water piping routed through attic with heat tape. China fixtures.
- viii. Electrical: Original electrical distribution equipment that is in fair condition. Has a 200 amp, 208/120V load center..
- ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps
- x. Fire Alarm: The building fire alarm system has an insufficient quantity of notification and initiating devices to comply with current NFPA and ADA requirements.
- xi. Fire Protection: No.

q. Dorm 4



- i. Circa: 1975 Constructed as temporary structures. Dorm 4 was recently renovated for use as medical facility. An addition was added to Dorm 4 to serve as Women's segregation unit when the dorm was a women's unit.
- ii. Area: 2628 sf
- iii. Construction: CMU, with wood frame roofs, spread footings. Slab on grade. Metal roofing (2007) above original BUR. Commercial aluminum window. Detention grade wood doors.
- iv. Floors: 1
- v. Use: Medical offices and outpatient treatment.
- vi. Mechanical: Dedicated gas boilers, hot water baseboard, no cooling or mechanical ventilation (operable sash) except bath fans. (Originally electric heat.)
- vii. Plumbing: Copper and PEX water service. Water piping routed through attic with heat tape. China fixtures.
- viii. Electrical: Original electrical distribution equipment that is in fair condition. Has a 200 amp, 208/120V load center.
- ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps
- x. Fire Alarm: The building fire alarm system has an insufficient quantity of notification and initiating devices to comply with current NFPA and ADA requirements.
- xi. Fire Protection: No.

r. Gym



- i. Circa: 1977 No major renovations since construction.
- ii. Area: 12,100 sf
- iii. Construction: Steel frame and steel trussed roof. Concrete masonry, insulated cavity wall with brick veneer. EPDM roofing 2005. Detention hollow metal doors. No windows. Locker rooms due for renovation.
- iv. Floors: 1
- v. Use: Gymnasium activity space, lockers, some office areas.
- vi. Mechanical: Central plant steam, steam coil HVAC, no ventilation other than an exhaust fan.
- vii. Plumbing: Copper water piping. Original fixtures.
- viii. Electrical: Original electrical distribution equipment that is in fair condition.
- ix. Lighting: The gym lighting currently metal halide and should be changed to high output fluorescent fixtures. Gym support space lighting is fluorescent fixtures with T8 lamps and electronic ballasts.
- x. Fire Alarm: The building fire alarm system has an insufficient quantity of notification and initiating devices to comply with current NFPA and ADA requirements. The fire alarm system should be completely replaced soon and new devices installed in accordance with the current NFPA and ADA requirements.
- xi. Fire Protection: No.

s. Administration/ Control Addition



- i. Circa: 1923, 1978 Addition. No major renovations since construction.
- ii. Area: 24,500 + 550
- iii. Construction: Concrete frame and brick masonry. PVC roofing 1999. Roof reframed with wood trusses above concrete deck. Steel windows with bars (third floor) and 50% replacement vinyl windows. Hollow core doors.
- iv. Floors: 3
- v. Use: Lobby, administrative offices.
- vi. Mechanical: Central plant steam.
- vii. Plumbing: Galvanized and cast iron.
- viii. Electrical: Original electrical distribution equipment that should be replaced within the next five years. Existing panelboards have little or no space to feed additional loads. Building currently has cloth covered wiring and romex.
- ix. Lighting: The lighting in the building is primarily fluorescent fixtures with electronic ballasts and T8 lamps.
- x. Fire Alarm: The building fire alarm system has an insufficient quantity of notification and initiating devices for an unsprinklered building. The fire alarm system should be completely replaced soon and new devices installed in accordance with the current NFPA and ADA requirements.
- xi. Fire Protection:

t. Industries Building



- i. Circa: 1987. No major renovations since construction.
- ii. Area: 10,800 sf
- iii. Construction: Steel frame, concrete masonry single wythe without insulation, ballasted EPDM roofing, commercial quality hollow metal doors.
- iv. Floors: 1
- v. Use: Sewing and upholstery shops.
- vi. Mechanical: Central plant steam heat exchangers and water fan coil unit heating. No cooling.
- vii. Plumbing: Yes. China fixtures. Copper water piping. Cast iron sewers assumed.
- viii. Electrical: Original electrical distribution system that is in fair condition.
- ix. Lighting: Lighting is fluorescent fixtures with T8 lamps and electronic ballasts.
- x. Fire Alarm System: The building fire alarm system does not have sufficient notification devices to meet current NFPA and ADA requirements.
- xi. Fire Protection: Yes, commercial grade heads.

u. MPU/Receiving



- i. Circa: 1988 No major renovations since construction.
 - ii. Area: 40,450
 - iii. Construction: Pile foundation system. Soils beneath the building are clays which do not drain, forcing the water table to sometimes rise very high. (Conduits from under the slab were observed to be flooded.) Steel frame and concrete masonry, Ballasted EPDM roofing, detention hollow metal doors and windows. Original detention locks.
 - iv. Floors: 2
 - v. Use: Men and women housing, intake/release for facility and system.
 - vi. Mechanical: Central plant steam heat exchanger, hot water AHU and radiant heat, DX cooling in control rooms. Original DDC.
 - vii. Plumbing: Wet cells. Cast iron sewers, copper water piping. SS fixtures in cells only.
 - viii. Electrical: Original electrical distribution system that is in fair condition.
 - ix. Lighting: Lighting is fluorescent fixtures with T8 lamps and electronic ballasts.
 - x. Fire Alarm System: The building fire alarm system does not have sufficient notification devices to meet current NFPA and ADA requirements. Fire Protection: Yes.
- v. Old Pump House
- i. Circa: 1988
 - ii. Area: 150 sf
 - iii. Construction: Available for demolition.
 - iv. Floors: 1
 - v. Use: Storage

w. Treatment Plant

- i. Circa: 1988
- ii. Area: 5000
- iii. Construction: Wood frame.
- iv. Floors: 1
- v. Use: Sewage no longer treated at this facility since connection to sewer district. Facility is used for pretreatment (screening, solids separation, grease trap) and pump station for force main. Building old, and ready for replacement.

x. Dorms 5 & 6



- i. Circa: 1989
- ii. Area: 20,200
- iii. Construction: Concrete masonry with CMU veneer and 2" insulation. EPDM roofing and asphalt shingles on sloped roofs (original). Wood doors inside, hollow metal exterior and security. HM windows recently replaced with operable sash and screens.
- iv. Floors: 2
- v. Use: Men's dorm
- vi. Mechanical: Central plant steam heat exchangers and hot water fin tube radiation.
- vii. Plumbing: Copper water piping.
- viii. Electrical: Existing electrical distribution system is in good condition.

- ix. Lighting: Lighting is fluorescent fixtures with T8 lamps and electronic ballasts.
 - x. Fire Alarm System: The building fire alarm system is in good condition
 - xi. Fire Protection: Yes.
- y. Women's Center



- i. Circa: 2002 No major renovations since construction.
- ii. Area: 21,820 sf
- iii. Construction: Spread footings on approximately 7' of fill. Steel frame and concrete masonry on spread footings, aluminum windows and hollow metal windows, detention hollow metal and commercial hollow metal doors.
- iv. Floors: 1 and 2 at sleeping rooms.
- v. Use: Women's housing unit.
- vi. Mechanical: Central plant steam heat exchanger, hot water radiant heat, DX cooling except in cells/sleeping rooms,
- vii. Plumbing: Wet cells in SMU. 10" plastic sewer, copper water piping.
- viii. Electrical: Existing electrical distribution system is in good condition. Pad mount transformer that feeds the building is at maximum capacity.
- ix. Lighting: Lighting is fluorescent fixtures with T8 lamps and electronic ballasts.
- x. Fire Alarm System: The building fire alarm system is in good condition.
- xi. Fire Protection: Yes.

