

Illinois Department of Corrections

Adult Master Planning Study



**PSA-Dewberry Project No.: 50005775**

**Final Report – REVISED**

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**PSA**  **Dewberry**

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## Executive Summary

PSA Dewberry and our consultants were commissioned with five tasks by the Illinois Department of Corrections as part of the IDOC Adult Master Planning Study.

**Task 1: Limited Strategic Planning**

*Conduct facility surveys for the nine facilities and prepare a report on the condition of the existing architectural facilities, mechanical systems suggestions of new and rehab construction projects, associated costs for the construction projects and projection of bed space needs. Information included in Tabs 1, 2, and 3 of this report.*

**Task 2: Statewide Medical**

*Conduct facility surveys for nine facilities along with the current hospital at the Dixon Correctional Center, identify the medical services provided, condition of the medical areas and how the medical areas were actually being used. Information included in Tab 4 of this report.*

**Task 3: Dietary**

*Conduct facility surveys for nine facilities and prepare a report on the condition of the existing equipment, recommendations of improvements with current costs and how the inmates are feed at each facility. Information included in Tab 5 of this report.*

**Task 4: Correctional Industries Warehousing Assessment**

*Conduct a survey of the existing warehouse facility and warehousing operations in Pana and develop methods of increasing operational efficiencies and financial improvements for Illinois Correctional Industries. Information included in Tab 6 of this report.*

**Task 5: Logan Correctional Center Transportation Hub**

*Verify if Logan CC was the correct location for the proposed new hub and to develop a program and a conceptual plan for the proposed new hub facility. Information included in Tab 7 of this report.*

### **Task 1-Limited Strategic Planning Summary:**

A review of the IDOC rated capacity figures revealed that the information is outdated and unreliable. Based on input from the IDOC, an analysis was conducted to utilize a specific bed count. The results of the analysis showed that there is an existing excess of funded and unfunded beds within the correctional system, and inefficient utilization of exiting bed space at each security level culminating in the potential release of prisoners as they are moved from one security level to another.

Another method for determining available bed space for long-term planning purposes, is to derive a operational capacity figure. At end-of-FY07, the Illinois Department of Corrections prison population stood at 45,565 inmates of which the male population totaled 42,773 and the female population was 2,792. The operational capacity for IDOC to sustain this population was 48,633 beds with 45,481 set aside for the male population and 3,152 utilized for the female population, meaning that the male population was operating at 94.0% of capacity and the female population was operating at 88.6% of capacity, respectively. The operational capacity represents the total number of funded beds within the correctional system; including general population, administrative segregation, segregation, medical, and special utilization for boot camps, adult transition centers, and drug treatment programs, etc. Given unopened beds encompassing a range of security levels and totaling to 2,703 beds, there are 5,721 available beds to be utilized if the prison population continues to grow.

The gap between anticipated population growth (6,552 inmates) and available beds (5,721) results in moderate bed space expansion by end-of-2016. Not all prison beds can be operating at the same time to manage transfers and disturbances within the correctional system. Therefore, a operational capacity figure is derived at 95% of maximum- and medium-security levels, and 100% for minimum-security facilities. This projects to a need for 54,071 beds by end-of-2016, where IDOC currently has 51,336 opened and unopened beds. IDOC would need another 2,735 beds by end-of-2016 to meet projected population demand.

Further study is required to determine where and what configuration of beds would need to be added to the current system by end-of-2016. As one example, forecasted prison population growth influenced by long-term violent serious offenders (mostly Truth-in-Sentencing cases) may be addressed by single-celling the as-yet-unopened Thomson Correctional Center. Another example would be to build X-house design units at current minimum- and medium-security level prison sites to address the greatest bed space demand needs concerning non-violent drug offenders. The evaluations that follow, conducted by site, allow for some recommended suggestions in pursuing available options for bed space.

### **Facility Summaries – Architectural and Mechanical**

Suggested improvements have been listed at the end of each facility architectural report to find ways to maximize existing bed space and investment in existing capital resources. These are projects that have been identified as a result of the facility survey or by reviewing CDB project requests. These projects are not in any particular order, and mechanical and dietary items notes in those reports have been included to keep all of the projects in one place.

Review of the CDB project requests has shown that there is a large amount of deferred maintenance items at the various correctional facilities to sustain current operational system demand and preserve bed space. Many of these items have been requested for a number of years and have not been able to be funded. Some of these deferred maintenance items are impacting the ability of affected buildings to support the programmatic requirements for the correctional center. These items grouped themselves into a couple of areas—roof

maintenance, security items (doors, windows, and lock replacements), life safety items, mechanical maintenance and upgrades, and general maintenance items. Because of the difficulty of developing accurate cost estimates for each project, as well as the knowledge that only 9 of 28 facilities were surveyed as part of this master plan, we've included an allowance in the "Priority Capital Projects" list to be used statewide for each of these types of projects.

Many of the CDB project requests have estimates that were made several years ago and an attempt has been made to escalate these estimates into today's construction dollars. For this Master Plan, we used RS Means' "Historical Cost Index" as a way of escalating old project cost information into current construction dollars. These updated cost estimates should not be seen as precise bid numbers, but rather as an estimate to be confirmed when the project moves forward.

### **Task 2-Statewide Medical Summary**

As documented in the population forecast section of this report, there is and will be an increased need for medical service in the prison population. Part of this demand will be for assisted Living and Skilled Nursing Care types of care. A new medical hospital (90,500 sf, \$31,000,000 construction cost) at Dixon CC would provide medical services for the states male population and house 198 infirmed inmates. Remodeling at the existing health care building would allow for the housing of another 198 inmates.

