

Agenda
Vance County Board of Commissioners
Work Session
April 15, 2024
4:00 PM

I. Discussion – Jail Renovations or New Construction

II. Other Business

**VANCE COUNTY DETENTION CENTER
NEEDS ASSESSMENT PRESENTATION**

June 5th, 2023

MOSELEYARCHITECTS

Agenda



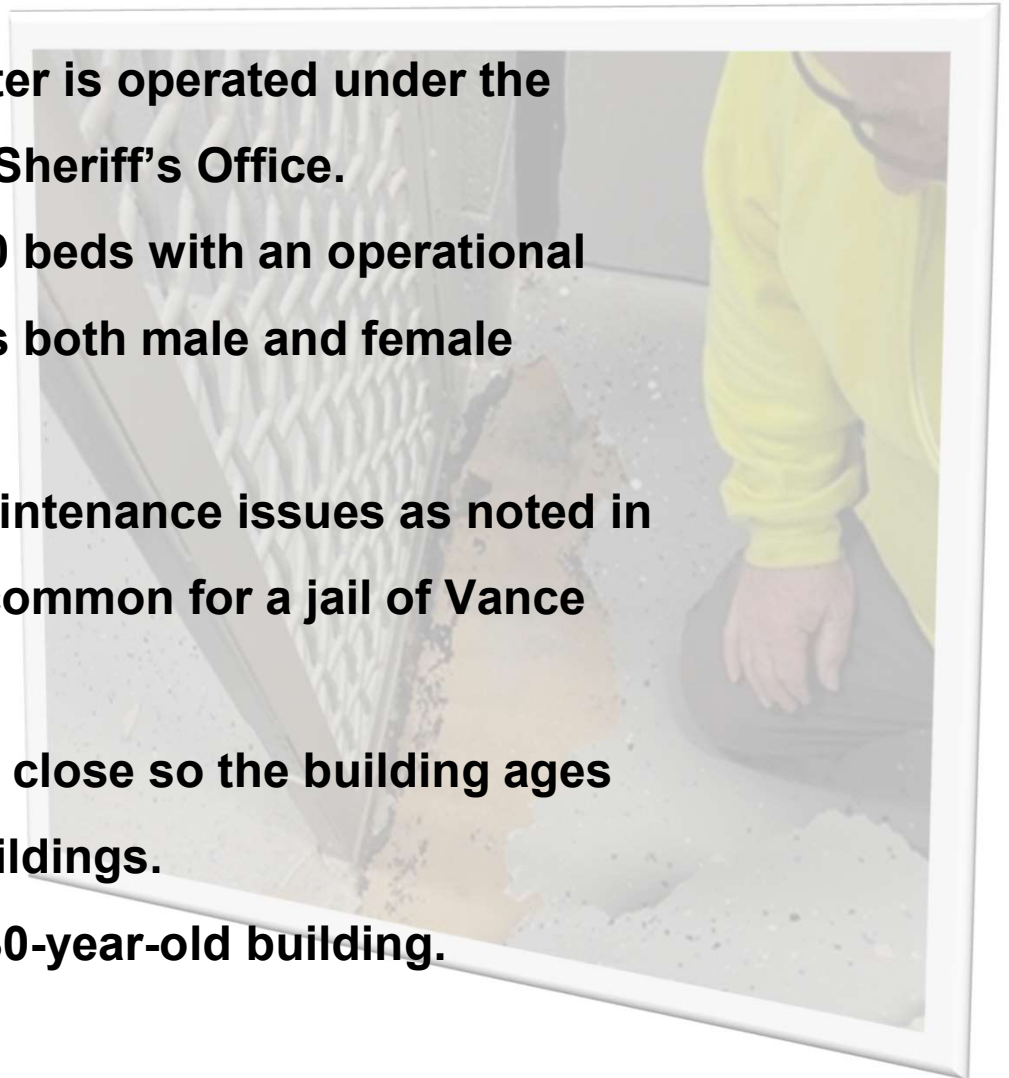
- **Introductions**
- **Current Conditions**
- **Inmate Bed Projections**
- **Offender Admissions (Bookings)**
- **Average Length of Stay (ALOS)**
- **Calculation and Importance of Peaking Ratio**
- **Bed Need Projections to Include Classified and Peaked**
- **Architectural Plan Options**
- **Opinion of Probable Costs**
- **Conclusions and Recommendations**

Introduction

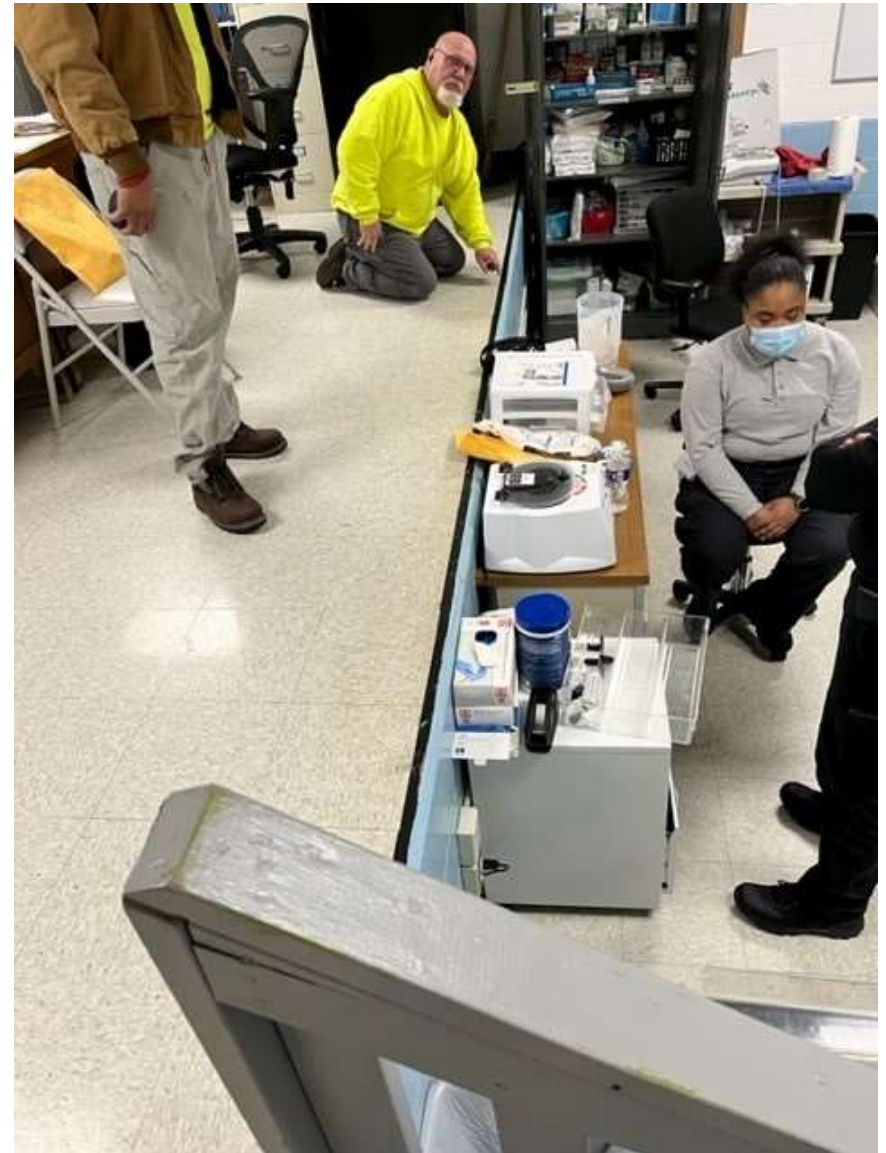
- **The planning team consists of:**
 - **Todd Davis. Vice President – Moseley Architects**
 - **Bryan Payne. Vice President – Moseley Architects**
 - **Dan Mace. Vice President – Moseley Architects**
 - **Ben Sullivan. Project Designer – Moseley Architects**
- **The focus of this meeting is to inform the Board of Commissioners for Vance County:**
 - **The current jail's numerous maintenance issues.**
 - **Factors contributing to an over-populated facility.**
 - **Architectural options for future expansion or replacement.**
 - **Opinion of Probable Cost for the options presented.**
 - **Recommendations moving forward.**

Current Conditions

- **The Vance County Detention Center is operated under the supervision of the Vance County Sheriff's Office.**
- **It has a state rated capacity of 150 beds with an operational capacity of 112.5 beds, & includes both male and female housing units.**
- **The current jail has numerous maintenance issues as noted in previous state jail inspections -- common for a jail of Vance County's age.**
- **Jails, once they are opened never close so the building ages much faster than other county buildings.**
 - **16-year-old building → 30-year-old building.**