- z. Dorm 2 Addition. No major renovations since construction.



- i. Circa: 2005
 - ii. Area: 1580 sf
 - iii. Construction: Wood frame on spread footings, wood windows, metal and wood light commercial/residential doors.
 - iv. Floors: 1
 - v. Use: Inmate programs offices.
 - vi. Mechanical: Gas fired hot air furnace.
 - vii. Plumbing: Yes.
 - viii. Electrical: Power is provided from adjacent building service.
 - ix. Fire Protection: Yes.
- aa. Greenhouse
- i. Circa: Since 2002.
 - ii. Construction: Metal frame and plastic.
 - iii. Floors: 1
 - iv. Use: Greenhouse for women.
- bb. Hoop House
- i. Construction: Tent Structure
 - ii. Floors: 1
 - iii. Use: Storage building for farm equipment.

2. Down East Correctional Facility (DCF), Machiasport, Maine



A. Campus

- a. Circa: 1955
- b. General: This facility was converted from its original use as a military radar installation, Bucks Harbor Air Force Station. Most of the buildings are original, with each building being minimally renovated to suit its new function in 1985. No major building additions or renovations have been undertaken at the facility since being converted to a correctional facility, except the construction of a manufacturer engineered metal building to serve as an inmate industries facility.
- c. Mechanical: Buildings have shared or dedicated building services.
- d. Plumbing: Water and sewage treatment are original on-site resources. The sewage system has no grinder.
- e. Electrical: Overhead service. Electrical generators are distributed providing power for all but the Motor Pool, Training, Administration, Maintenance, and Store buildings.



300 Building

Segregation

Recreation

Dorm 3

Kitchen/ Laundry/
Dining

Dorms 1 & 2

Main Control

Administrative

Training

Garments

Base Rd

Utility Rd

Store

Maintenance

Motor Pool

B. Buildings

a. Main Control



- i. Circa: 1955
 - ii. Area: 2,340
 - iii. Construction: CMU/ Steel frame roof, EIFS exterior insulation.
 - iv. Floors: 1
 - v. Use: Intake, visitation, security offices, medical treatment
 - vi. Mechanical: Oil hot water boiler and fin tube radiation.
 - vii. Plumbing: Copper water piping and cast iron drains assumed, china fixtures.
 - viii. Electrical: Original. Fire alarm system.
 - ix. Fire Protection: No
- b. Administrative
- i. Circa: 1989
 - ii. Area: 1,456
 - iii. Construction: Wood construction "double wide" manufactured building. Vinyl siding. Commercial/residential doors and windows
 - iv. Floors: 1
 - v. Use: Offices
 - vi. Mechanical: Oil fired hot air furnace, no cooling.
 - vii. Plumbing: Commercial, original.
 - viii. Electrical: original.

ix. Fire Protection: No

c. Training



- i. Circa: 1955
- ii. Area: 5,620
- iii. Construction: Metal manufactured building.
- iv. Floors: 1
- v. Use: Offices, classrooms.
- vi. Mechanical: Oil fired hot water boiler, baseboard radiation.
- vii. Plumbing: Copper water piping, cast iron drains assumed.
- viii. Electrical: original
- ix. Fire Protection: No

d. Garments



- i. Circa: 2000
- ii. Area: 2,400
- iii. Construction: Metal manufactured building.
- iv. Floors: 1
- v. Use: Garment training factory
- vi. Mechanical: Oil fired hot air furnace.
- vii. Plumbing: original
- viii. Electrical: original
- ix. Fire Protection: No

e. Store

- i. Circa: 1955
- ii. Area: 1,920
- iii. Construction: Metal Quonset hut construction, insulated with cellulose spray.
- iv. Floors: 1
- v. Use: Supply storage.
- vi. Mechanical: Oil fired hot air furnace.
- vii. Plumbing: Copper water piping and cast iron drains assumed, china fixtures.
- viii. Electrical: original
- ix. Fire Protection: No

- f. Maintenance
 - i. Circa: 1955
 - ii. Area: 960
 - iii. Construction: Metal Quonset hut construction, insulated with cellulose spray.
 - iv. Floors: 1
 - v. Use: Maintenance shops.
 - vi. Mechanical: Oil fired hot air furnace.
 - vii. Plumbing: Copper water piping and cast iron drains assumed, china fixtures.
 - viii. Electrical: original
 - ix. Fire Protection: No

- g. Motor Pool
 - i. Circa: 1955
 - ii. Area: 3,320
 - iii. Construction: Metal manufactured building
 - iv. Floors: 1
 - v. Use: Vehicle service building
 - vi. Mechanical: Oil fired boiler, steam unit heaters. No mechanical ventilation
 - vii. Plumbing: Copper water piping/ cast iron drains assumed, china fixtures.
 - viii. Electrical: No fire alarm.
 - ix. Fire Protection: No

- h. 300 Building
 - i. Circa: 1955
 - ii. Area: 1,900
 - iii. Construction: CMU and steel framed roof structure. Insulation in progress. Flat roof structured over with trusses and sloped roof.
 - iv. Floors: 1
 - v. Use: Wood work training factory.
 - vi. Mechanical: Oil fired hot air furnace.
 - vii. Plumbing: ?
 - viii. Electrical: ?
 - ix. Fire Protection: No

i. Segregation/ Recreation



- i. Circa: 1955
- ii. Area: 7,464

- iii. Construction: CMU/ steel framed roof structure. Flat roof structured over with trusses and sloped roof. EIFS applied to exterior masonry for insulation. Wood doors.
- iv. Floors: 1
- v. Use: Housing
- vi. Mechanical: Oil fire hot water boiler with fin tube radiation heaters. Air handling unit to serve segregation with heating and air conditioning.
- vii. Plumbing: Copper water piping and cast iron drains assumed, china fixtures in Recreation, SS fixtures in Segregation.
- viii. Electrical: original electrical. Generator shared with Dorm 3. Fire alarm system.
- ix. Fire Protection: No

j. Dorm 3



- i. Circa: 1955
- ii. Area: 3,604
- iii. Construction: CMU/ steel framed roof structure. Flat roof with ballasted roofing. EIFS applied to exterior masonry for insulation. Wood doors.
- iv. Floors: 1

- v. Use: Men's dormitory.
 - vi. Mechanical: Hot water from boiler in Segregation/Recreation, fin tube radiation.
 - vii. Plumbing: Copper water piping/ cast iron drains assumed, china fixtures.
 - viii. Electrical: original. Generator shared with Recreation/Segregation. Fire alarm system.
 - ix. Fire Protection: No
- k. Kitchen/ Laundry/ Dining



- i. Circa: 1960, Laundry addition 1985, Dock addition unknown date.
- ii. Area: 4,704
- iii. Construction: CMU/ Steel roof framing, flat roof with ballasted roofing system.
- iv. Floors: 1
- v. Use: Dining hall.
- vi. Mechanical: Oil fired hot water boiler providing service to Dorm 1 & 2 as well.
- vii. Plumbing: Copper water piping/ cast iron drains assumed, china fixtures.
- viii. Electrical: Original electrical. Fire alarm system.
- ix. Fire Protection: No

I. Dorm 1 & 2



- i. Circa: 1955
 - ii. Area: 11,330
 - iii. Construction: CMU, concrete floor, steel framed roof structure. Flat roof structured over with trusses and sloped roof. EIFS applied to exterior masonry for insulation. Wood doors. EPDM roofing.
 - iv. Floors: 1
 - v. Use: Men's dormitory.
 - vi. Mechanical: Hot water from boiler in Kitchen/ Laundry/ Dining, fin tube radiation.
 - vii. Plumbing: Copper water piping and cast iron drains assumed, china fixtures with SS lavatories.
 - viii. Electrical: Original. Fire alarm system.
 - ix. Fire Protection: No
- m. Sewage Treatment – not toured
- i. Circa: 1955
 - ii. Area: 143 sf original + 336 sf 1987 addition
 - iii. Construction: CMU original, wood frame addition
 - iv. Floors: 1
 - v. Use: Sewage treatment plant
 - vi. Mechanical: No.