Expansion at Dixon CC beyond the new medical hospital is not possible due to infrastructure capacity. Further expansion to the medical system would have to be located at another facility perhaps near the St. Louis metropolitan area.

Further study needs to be taken regarding what happens as the female prison population ages as many of the same issues will apply to Dwight Correctional Center as are happening at Dixon.

### **Task 3-Dietary Condition and Capacity Assessment Summary**

Facility surveys were completed at each of the nine facilities and detailed food service questionnaires were completed. Recommendations for replacement of existing food service equipment were based on the condition of the equipment. Projects recommended as part of Task 3 were also included in the list of suggestion improvements listed in Task 1.

### **Task 4-Correctional Industries Warehousing Assessment**

CGN conducted a study of the Illinois Correctional Industries with the aim of:

- Leveraging the existing assets of Illinois Correctional Industries to optimize its distribution operations network and improve total logistics cost:
  - Improving day to day operations
  - Capturing unrecognized or under-performing revenue streams
  - Optimizing its delivery cycles through a reliable transportation base
- Developing a freight rate structure that is consistent with and favorably competitive with the LTL industry.
- Identify how to best utilize its fleet of vehicles and drivers without negatively impacting ICI's operational costs (driver salaries and vehicle maintenance) and total customer satisfaction.

Also studied was the location of a new warehouse at the Taylorville Correctional Center. Relocating the warehouse to Taylorville allows the industries to own their own facility in lieu of renting the Pana warehouse. It will all but eliminate the operational costs and security risks of transporting the inmates to Pana. It will still be an easily accessible location for the industries routing of goods and the layout of the proposed warehouse will allow the industries staff better operations and improved movement of goods. This new warehouse would have approximately 110,000 square feet of building space and would cost approximately \$15,500,000 to construct at today's dollars.

#### **Task 5- Logan Correctional Center Transportation Hub**

Logan currently is being used as the transportation hub and its central location within the state and close proximity to the interstate system makes it an ideal location for the new hub. The proposed new transportation center would have approximately 89,000 square feet of building space and would cost approximately \$12,500,000 to construct at today's dollars.

#### **Additional Thoughts and Suggestions:**

During our facility surveys and subsequent discussion, a couple of other concerns that while not directly accounted for in the original five task, should be addressed as part of a strategic master planning effort.

Dwight Correctional Center houses a variety of custody levels of female inmates including maximum security inmates. Other maximum security facilities in the state have collocated minimum security units to provide the necessary support for the maximum security operations. At Dwight, the minimum security unit is located approximately 40 miles away in Kankakee. Further study should occur into operational efficiencies that may be gained by building a new minimum security unit collocated at Dwight and allowing the Kankakee facility to be used for another purpose.

**Considerations for Repair and Maintenance of Current Capital Projects or Proposed Capital Projects:**

<u>Project Description</u>	<u>Construction Cost</u>
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**Medical Projects:**

New Medical Care Unit at Dixon CC <i>Recommend adding a medical hospital to house 198 male inmates and surgical unit, dental unit, medical offices and other out patient services. 90,500 sf</i>	\$31,000,000
Remodel Existing Medical Care Unit at Dixon CC <i>Provides 198 Assisted Living/Skilled Nursing Care beds. 158 beds are existing and 40 beds would be new. Note: Does not include medical equipment costs.</i>	\$4,000,000+

**Female Housing Projects:**

Additional Female population housing	
<ul style="list-style-type: none"> <li>• <i>Remodel Old Dietary at Dwight CC into inmate programming space</i></li> <li>• <i>Rehab C8 at Dwight CC (Adds 40 beds)</i></li> <li>• <i>Recommend adding 400-bed unit at Dwight CC</i></li> <li>• <i>Recommend adding 200-bed MSU at Dwight CC</i></li> </ul>	<ul style="list-style-type: none"> <li>\$5,800,000</li> <li>\$2,000,000</li> <li>\$16,000,000</li> <li>\$8,000,000</li> </ul>
<i>(Transitions Kankakee to other uses and adds 100 beds)</i>	

**Male Housing Projects:**

Additional Male population housing	\$190,000,000
<i>Locations of additional housing units require further study.</i>	to
<i>Partial list of potential sites includes Logan CC and Stateville CC</i>	\$412,500,000
Additional Male population housing	\$320,000,000
<i>Locations of additional housing units and possibility of new correctional center sites require further study.</i>	to
	\$700,000,000

<u>Project Description</u>	<u>Construction Cost</u>
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**Master Planning Task Projects:**

Dietary project at Shawnee	\$4,000,000
Construct Industries Warehouse at Taylorville CC	\$16,000,000
Stateville Industries Hub	\$155,000
Develop Transportation Hub at Logan CC	\$12,500,000

**Other Projects:**

Construct Administration Building at Menard CC	\$17,000,000
Main Gate House at East Moline CC	\$4,000,000
Construct Dietary and Warehouse at Menard CC	\$12,800,000
Electrical and mechanical upgrades at Administration building at Stateville CC	\$2,000,000
Replace roof at Industry building at Stateville CC	\$1,150,000
Rehab Cell Houses "H" and "I" at Stateville CC	Further Study Required
Upgrade plumbing at North cell at Pontiac CC	\$1,750,000
Lock Replacement at Vienna CC	\$2,000,000

**Statewide Allowances:**

Priority Mechanical Upgrades (Statewide)	\$3,000,000 to \$5,000,000 per facility
Priority Maintenance & Life Safety Items (Statewide)	\$500,000 to \$1,000,000 per facility
Priority Security & Window Upgrades (Statewide)	\$500,000 to \$750,000 per facility
Priority Roof Projects (Statewide)	\$500,000 to \$2,000,000 per facility