Current Conditions



Current Conditions



Current Conditions



Current Conditions



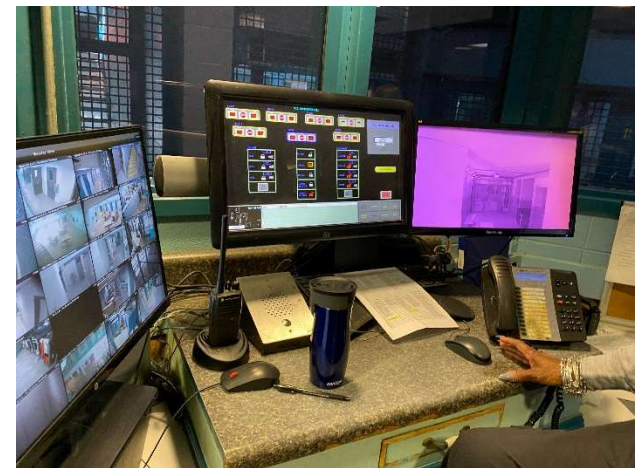
Current Conditions



Current Conditions



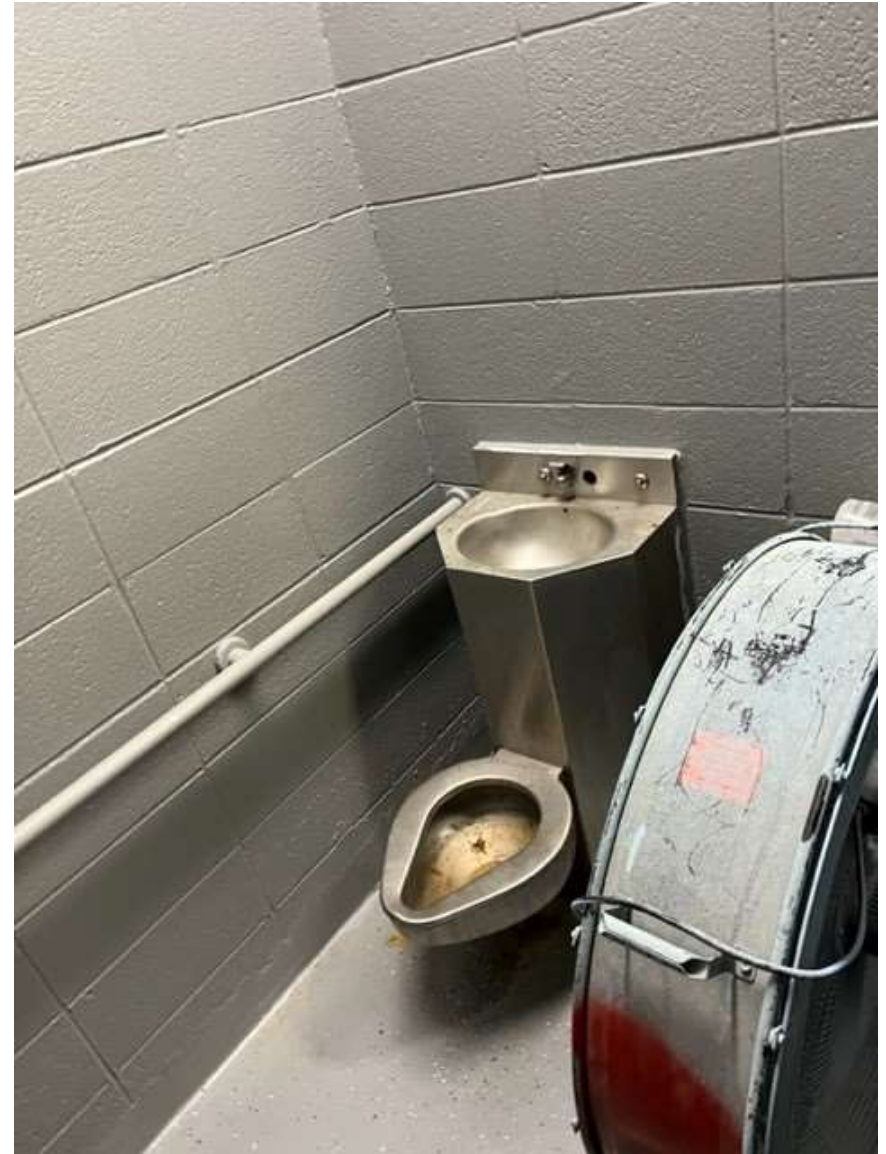
Current Conditions



Current Conditions



Current Conditions



Opinion of Probable Cost – Repairs to Existing Jail

- **Cost of Repairs to Existing Jail Summary:**
 - **Cost of Work = \$4,649,724**
 - **CM General Conditions (6 months) = \$330,000**
 - **Construction Management Fee @ 6.00% = \$246,888**
 - **CM Bonds & Insurances @ 1.25% = \$65,333**

Total : \$5,291,945

Inmate Bed Projections

Historical Trends in Average Daily Detention Center Populations

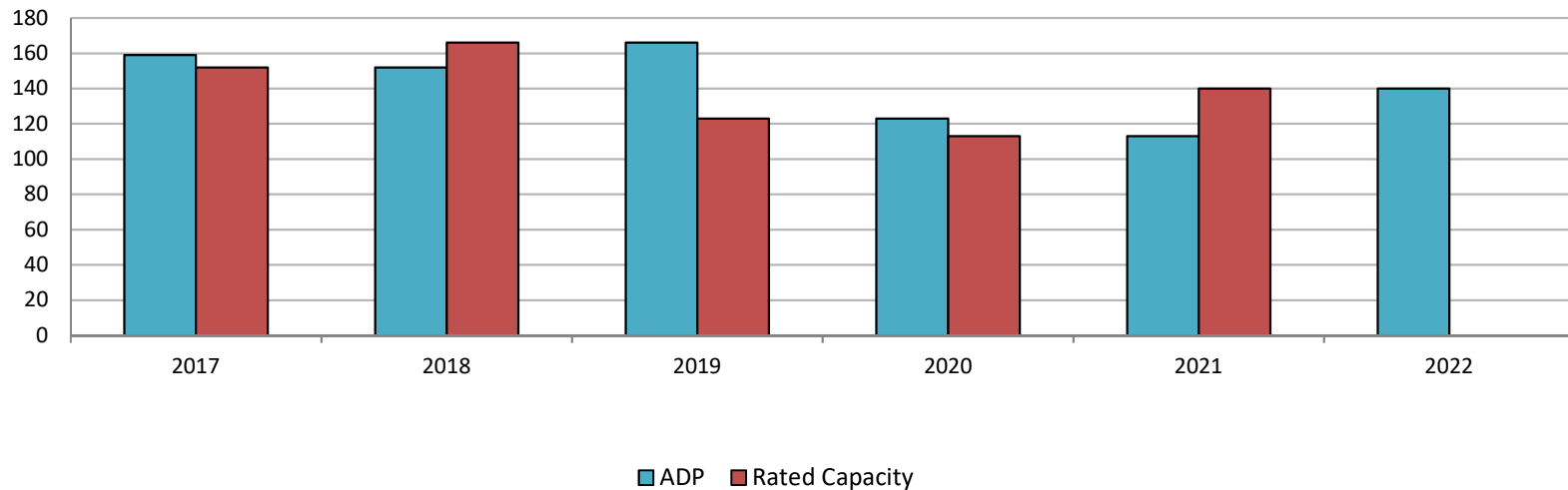
Table I Inmate Average Daily Population Per Year		
Year	ADP	Amount of change from previous year
2017	159	
2018	152	-7
2019	166	+14
2020	123*	-43
2021	113*	-10
2022	140	+27
Average Daily Population during study period:	142.2	2020 & 2021 reflect the Covid impact on data

- **The ADP reflects the average number of offenders being housed, which is used to establish a baseline figure for future bed-space needs.**
- **The current Vance County Jail has a state-rated capacity of 150.**
- **2020 caused inconsistent data.**