- vii. Plumbing: No
- viii. Electrical:
- ix. Fire Protection: No

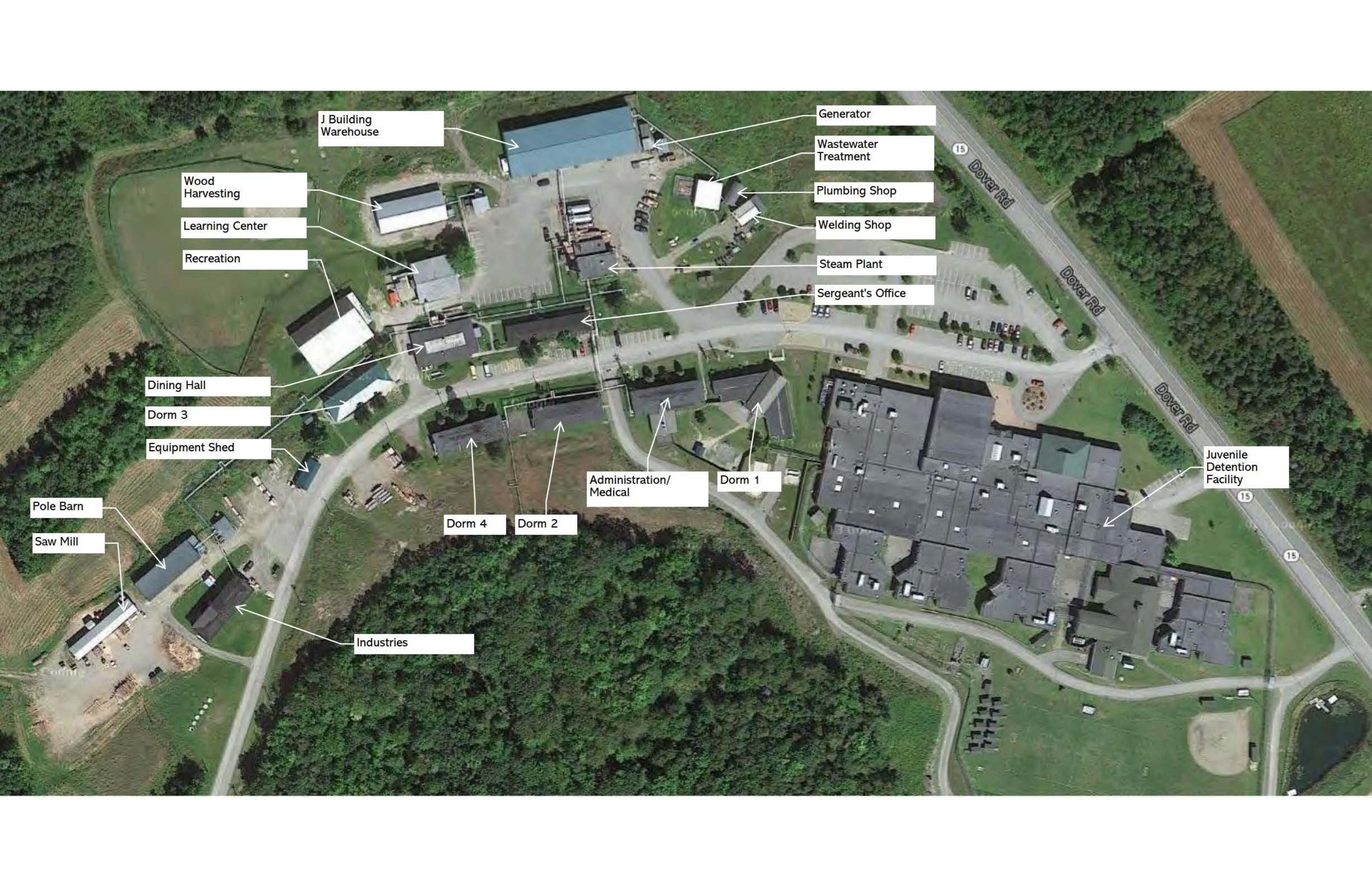
- n. Pump House – Building 103 – not toured
 - i. Circa: not known
 - ii. Area: 693 sf
 - iii. Construction: Cast concrete.
 - iv. Floors: 1
 - v. Use: Chemical treatment.
 - vi. Mechanical: Electric heat.
 - vii. Plumbing: No
 - viii. Electrical:
 - ix. Fire Protection: No

3. Charleston Correctional Facility (CCF), Charleston, Maine

A. Campus



- a. Circa: 1955
- b. General: The Charleston Correctional Facility was originally constructed as the Charleston Air Force Station in 1955. It was converted to use by MDOC in 1980 with an initial population of 30 prisoners. Additional dormitories were added in the first half of the 1980's to increase the population. A new dormitory was also constructed in 1990 bringing the facility capacity to 143. The campus now also includes the Mountain View Youth Development Center (nearest the road), which is operated separately on the same site except for maintenance and some utilities.
- c. Mechanical: Buildings have a central steam plant which has oil boilers and a wood burning boiler. Inmates harvest and process logs for the plant.
- d. Plumbing: Water and sewage treatment are original on-site resources. The sewage system has no grinder.
- e. Electrical: Overhead service.



J Building Warehouse

Wood Harvesting

Learning Center

Recreation

Dining Hall

Dorm 3

Equipment Shed

Pole Barn

Saw Mill

Industries

Dorm 4

Dorm 2

Administration/Medical

Dorm 1

Generator

Wastewater Treatment

Plumbing Shop

Welding Shop

Steam Plant

Sergeant's Office

Juvenile Detention Facility



Water Plant

Salvage Storage

Chemical Storage

Tree Storage

Storage Bldg

all other remaining buildings abandoned

B. Buildings

a. Dorm #2 Building 105



- i. Circa: 1955
- ii. Area: +/- 1500sf/floor
- iii. Construction: Wood frame construction with sloped metal roofing system. 1st floor framing should be inspected for structural integrity.
- iv. Floors: 2
- v. Use: Future Dormitory (currently under renovation)
- vi. Mechanical: Baseboard steam renovation with protective metal guards is existing to the original building construction in 1955.
- vii. Plumbing: Common bathroom on each floor with water closets, urinals, lavatory sinks and showers.
- viii. Electrical: The building has an overhead 120/240v, single phase electrical service that feeds a 200 amp panelboard on the first floor. This panelboard feeds all lighting and receptacles throughout the building. The wiring is a mix of conduit, Romex and some original cloth covered wiring. The electrical distribution panel is over sixty years old and should be removed and replaced along with all associated branch circuit wiring. There is currently nothing in this building fed from the campus emergency generator.
- ix. Lighting: The building lighting is original fixtures with T12 lamps and magnetic ballasts and exit signs are incandescent type. All lighting and exit signs are in poor condition and should be replaced. Emergency lighting is provided by self-contained battery powered emergency lighting units. There

is insufficient number of emergency lighting units to provide illumination levels required by NFPA 101 Life Safety Code.

- x. Fire Alarm System: The building has a conventional hardwired four zone simplex fire alarm system that is in fair condition. There are an insufficient number of notification devices to meet current NFPA requirements and there are no visual notification appliances. There are no smoke detectors in sleeping rooms as are required for this type of occupancy. The existing fire alarm system should be replaced with an addressable fire alarm system and new notification and initiating devices should be installed to meet current NFPA requirements.
- xi. Fire Protection: Fully sprinkled in accordance with NFPA 13R

Notes:

- Currently under renovation by inmates.
- First floor and roof are uninsulated.
- Walls are recently insulated with blown-in insulation.
- Sprinkler system was added this year. Pipe mains installed in corridor with sidewall heads extending into perimeter rooms.
- Metal roofing system was installed this year. (Not visible due to snow accumulation)
- Crawl space below first floor is uninsulated and takes on water.
- Floor finish will be Vinyl Composite Tile, when complete.
- All surfaces being painted.
- Toilet rooms renovated to be accessible.
- Exterior doors and hardware must be replaced.
- Existing windows not being replaced.
- Stair handrails not fully code compliant.
- Steam radiation is provided from the central steam plant to a single control valve located in the mechanical room. The entire building is controlled by a single wall mounted thermostat located in the hallway. The individual perimeter rooms do not have individual temperature control.
- There are not any central ventilation systems in the building. The majority of the windows are operable for ventilation.
- A condensate return pump which discharges condensed steam back to the boiler plant is installed in the basement crawl space.
- The existing steam supply and condensate return piping, installed in the crawl space below the first floor, is original to the building construction. The majority of the steam supply piping is insulated with fiberglass insulation however the condensate return piping is uninsulated.

- A steam fired indirect water heater original to the building construction, is installed in the first floor mechanical room.
- The domestic water mains are copper with lead solder. The only new domestic water distribution piping is provided to the replacement accessible plumbing fixtures.
- The building sanitary waste and vent is primarily cast iron that is original to the building construction. New PVC sanitary waste and vent pipe and fittings have been provided to the replacement accessible plumbing fixtures.
- The dates of the installation of the existing plumbing fixtures are unknown although the accessible fixtures have been recently installed.

b. Dorm #3 Building 112



- i. Circa: 1955
- ii. Area: +/- 1500sf/floor
- iii. Construction: Wood frame construction with sloped roofing system.
- iv. Floors: 2
- v. Use: Dormitory
- i. Mechanical: Baseboard steam renovation with protective metal guards is existing to the original building construction in 1955.

- ii. Plumbing: Common bathroom on each floor with water closets, urinals, lavatory sinks and showers.
- iii. Electrical: The building has an overhead 120/240v, single phase electrical service that feeds a 100 amp panelboard on the first floor. This panelboard feeds all lighting and receptacles throughout the building. The wiring is a mix of conduit, Romex and some original cloth covered wiring. The electrical distribution panel is over sixty years old and should be removed and replaced along with all associated branch circuit wiring. There is a second panelboard fed from the campus generator that feeds limited lighting and fire alarm system.
- iv. Lighting: The building lighting is original fixtures with T12 lamps and magnetic ballasts and exit signs are incandescent type. All lighting and exit signs are in poor condition and should be replaced. Emergency lighting is provided by self-contained battery powered emergency lighting units. There is insufficient number of emergency lighting units to provide illumination levels required by NFPA 101 Life Safety Code.
- v. Fire Alarm System: The building has a conventional hardwired four zone simplex fire alarm system that is in fair condition. There are an insufficient number of notification devices to meet current NFPA requirements and there are no visual notification appliances. There are no smoke detectors in sleeping rooms as are required for this type of occupancy. The existing fire alarm system should be replaced with an addressable fire alarm system and new notification and initiating devices should be installed to meet current NFPA requirements.
- vi. Fire Protection: Fully sprinkled in accordance with NFPA 13R

Notes:

- Occupied dorm.
- Sprinkler system was installed this year.
- Roofing not visible due to snow accumulation.
- Floor finish is primarily Vinyl Composite Tile.
- Steam radiation is provided from the central steam plant to a single control valve located in the mechanical room. The entire building is controlled by a single wall mounted thermostat located in the hallway. The individual perimeter rooms do not have individual temperature control.
- There are not any central ventilation systems in the building. The majority of the windows are operable for ventilation.
- A condensate return pump which discharges condensed steam back to the boiler plant is installed in the basement crawl space.
- The existing steam supply and condensate return piping, installed in the crawl space below the first floor, is original to the building construction. The

majority of the steam supply piping is insulated with fiberglass insulation however the condensate return piping is uninsulated.

- A steam fired indirect water heater original to the building construction, is installed in the first floor mechanical room.
- The domestic water mains are copper with lead solder. The only new domestic water distribution piping is provided to the replacement accessible plumbing fixtures.
- The building sanitary waste and vent is primarily cast iron that is original to the building construction. New PVC sanitary waste and vent pipe and fittings have been provided to the replacement accessible plumbing fixtures.
- The dates of the installation of the existing plumbing fixtures are unknown although the accessible fixtures have been recently installed.

c. Dorm #4



- i. Circa: 1955
- ii. Area: +/- 1500sf/floor
- iii. Construction: Wood frame construction with sloped shingle roofing system. 1st floor framing and roof rafters should be inspected for structural integrity.
- iv. Floors: 2

- v. Use: Dormitory (currently unoccupied)
- vi. Mechanical: Baseboard steam renovation with protective metal guards is existing to the original building construction in 1955.
- vii. Plumbing: Common bathroom on each floor with water closets, urinals, lavatory sinks and showers.
- vi. Electrical: The building has an overhead 120/240v, single phase electrical service that feeds a 150 amp panelboard on the first floor. This panelboard feeds all lighting and receptacles throughout the building. The wiring is a mix of conduit, Romex and some original cloth covered wiring. The electrical distribution panel is over sixty years old and should be removed and replaced along with all associated branch circuit wiring. There is currently nothing in this building fed from the campus emergency generator.
- viii. Lighting: The building lighting is original fixtures with T12 lamps and magnetic ballasts and exit signs are incandescent type. All lighting and exit signs are in poor condition and should be replaced. Emergency lighting is provided by self-contained battery powered emergency lighting units. There is insufficient number of emergency lighting units to provide illumination levels required by NFPA 101 Life Safety Code.
- ix. Fire Alarm System: The building has a conventional hardwired four zone simplex fire alarm system that is in fair condition. There are insufficient number of notification devices to meet current NFPA requirements and there are no visual notification appliances. There are no smoke detectors in sleeping rooms as are required for this type of occupancy. The existing fire alarm system should be replaced with an addressable fire alarm system and new notification and initiating devices should be installed to meet current NFPA requirements.
- x. Fire Protection: Not sprinkled.

Notes:

- Building has been vacant for 10+ years.
- Entire building (walls, floors, roof) are uninsulated.
- Roofing is beyond useful life expectancy and replacement is required.
- Visible interior water damage.
- Floor finishes have delaminated in many locations.
- Not handicap accessible.
- Steam radiation is provided from the central steam plant to a single control valve located in the mechanical room. The entire building is controlled by a single wall mounted thermostat located in the hallway. The building is maintained at a minimal temperature to prevent the pipes from freezing.
- There are not any central ventilation systems in the building. The majority of the windows can be operable for ventilation.