Inmate Bed Projections

Historical Trends in Average Daily Detention Center Populations

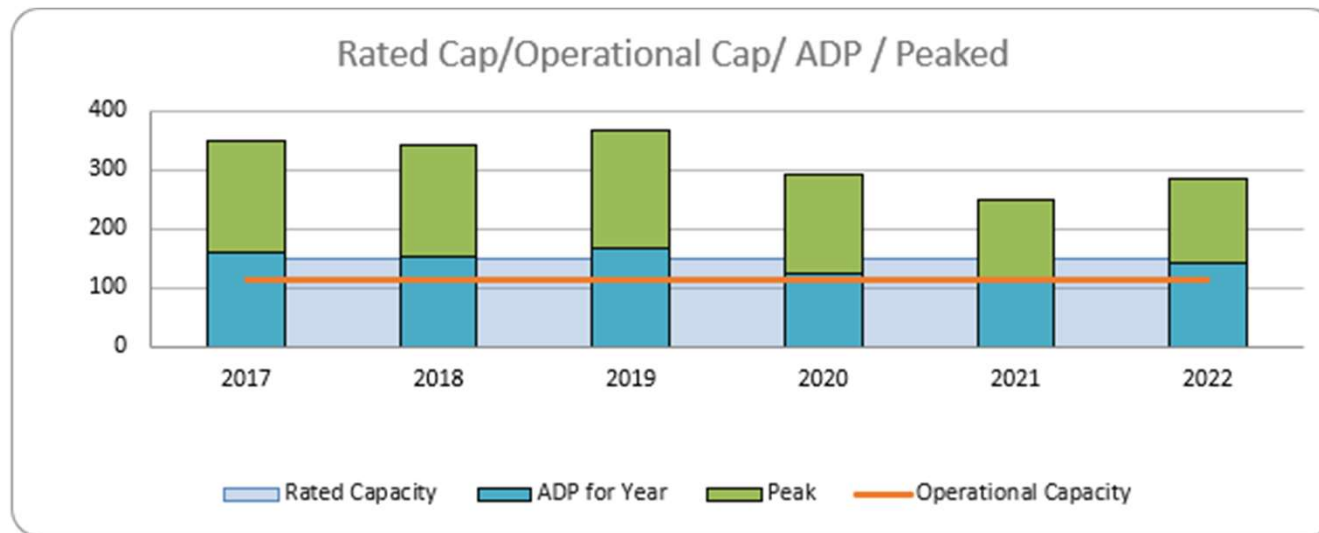
Inmate Average Daily Population per Year



- A jail is technically full when it reaches 75% of its rated capacity. This is known as its Operational Capacity.
- The ADP has exceeded its *rated* capacity for 3 of the 6 study years. And has been over its *operational* capacity for each of the 6 study years.
- Despite the abnormal drop in 2020-2021, data indicates an increase for 2022 ADP, as it trends back up towards pre-covid populations.
- The average of the 6-year study period was consistently above operational capacity by as many as 54 inmates.

Inmate Bed Projections

Historical Trends in Average Daily Detention Center Populations



- **Vance County has exceeded their rated capacity 3 out of the last 6 years and exceeded the operational capacity consistently over the past 6 years.**
- **The County's overall population growth trends continue to decline during this study period but maintains a county population near 41,500 reported residents in 2022.**
- **County population plays a role in calculating future jail admissions, and jail bed needs.**

Offender Admissions

- One of the first steps towards determining long-range projections is to calculate the projected ADP by using:
 - Historical and projected number of offender admissions
 - Average length of stay of inmates

Table II Historic Admissions to Vance County Jail	
Year	Number of offenders admitted into the jail
2017	2,484
2018	2,531
2019	2,217
2020	1115
2021	1113
2022	1099

Offender Admissions

Table III Projected Admissions	
Year	Using Admission Rate of 565.8
2025	2344
2030	2331
2035	2328
2040	2327
2045	2327

- The number of admissions shown above in Table III follows similar growth/ declining patterns as general county population growth.
- However, it is typical for these numbers to increase with any revisions to current laws, best law enforcement practices, actions of the courts, crime trends, or county population growth.

ALOS

- **Determining the Average Length of Stay (ALOS) is critical to bed-space projections.**
- **The longer the ALOS, the greater need for bed space.**
- **When daily population starts to exceed the rated capacity, an increase in ALOS happens for a combination of reasons:**
 - **Most often it is contributed to lower-level crimes being moved out of the facility much faster.**
 - **Actions taken to prevent admission into the jail.**
 - **The more serious crimes, which require longer lengths of stay due to the processing time through the justice system, are being housed in the jail.**
- **Recent state sentencing law changes that have had an impact on the ALOS:**
 - **North Carolina Department of Adult Corrections does not house inmates convicted of misdemeanor type offenses. They are the responsibility of the county jails.**
 - **This has proven to have some impact on Vance County's Average Length of Stay numbers.**

- **The national average for county jails Average Length of Stay (ALOS) ranges from 10 days to 20 days per offender.**
- **It has typically ranged, in North Carolina jails, between 15 and 24 days.**
- **When ALOS exceeds 20 days:**
 - **There is a slowdown in the criminal justice system to process inmate's cases through the court system.**
 - **The criminal justice system has taken an aggressive approach to accelerate less serious offenders' ALOS & only the more serious offenders are being housed.**
- **Vance County has many more offenders charged with murder and other high-level felony cases that require longer pre-trial incarceration to get through the criminal justice system.**

ALOS

- The average length of stay is calculated by taking the

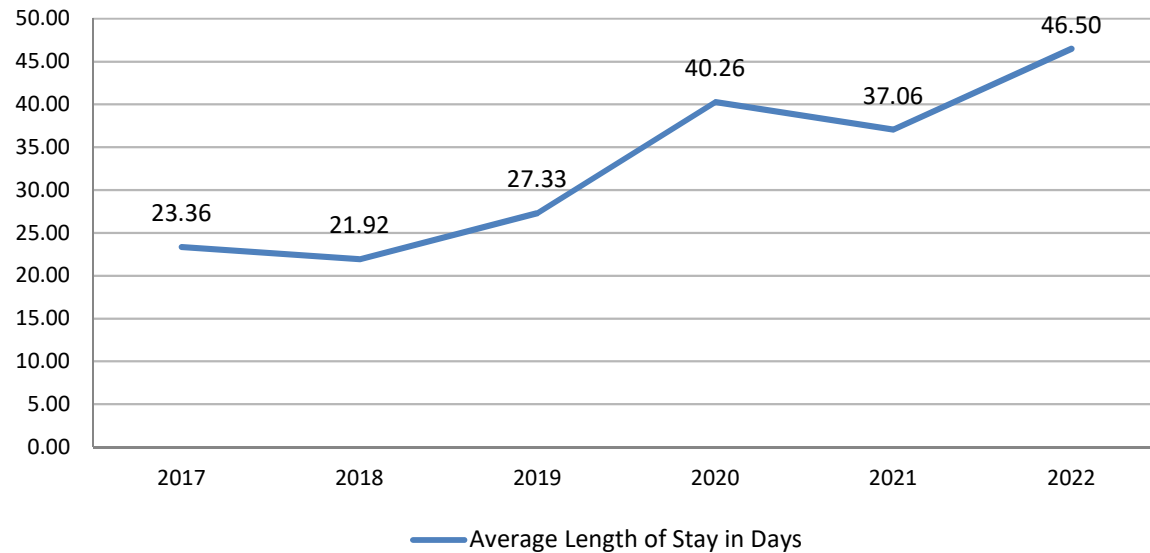
$$\text{ADP} \times 365 \div \text{\# of admissions for that year}$$

- This methodology is suggested by the National Institute of Corrections and is found to be the proper method when calculating the Average Length of Stay of offenders in Vance County Jail.

Table IV Vance County Average Length of Stay (ALOS)	
Year	Average Length of Stay
2017	23.26
2018	21.92
2019	27.33
2020	40.26
2021	37.06
2022	46.50
ALOS for the period of study	32.74

****It should be noted that Vance County's number of inmates charged with high level offenses compared to county and overall jail population is extremely high and plays an important factor for why the ALOS is so much higher than most other North Carolina counties.***

ALOS



- **The highest average length of stay was 46.50 -- more than double the national average. Reasons contributing to this may include:**
 - **Less serious offenders were released to alleviate Covid-19 pressures.**
 - **Housing of high-level felony cases such as murder, drug trafficking, etc. which also go through the Criminal Justice System slowly.**
 - **Absence of court staff to process cases such as Clerk of Court, DA, & Judges.**
 - **Absence of court room spaces.**

ALOS

- **Due to the importance that ALOS plays in bed-space projections, all efforts should be made to reduce the amount of time inmates are incarcerated prior to trial and sentencing, especially after additional beds are available.**
- **For example, if the average length of stay were 12 days and the number of inmates admitted for one year were 3000, we use the formula: # admitted * ALOS/365, to find that $3000 * (12/365) = 99$; the average number of beds needed would be 99.**
- **Suppose that by changing some of the practices, the detention center reduces the average length of stay to 10 days. ($3000 * 10/365$)**
 - **The number of beds needed would be reduced from 99 to 82.**
- **46.5 ALOS is well above what we have seen in comparison with other North Carolina Counties. All efforts should be made to reduce the ALOS.**

Calculation and Importance of Peaking Ratio

- **Additional space must be allocated to include peak admissions (highest admissions) and classified bed space for specific categories of inmates.**
- **When considering the total number of new beds needed, if the county should construct a new facility, or add bed space to an existing one, “peaking” must be considered.**
- **Adjusting for peaking factors helps to see that the county can reasonably accommodate the large number of inmates that may be admitted for housing at certain times.**
- **Often, local government officials fail to accommodate for peaking and later find themselves faced with costly lawsuits filed by inmates claiming the conditions of confinement are inadequate due to overcrowding.**
- **Overcrowding alone is not unconstitutional, however some of the conditions associated with jail overcrowding such as limited toilet and shower facilities, minimum square footage requirements, access to exercise, etc. are items that are cited in a U.S. 42 1983 Federal lawsuit.**

Calculation and Importance of Peaking Ratio

- Table V below displays that many times the Vance County jail population peaked above the rated capacity, as well as the operational capacity.