- A condensate return pump which discharges condensed steam back to the boiler plant is installed in the basement crawl space.
- The existing steam supply and condensate return piping, installed in the crawl space below the first floor, is original to the building construction..
- The domestic water mains are copper with lead solder. The building sanitary waste and vent is primarily cast iron that is original to the building construction.

d. Dining Hall Building 110



- i. Circa: 1955
- ii. Area: +/- 2500 sf
- iii. Construction: Wood frame construction with sloped 3-tab shingle roofing system.
- iv. Floors: 1
- v. Use: Kitchen, servery, & dining.
- vi. Mechanical: Two grease hoods with roof mounted exhaust fans serve the kitchen area. It could not be determined if the ductwork was properly insulated. An exhaust fan is installed to ventilate the dishwasher hood. Baseboard steam renovation with protective metal guards is installed in the dining room. Steam unit heaters were installed in the storage and receiving areas.
- vii. Plumbing: The kitchen is furnished with a triple bowl sink with grease trap, janitor's sink, dishwasher assembly, hand sink and scullery sink. Hot water is provided by a propane gas fired water heater. The building is provided with a single restroom.
- viii. Electrical: The building has an overhead 208/120V, three phase electrical service that feeds a 400 amp main distribution panelboard on the first floor

- loading dock area. This panelboard feeds kitchen equipment, HVAC equipment and additional lighting, small appliance and receptacle panelboards. The wiring is a mix of conduit and some metal clad cabling. The electrical distribution panel and sub panels are over sixty years old and should be removed and replaced. Existing branch circuit wiring should be evaluated and replaced as required. There some loads in this building fed from a panelboard that is fed from the campus emergency generator.
- ix. Lighting: The building lighting is original fixtures with T12 lamps and magnetic ballasts and exit signs are incandescent type. All lighting and exit signs are in poor condition and should be replaced. Emergency lighting is provided by self-contained battery powered emergency lighting units. There is insufficient number of emergency lighting units to provide illumination levels required by NFPA 101 Life Safety Code.
 - x. Fire Alarm System: The building has a conventional hardwired four zone simplex fire alarm system that is in fair condition. There are an insufficient number of notification devices to meet current NFPA requirements. There are no smoke detectors in sleeping rooms as are required for this type of occupancy. The existing fire alarm system should be replaced with an addressable fire alarm system and new notification and initiating devices should be installed to meet current NFPA requirements.
 - xi. Fire Protection: Not sprinkled.

Notes:

- New roofing system installed with cont. ice & water shield. (not visible due to snow accumulation)
- Floor finish is VCT in dining area, quarry tile in kitchen and servery.
- Exterior doors and hardware should be replaced with emergency egress hardware.
- Dining area set up with 80 seats. (1200 sf)
- Steam radiation is provided from the central steam plant to a single control valve located in the mechanical room. The entire building is controlled by a single wall mounted thermostat located in the hallway.
- There are not any central ventilation systems in the building or make up air for the kitchen exhaust hoods. The majority of the windows are operable for ventilation.
- A condensate return pump which discharges condensed steam back to the boiler plant is installed in the mechanical room.
- The existing steam supply and condensate return piping is original to the building construction. The majority of the steam supply piping is insulated with fiberglass insulation however the condensate return piping is uninsulated.

- The domestic water mains are copper with lead solder.
- The building sanitary waste and vent is primarily cast iron that is original to the building construction.

e. Welding Shop Building 113



- i. Circa: unknown
- ii. Area: +/- 800 sf
- iii. Construction: Metal building with sloped metal roofing system.
- iv. Floors: 1 w/ inaccessible mezzanine
- v. Use: Welding & fabrication workshop
- vi. Mechanical: Two steam fired unit heaters that utilize steam from the adjacent treatment plant.
- vii. Electrical: The building has an underground 208/120V, three phase electrical service that feeds a 400 amp main distribution panelboard. This panelboard feeds welding equipment, lighting and receptacles. The wiring is a mix of conduit and some metal clad cabling. The electrical distribution panel is over sixty years old and should be removed and replaced. Existing branch circuit wiring should be evaluated and replaced as required. There

some are no loads in this building fed from the campus emergency generator.

- viii. Lighting: The building lighting is original fixtures with T12 lamps and magnetic ballasts and exit signs placard type. All lighting and exit signs are in poor condition and should be replaced. There is no emergency lighting in the welding shop. New battery powered emergency lighting units should be insyalled to provide illumination levels required by NFPA 101 Life Safety Code.
- ix. Fire Alarm System: The building has no fire alarm system.
- x. Fire Protection: Not sprinkled.

Notes:

- Space houses functioning 2-ton bridge crane.

f. Heating Plant Building 106



- i. Circa: 1955
- ii. Area: +/- 800 sf
- iii. Construction: Masonry building with a shallow sloped membrane covered roof.
- iv. Floors: 1
- v. Use: Heating plant
- vi. Mechanical: Central plant

- vii. Electrical:
 - viii. Lighting:
 - ix. Fire Alarm System:
 - x. Fire Protection: Not sprinkled.
- g. Other Buildings
- i. Other buildings are not a part of this Study, and will continue to be used or to remain as-is. They will not be impacted by the result of this Study.

EXISTING FACILITIES NARRATIVE

General

The existing Maine Department of Corrections facilities studied for this report are all generally old and in need of significant investment/ improvement if they are to continue to serve the State of Maine until the year 2037 and beyond. The majority of the buildings are in excess of 50 years of age and have had little capital invested in them in recent years. Of the older buildings, only the Security Building at Windham has been recently renovated. Some inmate constructed improvements have also been undertaken at Charleston within Dorm 4. Newer buildings added to each of the campuses more recently, with the exception of the Women's Center at Windham, have been constructed economically, sometimes even as temporary structures.

The usual life expectancy of a well-constructed building can exceed 50 years provided it is maintained well. Metal buildings are constructed of materials which inherently do not provide service for great duration, and so metal buildings can be expected to provide a life expectancy of 30 years with good maintenance. Though each of these building types can be renovated, maintained, and improved to permit each to continue well beyond these years of service, the investment is critical to this achievement.

What our society expects from a building has changed dramatically in recent years. Building codes record the changes expected by society by their higher performance requirements. Though building codes do not always require existing buildings to be renovated to meet current code requirements, the expectations of our society may lead to liabilities if life safety features are not upgraded, and may result in significant avoidable cost if energy performance features are not upgraded. All buildings are required to comply with the Americans with Disabilities Act, with enforcement being provided by legal action by those not able to use a facility. Public buildings are especially important in this regard, although correctional population management can achieve some success without physical improvements to all facilities.

Current Maintenance Costs

Maine Correctional Center (MCC), Windham, Maine

MCC reports that current expenditure on regular maintenance apart from labor is approximately \$65,000 per year. Capital improvements are highly variable in value, and are often funded as emergency projects when a specific system fails. Capital

improvements this fiscal year include \$2,000,000 of projects with one project to upgrade the existing security electronics system valued at approximately half of this sum.

MCC reports that maintenance personnel salaries and benefits total \$695,000.

MCC existing conditioned buildings total 247,300 square feet.

Current costs/sf this year:

- | | | |
|----|-----------------------------|------------------------|
| A. | Maintenance | |
| | a. Maintenance | \$0.26/sf material |
| | b. Maintenance | <u>\$2.23/sf labor</u> |
| | Total | \$2.49/sf |
| B. | Capital Improvements (2013) | \$8.09/sf |

Downeast Correctional Facility (DCF), Machiasport, Maine

DCF reports that current expenditure on regular maintenance apart from labor is approximately \$48,000. Capital improvements this fiscal year include \$240,000 of projects.

DCF data for salaries and benefits for maintenance personnel total \$362,000

DCF existing heated buildings total 47,000 square feet.

Current costs/sf this year:

- | | | |
|----|-----------------------------|------------------------------|
| A. | Maintenance | |
| | a. Maintenance | \$1.02/sf material/contracts |
| | b. Maintenance | <u>\$7.70/sf labor</u> |
| | Total | \$8.72/s |
| B. | Capital Improvements (2013) | \$5.10/sf |

Charleston Correctional Center (CCC), Charleston, Maine

CCC reports that current expenditure on regular maintenance apart from labor is approximately \$24,000. Capital improvements this fiscal year include renovation of Dorm 2 and roof repair for a total of \$271,000.

Data for salaries and benefits for maintenance personnel total \$153,000. It was reported, however, that there is sharing of work between the adult and juvenile facilities on the campus. Data of the value of this shared labor cost was not available.

CCC building area totals were not available. Aerial survey measurements show that the buildings on the campus utilized for male adults total approximately 62,000 gross square feet.

Current costs/sf this year:

- | | | |
|----|-----------------------------|------------------------------|
| A. | Maintenance | |
| | a. Maintenance | \$0.39/sf material/contracts |
| | b. Maintenance | <u>\$2.47/sf labor</u> |
| | Total | \$2.86/sf |
| B. | Capital Improvements (2013) | \$4.17/sf |

Benchmarks

The International Facility Management Association (IFMA) conducts surveys of members to report data on operation costs for various facilities. In their most recent "Research Report #32 – Operations and Maintenance Benchmarks", 2009, they reported data collected primarily based upon 2007 costs. The Bureau of Labor Statistics provides guidance on inflation over time, and identifies that in 2013, cost from 2007 are 12% greater based upon their Consumer Price Index. Values reported here include this inflation value. Note that the survey included only 7 correctional facilities out of over 1,400 facilities surveyed.

Maintenance costs including material and labor for facilities surveyed were reported to be \$2.22/rentable square foot mean for all occupancies, and \$2.11/RSF for correctional facilities. For facilities located in New England, \$2.62/RSF was reported. With inflation, values in 2013 equal:

- All facilities = \$2.49/sf
- Correctional facilities = \$2.36/sf
- New England facilities = \$2.93/sf

BOMA International revised the ANSI Z65.1 – 1996 standard for floor area measurement in 2010, providing two methods of calculation, one of which is the "legacy method", which mimics what was the basis of the measurements reported in 2008. In this method, for a fully owned facility, the difference between gross building area and rentable area equals

the exterior walls and any shafts. For the sake of this report, these differences are assumed to be less than the precision of the values, and so are not taken into account.

Maintenance Narrative

The IFMA report did not report capital improvements as a separate item. Operating facilities in Maine generally reported as capital improvements projects which are often major maintenance projects. Thus, the projects referred to as capital improvements are often necessary for the continued operation of the existing facility, and perhaps very often are deferred maintenance projects. Other facility managers may view major maintenance projects similarly in spite of the criteria set forth in the IFMA survey given the close data on costs incurred nationally compared with MDOC.

The subject properties within the IFMA report include 58% which are greater than 30 years in service, and 28% which are greater than 50 years in service. Nothing reported within the IFMA report permits greater analysis of the improvement projects which owners of older facilities undertake or their costs.

By the data available, Maine's expenditure on the MDOC facilities studied is not exceptional in comparison to the national data. For this evaluation, labor has been accounted for within the P/BA analysis. SMRT has provided a value of \$0.50/sf per year for maintenance supplies and subcontracted maintenance services as representative of what should be budgeted. This is 30% greater than the mean budget for this item across the facilities studied, but consistent with the recommendation of staff and with IFMA.

Capital Investment Narrative

Capital investment in operating facilities ideally aims to maintain a facility perpetually. Common practice is otherwise, particularly in an environment of limited funds. Facilities are often let to depreciate in value and in their capacity to provide continuing service, subsequently requiring regular major capital improvement investment either as emergency projects or as a necessity to re-purpose a facility. The majority of the building surveyed are due for either replacement or major investment.

General

This study considers the option to continue to operate the existing adult men's and women's correctional facilities as they are now without expansion at Windham, Charleston, and Machiasport. The duration of the evaluation is to 2037.

The structures on the three campuses are dominantly older structures in poor condition. Thus, it is assumed that within the duration of the study period, replacement or a significant renovation of nearly all of the buildings would be needed. This approach provides a consistency in the benefit analysis between existing facilities and what will be a completely new facility at Windham should the project proceed. This evaluation does not include any consideration for programmatic improvements that would result from the construction of a new facility.

Structures Evaluated for Decommissioning

MCC: All buildings excluding the Women's Center/Greenhouse, Dorms 5 & 6, Industries Vocational, Maintenance, and farm buildings (Piggery, Hoop House, Pole Barn, Kennel).

- Note that the Women's Center and Dorms 5/6 are a part of the housing units within the program for a new MCC, and that the Industries and Vocational buildings are to be renovated to serve as warehouse space for a new MCC. A building addition is included within the program to adapt the housing buildings to the new use, and a renovation cost is included in the feasibility study to adapt the industries/vocational buildings to the new use.

DCF: All buildings.

CCF: Dining Hall, Dorm 2, Dorm 3, Dorm 4, Welding Shop, and all buildings at the Water Plant

Costs Attributed to Each Building:

Costs were attributed to each facility based upon either the percentage cost of the existing facility that needed to be renovated against the square foot cost values calculated in the new facility estimate performed as a part of the Feasibility Study and Concept Design. See below.

Other Costs:

As a part of this evaluation, a records search was performed to identify hazardous materials that might be found on the MCC site, which will need to be removed prior to or during any demolition effort. The value of this potential work has been attributed to contingencies carried within the cost of construction for a new project given their limited extent and the highly variable potential for these expenditures.