Table V Vance County Jail Calculation of Peaking Ratio			
Year	ADP for Study Years	Highest Population for study year	Peaking ratio
2017	159	190	1.19
2018	152	189	1.24
2019	166	201	1.21
2020	123	169	1.37
2021	113	136	1.20
2022	144	160	1.14
Averages	142.8	174.2	1.25

Calculation and Importance of Peaking Ratio

Bed need projections to include Classified and Peaked

- Table VI shown below illustrates projected Average Daily Population (ADP) for the Vance County Jail and includes the classified (ADP increased by 20%) These projections reflect the future growth of the Vance County Jail if the Average Length of Stay remains at 46.50.
- The classified and peaked projections reflect the highest offender population that the Vance County Jail may expect to have on any given day.
- The forecast and classified projections are more likely to reflect the actual number of detainees being housed in Vance County Jail.

Table VI Vance County Forecasted Population using the Admission rate of 565.8 and ALOS of 46.5				
Year	Forecasted ADP	Classified ADP (+20 %)	Peaked ADP	Classified & Peaked
2025	298.64	358.36	1.25	446.29
2030	296.97	356.37	1.25	443.80
2035	296.57	355.88	1.25	443.20
2040	296.46	355.75	1.25	443.04
2045	296.45	355.73	1.25	443.01

Table VII Vance County Forecasted Population using the Admission rate of 565.8 and ALOS of 25				
Year	Forecasted ADP	Classified ADP (+20 %)	Peaked ADP	Classified & Peaked
2025	160.57	192.68	1.25	239.96
2030	159.67	191.61	1.25	238.62
2035	159.46	191.35	1.25	238.29
2040	159.40	191.28	1.25	238.21
2045	159.39	191.27	1.25	238.20

01/09/2023 11:10:17Z AM



N
EXISTING SITE PLAN
 1" = 50'-0"



N
SITE PLAN - OVERALL
 1" = 1000'

**PROGRESS
 PRINT NOT FOR
 CONSTRUCTION**

Vance County Jail
 Vance County
 516 Breckinridge Street, Henderson, NC 27536

PROJECT NO.	06249
DATE	08/11/2023
REVISIONS	
DATE	DESCRIPTION

EXISTING SITE PLAN



N
SITE PLAN - OPTION A
1" = 50'-0"



N
SITE PLAN - OVERALL - OPTION A
1" = 1000'

MOSELEY ARCHITECTS
 6724 ARBERRY AVE., SUITE 1700, THE MEARL HOUSE AT MARLBOROUGH, SUITE 400 - CHARLOTTE, NC 28277
 PHONE: (704) 366-1300 FAX: (704) 366-1304
 MOSELEYARCHITECTS.COM

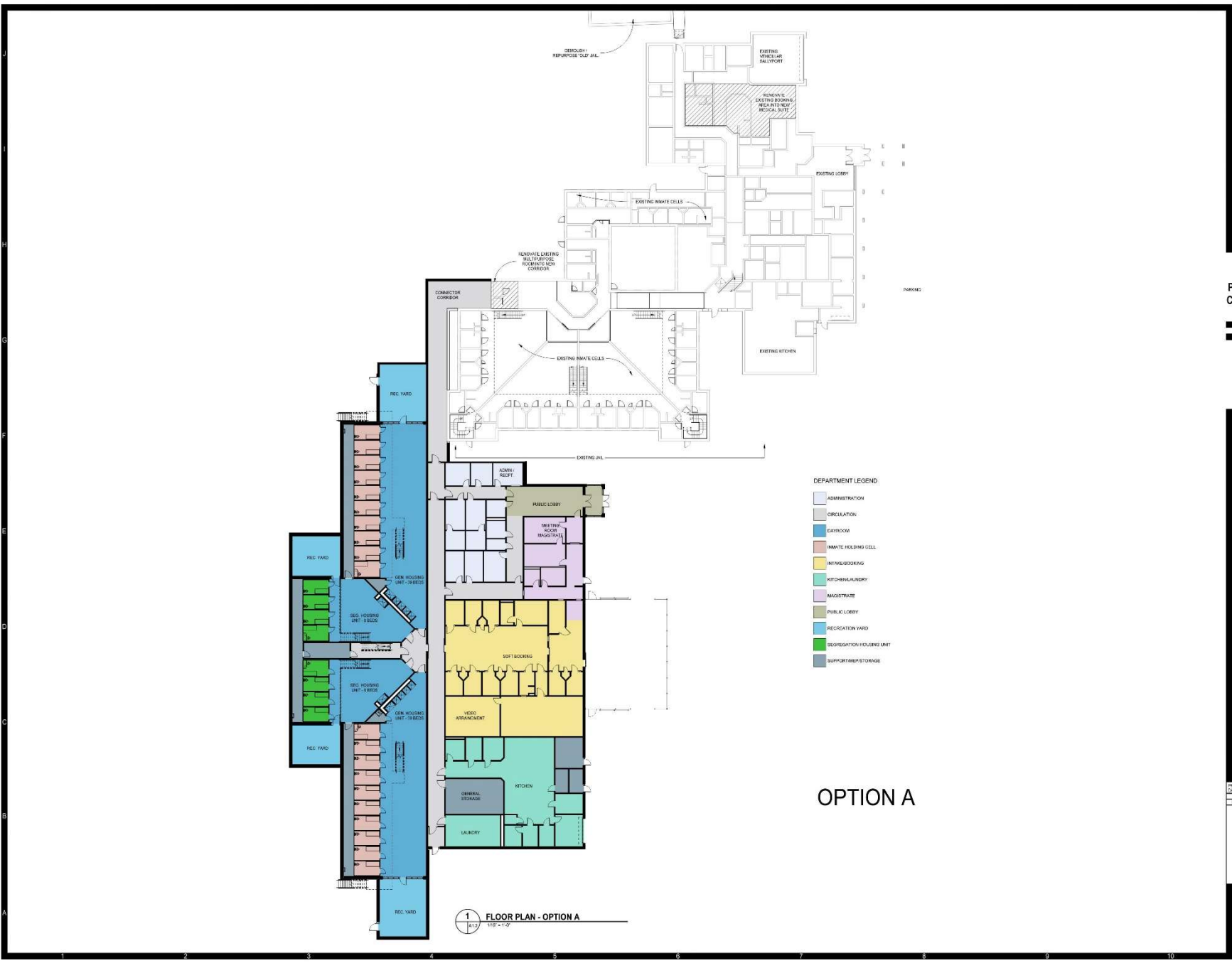
PROGRESS
 PRINT NOT FOR
 CONSTRUCTION

Vance County Jail
 592949
 Vance County
 510 Breckinridge Street, Henderson, NC 27536

PROJECT NO.	592949
DATE	APRIL 2020
REVISIONS	
DATE	DESCRIPTION

SITE PLAN - OPTION A

01/02/2023 11:10:27 AM



- DEPARTMENT LEGEND
- ADMINISTRATION
 - CIRCULATION
 - DAYROOM
 - INMATE HOLDING CELL
 - INTAKE/BOOKING
 - KITCHEN/LAUNDRY
 - MAGISTRATE
 - PUBLIC LOBBY
 - RECREATION YARD
 - SEGREGATION HOUSING UNIT
 - SUPPORT/RECEIVING

OPTION A

1 FLOOR PLAN - OPTION A
 1/12/23 1/5" = 1'-0"

MOSELEY ARCHITECTS
 2701 PARKWAY #400, WOODFORD HILL AT WALKER'S, SUITE 400, CHARLOTTE, NC 28227
 PHONE: (704) 343-0120 FAX: (704) 343-1104
 MOSELEYARCHITECTS.COM