Projected Existing Building Costs from End of Construction through 2038

Buildings To Be Taken Out of Service	Building Area SF	Total SF/Site	Building Condition	Annual Parts/Contracts Maintenance	20 Year Maintenance Cost Total	Total/ Site	Capital Project Cost/ SF	20 Year Capital Projects Total	Total/Site	Remarks
MCC - School	28,000		C	\$ 0.52	\$ 288,400		\$ 370.00	\$ 10,360,000		MCC maintenance includes open positions and recommended repair budget.
MCC - Boiler Room	1,800		B	\$ 0.52	\$ 18,540		\$ 709.00	\$ 1,276,200		
MCC - Storeroom	13,170		C	\$ 0.52	\$ 135,651		\$ 242.00	\$ 3,187,140		C buildings replaced within study period
MCC - Security Building	15,120		B	\$ 0.52	\$ 155,736		\$ 185.00	\$ 2,797,200		
MCC - Quonset Hut	2,800		C	\$ 0.52	\$ 28,840		\$ 242.00	\$ 677,600		
MCC - Maintenance	8,490		C	\$ 0.52	\$ 87,447		\$ 242.00	\$ 2,054,580		
MCC - Security East	11,320		C	\$ 0.52	\$ 116,596		\$ 370.00	\$ 4,188,400		
MCC - Kitchen/ Dining	9,480		B	\$ 0.52	\$ 97,644		\$ 148.00	\$ 1,403,040		
MCC - Dorm 1	2,628		C	\$ 0.52	\$ 27,068		\$ 370.00	\$ 972,360		
MCC - Dorm 2	2,628		C	\$ 0.52	\$ 27,068		\$ 370.00	\$ 972,360		
MCC - Dorm 3	2,628		C	\$ 0.52	\$ 27,068		\$ 370.00	\$ 972,360		
MCC - Dorm 4	2,628		C	\$ 0.52	\$ 27,068		\$ 370.00	\$ 972,360		
MCC - Gym	12,100		B	\$ 0.52	\$ 124,630		\$ 206.00	\$ 2,492,600		
MCC - Admin./ Control	25,050		C	\$ 0.52	\$ 258,015		\$ 347.00	\$ 8,692,350		
MCC - MPU/ Receiving	40,450		B	\$ 0.52	\$ 416,635		\$ 194.00	\$ 7,847,300		
MCC - Dorm 2 Addition	1,580	179,872	C	\$ 0.52	\$ 16,274	\$ 1,852,682	\$ 370.00	\$ 584,600	\$ 49,450,450	
				\$ 0.52						
DCF - Main Control	2,340		C	\$ 0.52	\$ 24,102		\$ 368.00	\$ 861,120		
DCF - Administration	1,456		C	\$ 0.52	\$ 14,997		\$ 347.00	\$ 505,232		
DCF - Training	5,620		C	\$ 0.52	\$ 57,886		\$ 347.00	\$ 1,950,140		
DCF - Garments	2,400		B	\$ 0.52	\$ 24,720		\$ 148.00	\$ 355,200		
DCF - Store	1,920		C	\$ 0.52	\$ 19,776		\$ 242.00	\$ 464,640		
DCF - Maintenance	960		C	\$ 0.52	\$ 9,888		\$ 242.00	\$ 232,320		
DCF - Motor Pool	3,320		C	\$ 0.52	\$ 34,196		\$ 242.00	\$ 803,440		
DCF - 300 Building	1,900		C	\$ 0.52	\$ 19,570		\$ 242.00	\$ 459,800		
DCF - Seg./ Recreation	7,464		C	\$ 0.52	\$ 76,879		\$ 370.00	\$ 2,761,680		
DCF - Dorm 3	3,604		C	\$ 0.52	\$ 37,121		\$ 370.00	\$ 1,333,480		
DCF - Kit/ Laun/ Dining	4,704		C	\$ 0.52	\$ 48,451		\$ 402.00	\$ 1,891,008		
DCF - Dorm 1/2	11,330		C	\$ 0.52	\$ 116,699		\$ 370.00	\$ 4,192,100		
DCF - Sewage Treat					\$ -			\$ -		
DCF - Pump House		47,018			\$ -	\$ 484,285		\$ -	\$ 15,810,160	
CCF - Dining Hall	4,320		C	\$ 0.52	\$ 44,496		\$ 368.00	\$ 1,589,760		Wood boilers reduce fuels purchased.
CCF - Dorm 2	5,000		C	\$ 0.52	\$ 51,500		\$ 370.00	\$ 1,850,000		
CCF - Dorm 3	5,000		C	\$ 0.52	\$ 51,500		\$ 370.00	\$ 1,850,000		
CCF - Dorm 4	5,000		C	\$ 0.52	\$ 51,500		\$ -	\$ -		Continued vacancy of Dorm 4 is assumed.
CCF - Welding Shop	800	20,120	C	\$ 0.52	\$ 8,240	\$ 207,236	\$ 242.00	\$ 193,600	\$ 5,483,360	
Total 20 years	247,010				\$ 2,544,203			\$ 70,743,970		

Building Condition: A = Recently new or renovated. B = Service life of major components expires within evaluation period. C = Due for major renovation or replacement today.

MCC EFFICIENCY EVALUATION

Introduction

This section of the Maine Correctional Center (MCC) feasibility study is an evaluation of the efficiency and effectiveness of existing MCC operations as it relates to the impact the physical plant has on supporting or hindering current operations. MCC operations were observed and examined in the context of the present configuration of spaces within the facility complex. Considerations included the impact on staffing efficiencies and the ability to achieve desired outcomes. The results are described below. The evaluation was informed by the following professional correctional standards:

- American Correctional Association (ACA), *Standards for Adult Correctional Institutions, 4th Ed.*
- American Correctional Association, *2012 Standards Supplement*
- National Commission on Correctional Health Care (NCCHC) (2008), *Standards for Health Services in Prisons*
- Department of Justice (2012), *PREA - Prisons and Jail Standards*¹

This discussion is intended to highlight those areas that impact the efficient and effective delivery of correctional services at the MCC. This information is expected to inform the decisions made regarding the future of MCC.

Efficiency Evaluation - Operations

Housing

MCC is the principal intake facility for adult inmates committed to the MDOC, and has a capacity of 668.² The MDOC reports the following breakdown of available beds by bed classification and gender at MCC:

¹ <http://www.prearesourcecenter.org/training-technical-assistance/prea-101/prisons-and-jail-standards>

² Source: MDOC - Capacity and Census Report (11-18-2013)

Table O.1: MCC Bed Distribution by Classification and Gender³

MCC	General Population	Special Management	Total
Males	538	46	584
Females	78	6	84
Grand Total	616	52	668

ACA standards require that an institution encourage positive staff/inmate interactions and effective communication, and that Correctional Officer posts be located in or immediately adjacent to inmate living areas to permit officers to hear and respond promptly to emergency situations.⁴ Many of the housing pods are staffed with an officer located directly within the pod. This aids in increasing staff and inmate interactions, which is key to maintaining order. However, the staff: inmate ratio is inefficient in a number of housing pods.

The capacities of the Security East, South and North, and Dorms 1, 2, and 3 housing pods, which are operated as direct supervision pods with an officer located directly in the pod, are so undersized as to be inefficient staffing wise with pods housing as few as 24 inmates. Generally speaking, it takes five officers to staff a single post on a 24-hour/7-day (24/7) basis.

Dorms 5 and 6 each operate as direct supervision pods and have a housing pod capacity of 85, which makes them very staff efficient. However, the design configuration and sightlines within these housing pods hinder the effectiveness of a single officer in adequately supervising the inmates and activities occurring within the housing pod. For example, 1) in conducting well-being checks, the officer loses sight of three-fourths of the unit, which includes the two wings on the upper floor; or 2) the showers are positioned such that they are not readily observed by the officer stationed within the common area thereby creating a blind spot whereby an inmate could be isolated and subject to assault (physical, sexual, etc.) without staffs' knowledge.

The housing pods are located in isolated groupings that are not proximal to each other, which limits the ability for staff to respond to emergencies in a timely manner due to distance and/or the necessity of gaining access through multiple secure doors.

Also of note, access to select recreation yards that serve the MPU are through a single housing pod, as there is no common access. This requires inmates from one housing pod to go through another housing pod to access the recreation yard. This requires inmates to

³ Id.

⁴ ACA 4-4126R, -4127, and 4-4177

be under staff escort when inmates should be able to access the recreation yard directly without staff escort. This practice is also disruptive to the housing pod, and increases the risk of an altercation between inmates of different housing pods coming into contact with each other.

Control Rooms

The facility does not have a central control room, a critical function in a correctional facility. A central control room serves as the focal point of daily facility security operations by providing controlled monitoring and access into/out of the secure perimeter, all housing pod exterior sally port doors, and other high security doors and monitoring activities via cameras located throughout the facility. A central control room has the capacity to assume control of any subordinate control panels throughout the facility. MCC's "central control room" serves more as a reception center and not as a central control room, as it is not secure (no sally port) and controls few functions within the facility. Without a central control room, additional staff must be posted throughout the facility to operate security doors, and safety and security electronics.

There are four control rooms ("towers") that serve five housing pods - one tower serves Security South and North housing pods, and there is one tower each for MPU-A, -B, and - C housing pods. These multiple towers overseeing housing areas compounds the staff inefficiency that comes from having very small, sub-optimal sized housing pods.⁵

The use of towers is also an inefficient use of staff as the officer is unable to physically respond or assist other officers. Using the MPU on the nightshift as an example, should an altercation or emergency occur and an officer needs assistance, an officer from another housing pod will respond as backup or assist, which means his/her assigned housing pod is left unsupervised. This increases the likelihood that other disruptive behavior will occur in the unsupervised housing pods, e.g., sexual assault.

There is a control post in the programs building that controls entry/exit into the building, a function typically controlled by a central control room, which requires an officer to be posted whose responsibilities are limited to opening/closing doors within the building.

MCC also currently lacks contemporary corrections security electronics, which would otherwise serve to reduce the number of staff required to monitor/control access to secure areas while maintaining a high level of security. For example, today's technology tools, such as PDA's and security cards/badges, are used to control and monitor cell doors or provide staff direct access through security doors without the reliance on a control room

⁵ MCC is presently planning to consolidate operations of the three control rooms that serve the MPU into a single control room. This will eliminate the need to staff two of the current control rooms

operator. These types of technology serve to reduce the number of staff required to operate security control panels. In addition, it maximizes staff's ability to move freely throughout the facility thereby increasing productivity and/or response time since staff does not have to rely on a control room operator to open security doors within the secure perimeter.

Healthcare

MDOC's healthcare is contracted from Correct Care Solutions (CCS), a correctional healthcare vendor located in Nashville, Tennessee. This includes medical, nursing, dental and mental health care. In addition, counselors who provide substance abuse and sex offender treatment programs are also contracted and included under the single health authority of CCS.

A. Movement to Access Healthcare Services

Some inmates are allowed to move unescorted to medication administration lines and healthcare scheduled appointments. Other inmates such as those on close custody, unclassified and therapeutic community participants (CRA, RULE) require escort to scheduled appointments. A decentralized model of service delivery would decrease the need for officer escorts and increase the access to healthcare services. However, the current configuration of the MCC provides very limited capacity within to decentralize healthcare services. This impacts security staffing by requiring a minimum of two security officers to provide support to healthcare clinics.

B. Clinic

Healthcare administration and the primary clinic are located in Dorm 4, which was originally designed as a minimum security dorm. One officer is assigned to the Dorm 4 clinic during routine operating hours for medical, dental and mental health sick call.

The Dorm 4 clinic is limited to two small general exam rooms, and an optometry exam room that cannot be used for general exam purposes thus decreasing the efficient workflow in providing primary healthcare services. This limited access to care has been addressed by opening a secondary clinic space in B pod center. While this potentially increases access to care, it also impacts staffing by requiring an additional officer to support healthcare. When a second officer is not available, the workflow in the B center clinic stops while medical and mental health providers wait for security to be available.

Healthcare provided in the MCC clinics is limited to primary care. Most all specialty care is provided in the community. These appointments impact staffing as they require officer transport and escort.

C. Medication Administration

Medication administration is decentralized to a number of locations across the facility campus. Medication is distributed via windows, through cuff ports and at cell side. With 73%⁶ of the inmate population prescribed medications, medication administration can take two hours for each medication pass (three per day plus two diabetic passes) all of which require an officer to be present. While the use of a decentralized medication administration model is usually an efficient way to distribute medications, doing so at MCC is hampered by the somewhat unplanned manner in which buildings have been added and the need to keep older facilities in use. Nursing time is spent moving medications carts across the campus several times per day in all types of weather impacting the use of nursing time.

D. Designated Medical Housing

There are no designated medical observation, skilled nursing care or infirmary beds. If an inmate requires infirmary level of care they are transferred to MSP where there are six infirmary beds used by the entire MDOC system and are therefore usually in use. With limited infirmary beds for the system, there are frequent hospitalizations that may require longer lengths of stay. If a transfer to either MSP or to a hospital is scheduled, it requires transport by two officers. When an inmate is hospitalized security staffing is impacted, since inmate must be guarded.

There is also no provision for medical or geriatric housing. There are few ADA accommodations. If an inmate has a short term illness that does not require infirmary care, they are placed on bed rest with medication and meals delivered to them. Depending on the illness, this practice potentially exposes other inmates to the illness⁷. If an inmate requires frequent observation, the inability to provide medical observation compromises staff efficiency requiring a nurse to go to the housing unit every one to two hours to check on the inmate.

E. Dental Care

There is a one dental chair in the dental care area located in the primary clinic. Having only one dental chair slows the provision of dental care to one inmate at a time thus requiring more dentist, dental hygienist and dental assistant time to complete dental care. These additional staff hours must be compensated by the State through the contract with CCS.

Movement

⁶ 11/25/13 snapshot from Diamond Pharmacy database. Provided by D.O.N., Jo Howard.

⁷ P-B-01, NCCHC; ACI 4-4354, ACA

The design of the facility complex is fragmented and without well-defined sightlines. With the exception of the women's center, housing pods exit directly to the outdoors. There are three primary inmate movement areas, each out-of-doors:

- An enclosed courtyard that serves the Security South and North housing, Security East housing, the gym, the administration and recreation building, and the programs building
- A "sally port" that serves the programs building (rear entrance), the woodshop and industries buildings
- A "runway" that serves the dining hall, recreational fields, dorms, MPU, and the women's center, and is the connector to the courtyard and the "sally port".

This design requires a higher number of staff to adequately monitor, observe and detect out-of-place inmates, transfer of contraband, inmate-on-inmate assaults, etc., than a design that limits the access/movement points.

Programs

Programs, such as education, library, religious, and vocational are delivered in the programs building, which is a three-story structure. The building is a mixture of distinct spaces that do not lend themselves for easy observation by staff, e.g., staff must physically enter the space in order to observe what is happening - there is no glazing on the walls to allow direct observation of the space - which can be disruptive and counterproductive to the activity that is occurring. Because of the large number of inmates present at any given time on any given floor, and the lack of observation capabilities, additional staff is required than would otherwise be required in a well-designed space.

Visitation

Male visitation occurs in the visitation room located in the basement of and accessed via the administration and recreation building. Visitors proceed unescorted through the secure perimeter (outside) to the visitation room without first undergoing security screening. This increases the opportunity to transfer contraband, which may be picked up by inmates at another time. Visitors are security screened in the visitation room prior to visiting. The visiting room has good visibility of all visiting areas. However, the room's remote location makes a timely, effective response to an altercation or an emergency unlikely due to distance and/or the necessity of gaining access through multiple secure doors.

Foodservice

Male dining is centralized in a cafeteria-style dining room. Meals are served using a blind-feed serving line. The dining area is open and easily supervised. The food preparation and storage areas are comprised of several distinct areas, each offering its own set of issues concerning sightlines and, in particular, the ability to easily isolate a staff member or another inmate. The Foodservice Director's office is located near the loading dock, which is removed from the primary foodservice operation. Additional staff is required to provide adequate active supervision of inmate workers.

Laundry

In the laundry area, there is a work/storage area that is not visible from the officer workstation or the laundry proper. This means the officer loses visibility of all laundry operations when his/her work requires them to be in this area either performing tasks or supervising inmate workers. This reduces the officer's ability to effectively provide active supervision of inmate workers in the laundry proper, and presents increased opportunities for inmates to isolate another inmate for untoward purposes.