PROGRESS
 PRINT NOT FOR
 CONSTRUCTION

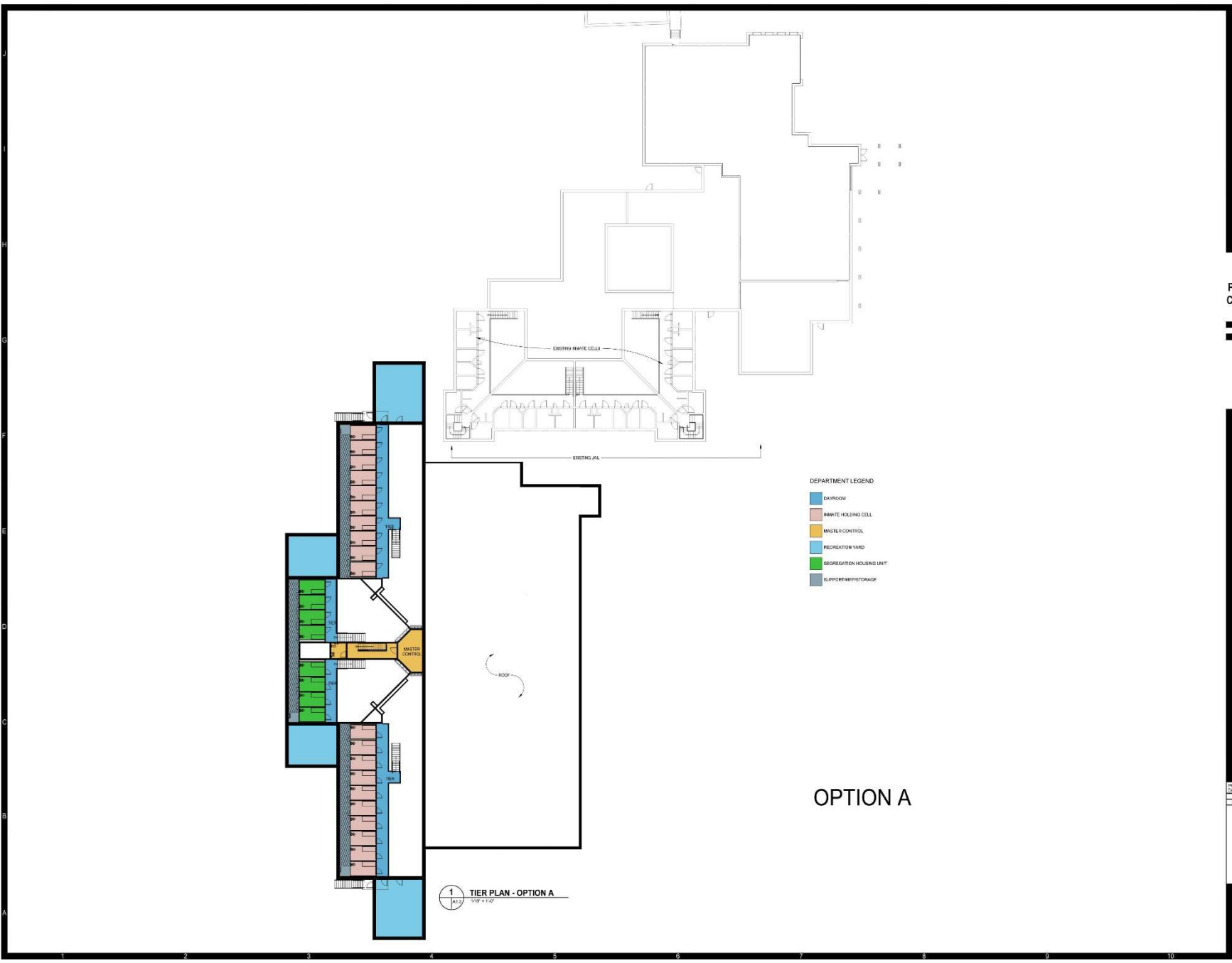
Vance County Jail
 592949
 Vance County
 516 Breckinridge Street, Henderson, NC 27536

PROJECT NO.	REVISION
592949	REVISED
	DESCRIPTION
DATE	DESCRIPTION

FLOOR PLAN - OPTION A

A1.2

01/02/2023 11:15:24 AM



1
 TIER PLAN - OPTION A
 100'-1" = 1" = 1/4"

OPTION A

- DEPARTMENT LEGEND
- DAYROOM
 - INMATE HOLDING CELL
 - MASTER CONTROL
 - RECREATION YARD
 - RECREATION HOLDING UNIT
 - SUPPORT AREA/STORAGE

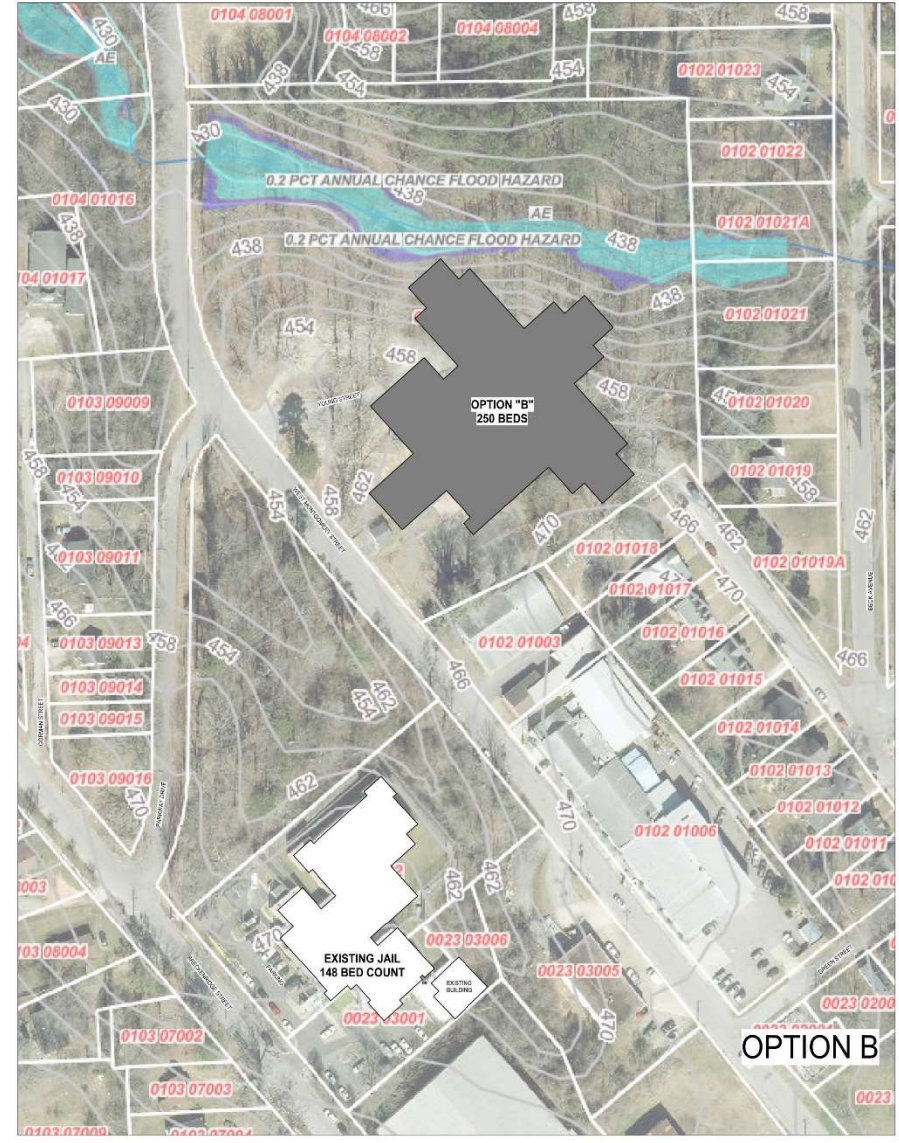
PROGRESS
 PRINT NOT FOR
 CONSTRUCTION

Vance County Jail
 592949
 Vance County
 516 Breckinridge Street, Henderson, NC 27536

PROJECT NO.	REVISION
592949	REVISED
	DESCRIPTION
DATE	DESCRIPTION

TIER PLAN - OPTION A

01/02/2023 11:32:29 AM



N
SITE PLAN - OPTION B
 1" = 80'



N
SITE PLAN - OVERALL B
 1" = 1000'

MOSELEYARCHITECTS
 2701 PARKWAY #501, WOODFORD HILL AT WAREHOUSSE, SUITE 400, CHARLOTTE, NC 28227
 PHONE: (704) 546-1070 FAX: (704) 546-1104
 MOSELEYARCHITECTS.COM

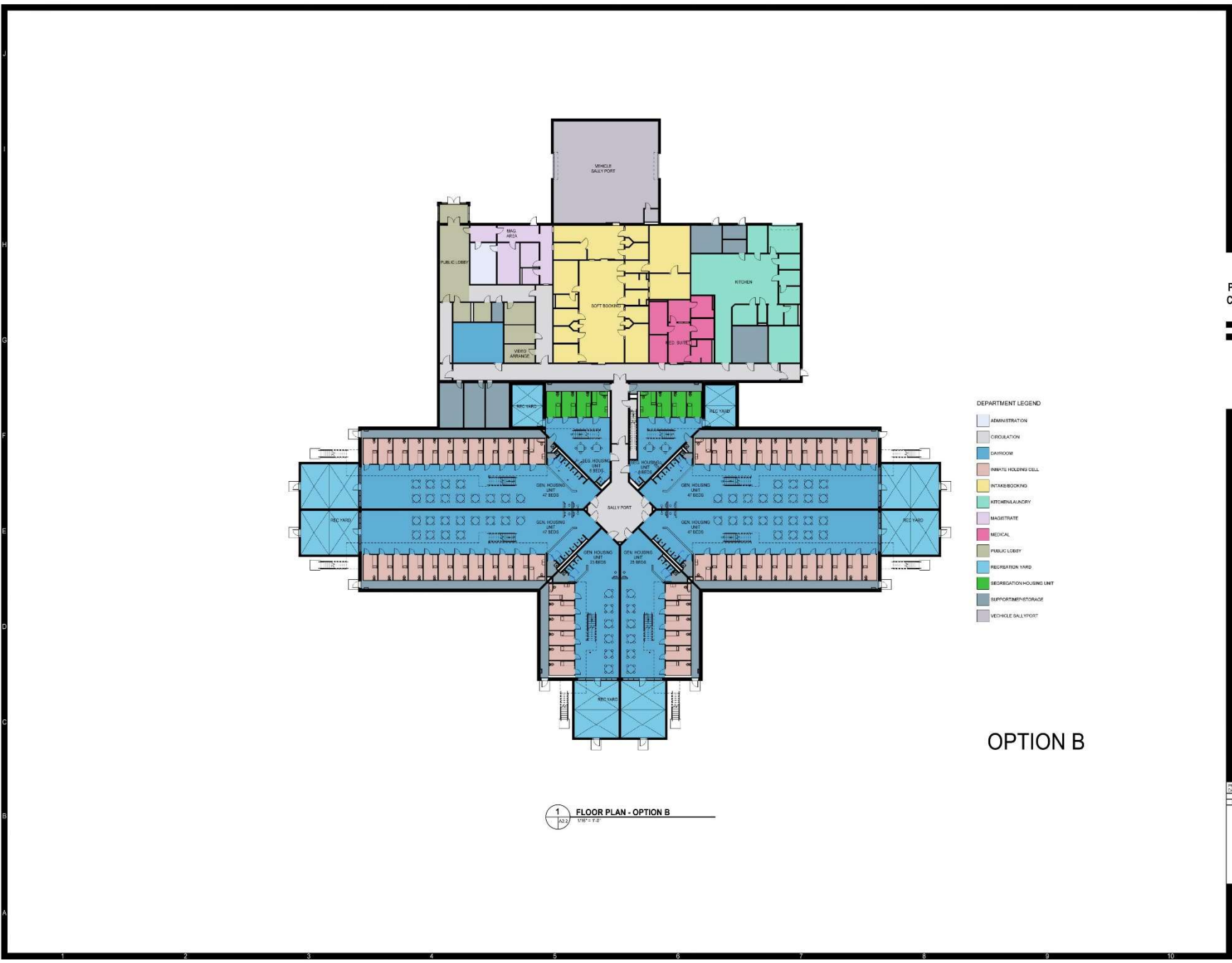
**PROGRESS
 PRINT NOT FOR
 CONSTRUCTION**

Vance County Jail
 592949
 Vance County
 516 Breckinridge Street, Henderson, NC 27536

PROJECT NO.	REVISION
592949	REVISED
	REVISIONS
DATE	DESCRIPTION

SITE PLAN - OPTION B

01/09/2023 11:13:35 AM



- DEPARTMENT LEGEND
- ADMINISTRATION
 - CIRCULATION
 - DAYROOM
 - INMATE HOLDING CELL
 - INTAKE BOOKING
 - KITCHEN/LAUNDRY
 - MAGISTRATE
 - MEDICAL
 - PUBLIC LOBBY
 - RECREATION YARD
 - RECREATION/HOUSING UNIT
 - SUPPORT/MP/STORAGE
 - VEHICLE SALLY PORT

1 FLOOR PLAN - OPTION B
1/9/23

OPTION B

MOSELEY ARCHITECTS
 8720 PARKWAY #601, WOODLAWN, NC 27584
 PHONE: (704) 842-7070 FAX: (704) 842-1104
 MOSELEYARCHITECTS.COM

PROGRESS
PRINT NOT FOR
CONSTRUCTION

Vance County Jail
 592949
 Vance County
 516 Breckinridge Street, Henderson, NC 27536

PROJECT NO.	REVISION
592949	REVISED
	DESCRIPTION
DATE	DESCRIPTION

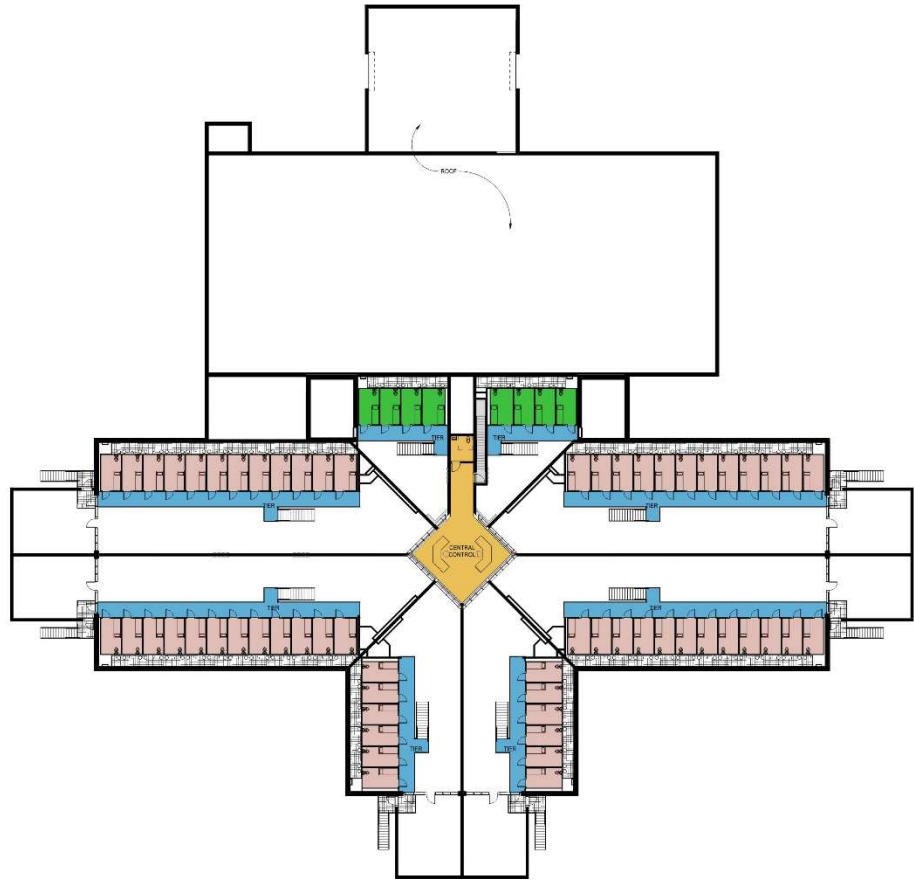
FLOOR PLAN - OPTION B

A2.2

01/02/2023 11:13:40 AM

A B C D E F G H I J

1 2 3 4 5 6 7 8 9 10



- DEPARTMENT LEGEND
- CIRCULATION
 - DAYROOM
 - PRIVATE HOLDING CELL
 - MASTER CONTROL
 - SEGREGATION HOUSING UNIT

1
1/2" = 1'-0"
TIER PLAN - OPTION B

OPTION B

MOSELEYARCHITECTS
 2714 PARKWAY #401, WOODLAWN, NC 27556
 PHONE: (704) 343-7070 FAX: (704) 343-1154
 MOSELEYARCHITECTS.COM

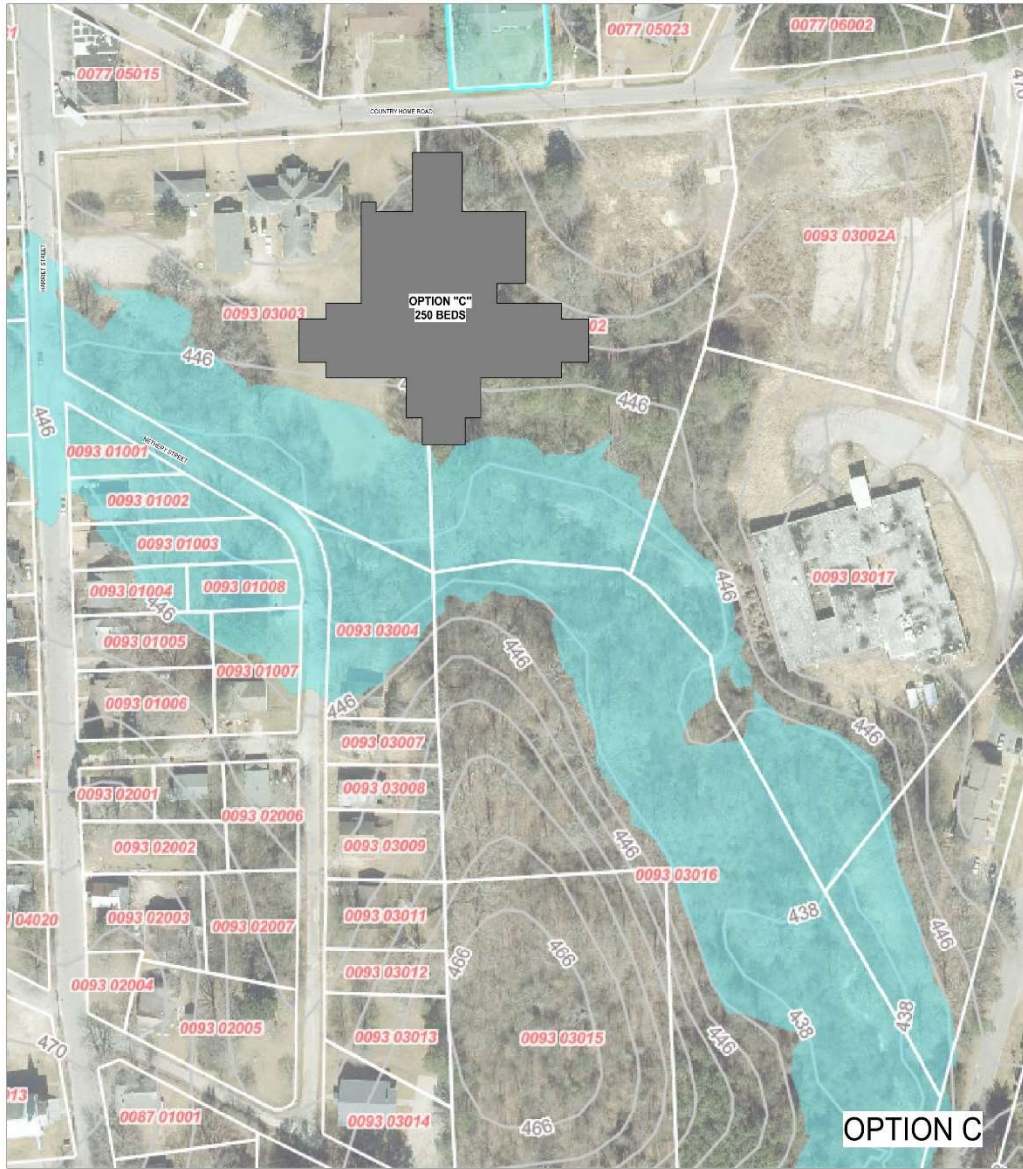
PROGRESS PRINT NOT FOR CONSTRUCTION

Vance County Jail
 592949
 Vance County
 516 Breckinridge Street, Henderson, NC 27536

PROJECT NO.	REVISION
592949	REVISED
DATE	DESCRIPTION

TIER PLAN - OPTION B

A2.3



N
SITE PLAN - OPTION C
1" = 50'-0"



N
SITE PLAN - OVERALL C
1" = 500'

MOSELEYARCHITECTS
 2716 PARKWAY #451, ROAD 17 THE HILLS AT WARMERLY, SUITE 451 - CHARLOTTE, NC 28277
 PHONE: (704) 348-1200 FAX: (704) 348-1204
 MOSELEYARCHITECTS.COM

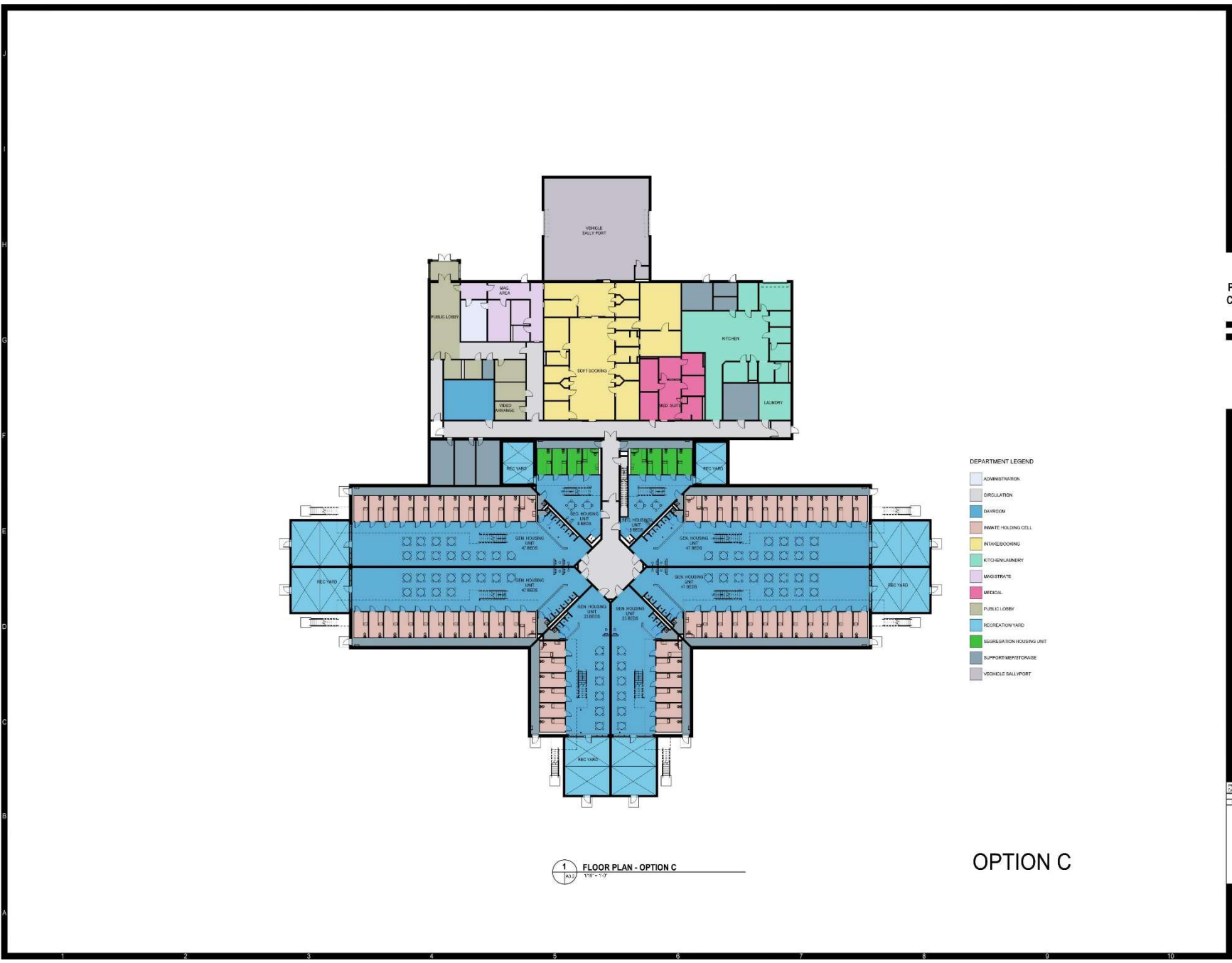
PROGRESS
 PRINT NOT FOR
 CONSTRUCTION

Vance County Jail
 592949
 Vance County
 516 Breckinridge Street, Henderson, NC 27536

PROJECT NO.	REVISION
592949	REVISED
	DESCRIPTION
DATE	DESCRIPTION

SITE PLAN - OPTION C

01/02/2023 11:13:46 AM



- DEPARTMENT LEGEND
- ADMINISTRATION
 - CIRCULATION
 - DAYROOM
 - INMATE HOLDING CELL
 - INTAKE/BOOKING
 - KITCHEN/LAUNDRY
 - MAGISTRATE
 - MEDICAL
 - PUBLIC LOBBY
 - RECREATION YARD
 - SEGREGATION HOUSING UNIT
 - SUPPORT/STORAGE
 - VEHICLE SULLY PORT

1 FLOOR PLAN - OPTION C
1/8" = 1'-0"

OPTION C

MOSELEYARCHITECTS
 2701 PARKWAY #200, WOODFIN CAMP, NC 27086
 PHONE: (704) 842-1000 FAX: (704) 842-1004
 MOSELEYARCHITECTS.COM

PROGRESS
PRINT NOT FOR
CONSTRUCTION

Vance County Jail
 592949
 Vance County
 516 Breckinridge Street, Henderson, NC 27536

PROJECT NO.	REVISION
592949	REVISED
	REVISIONS
DATE	DESCRIPTION

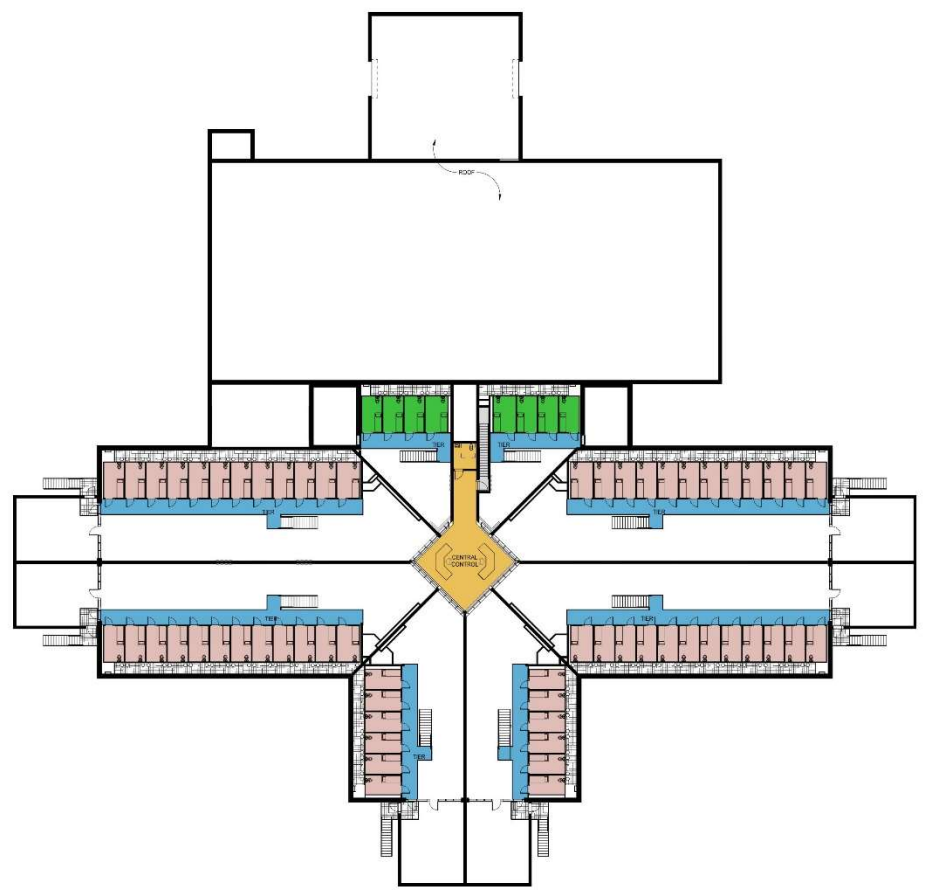
FLOOR PLAN - OPTION C

A3.2

01/02/2023 11:13:53 AM

A B C D E F G H I J

1 2 3 4 5 6 7 8 9 10



- DEPARTMENT LEGEND
- CIRCULATION
 - DAYROOM
 - INMATE HOLDING CELL
 - MASTER CONTROL
 - SEGREGATION HOUSING UNIT

1 TIER PLAN - OPTION C
1/8" = 1'-0"

OPTION C

PROGRESS PRINT NOT FOR CONSTRUCTION

Vance County Jail
 592949
 Vance County
 516 Breckinridge Street, Henderson, NC 27536

PROJECT NO.	REVISION
592949	REVISED
DATE	DESCRIPTION

TIER PLAN - OPTION C

Opinion of Probable Cost – Option A – Expansion of Existing Jail

OPINION OF PROBABLE TOTAL PROJECT COST



Client:	<u>Vance County, NC</u>	Date:	<u>May 10, 2023</u>
Project Name:	<u>Vance County New Detention Center</u>	Computed By:	<u>BJS</u>
Description:	<u>34800 SF Detention Facility OPTION A</u>	Checked By:	<u>TBD</u>
Project # 592949	<u>with 94 Bed Core and 148 Existing Beds</u>	Sheet Number:	<u>1 of 1</u>

Item No.	Description	Area	Unit	Unit Cost	Total Cost
Construction Costs					
1	New Jail Housing Construction - "conditioned" SF	15,650	SF	\$575.00	\$8,998,750.00
2	New "Core" Construction - "conditioned" SF	16,000	SF	\$525.00	\$8,400,000.00
3	New Jail Control Room Construction - "conditioned" SF	550	SF	\$575.00	\$316,250.00
4	Vehicle Sallyport	0	SF	\$400.00	\$0.00
5	Outdoor Recreation Yards	2,600	SF	\$375.00	\$975,000.00
6	Existing Building Renovations / Security Systems integration	N/A	N/A	lump sum est.	\$5,291,945.00
7	Site Development / Demolition	N/A	N/A	lump sum est.	\$1,000,000.00
8	Parcel Purchase from Henderson	N/A	N/A	lump sum est.	\$105,000.00
9	Construction / Design Contingency	N/A	%	5.00%	\$1,254,347.25
10	Cost Escalation Contingency (12 months)	N/A	%	5.00%	\$1,317,064.61
	Subtotal				\$27,658,356.86
	Estimated Construction Cost - Building and Sitework	34,800	SF	\$794.78	\$27,658,356.86
Project Costs					
1	Fixtures, Furnishings & Equipment (FF&E of finished space)	N/A	%	2.00%	\$553,167.14
2	Site and Construction Testing	N/A	%	1.00%	\$276,583.57
3	Misc. Fees / Costs	N/A	%	10.00%	\$2,765,835.69
	Subtotal				\$3,595,586.39
	"RADIAL" CONCEPT - Single Floor Operational Design				
	TOTAL ESTIMATED PROJECT BUDGET - 94 beds				\$31,253,943.25
Notes:					
4 Housing units - single level operation, 'rear' chases					
Radial Concept with Elevated Control Room					
Housing units to consist of:					
2 - General Population Units - 39 beds each					
2 - Segregation Units - 8 beds each					

Opinion of Probable Cost – Option B & C – Full Replacement

OPINION OF PROBABLE TOTAL PROJECT COST



Client: Vance County, NC Date: May 16, 2023
 Project Name: Vance County New Detention Center Computed By: BJS
 Description: 59,500 SF Detention Facility OPTION B Checked By: TBD
 Project # 592949 with 250 Beds Sheet Number: 1 of 1

Item No.	Description	Area	Unit	Unit Cost	Total Cost
Construction Costs					
1	New Jail Housing Construction - "conditioned" SF	36,050	SF	\$575.00	\$20,728,750.00
2	New "Core" Construction - "conditioned" SF	15,000	SF	\$525.00	\$7,875,000.00
3	New Jail Control Room Construction - "conditioned" SF	800	SF	\$575.00	\$460,000.00
4	Vehicle Sallyport	2,750	SF	\$375.00	\$1,031,250.00
5	Outdoor Recreation Yards	4,900	SF	\$400.00	\$1,960,000.00
6	Site Development / Demolition	N/A	N/A	lump sum est.	\$2,000,000.00
7	Parcel Purchase from Henderson	N/A	N/A	lump sum est.	\$105,000.00
8	Construction / Design Contingency	N/A	%	5.00%	\$1,708,000.00
9	Cost Escalation Contingency (12 months)	N/A	%	5.00%	\$1,793,400.00
	Subtotal				\$37,661,400.00
	Estimated Construction Cost - Building and Sitework	59,500	SF	\$632.96	\$37,661,400.00
Project Costs					
1	Fixtures, Furnishings & Equipment (FF&E of finished space)	N/A	%	2.00%	\$753,228.00
2	Site and Construction Testing	N/A	%	1.00%	\$376,614.00
3	Misc. Fees / Costs	N/A	%	10.00%	\$3,766,140.00
	Subtotal				\$4,895,982.00
	"RADIAL" CONCEPT - Single Floor Operational Design				
	TOTAL ESTIMATED PROJECT BUDGET - 250 beds				\$42,557,382.00
	Notes:				
	8 Housing units - single level operation, 'rear' chases				
	Radial Concept with Elevated Control Room				
	Housing units to consist of:				
	4 - General Population Units - 47 beds each				
	2 - General Population Units - 23 beds each				
	2 - Segregation Units - 8 beds each				

Conclusions and Recommendations

- **Based on the projections utilizing the admission rate of 565.8 per 10,000 of county population, a total of 238 to 443 beds with a 300 to 500 bed core is recommended. This depends on how the inmate population is managed and if the ALOS is able to be reduced.**
 - **The core would consist of support areas such as kitchen, laundry, booking/intake, and inmate property storage which are very difficult to expand without interrupting operations.**
 - **This overall size would be required to meet the classification and peaking requirements through the year 2045.**
 - **Should jail use increase significantly or if the county grows faster than state projections suggest, jail bed space needs could grow at a much higher rate.**
 - **Another factor is the potential change in state sentencing laws, which also could impact jail population.**
- **The identified bed type to aid in proper classification as required by state standards should be 90% in 2-man occupancy cells and 10% in single restrictive housing type.**
 - **The actual bed count per unit will be more defined during the design phase.**

Conclusions and Recommendations

- **Recommendations would be most important to:**
 - **Reduce the average length of stay.**
 - **Provide more cell type housing.**
 - **Improve sight lines.**
 - **Make maintenance repairs as noted in the state jail inspection.**
 - **Implement an inmate classification plan.**
 - **Improve security electronics.**
 - **Consolidate control rooms to provide for more efficient operations.**
 - **Save on man hours.**



Questions?