



**BRENNAN ARCHITECTS LLC**  
Urban Design • Architecture • Interiors

February 2, 2010

Mr. John Abbott, Buyer  
Purchasing Division  
Building 15  
2019 Washington Street, East  
Charleston, WV 25305-0130

**Re: RFQ# COR61447: Division of Corrections Work Release/Training Center**

Dear Mr. Abbott:

We are pleased to present our Expression of Interest to provide Architectural Services for the Division of Corrections Work Release/Training Center Program. Our team offers the Division of Corrections a unique combination of strengths and services:

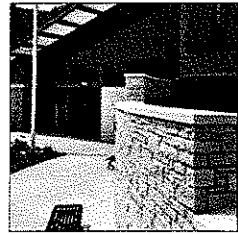
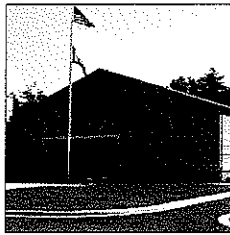
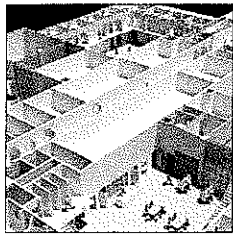
- Local firms with experience on West Virginia detention facility projects
- The ability to serve the Division of Corrections immediately, 24/7
- Design concentration in detention/criminal justice facilities
- Engineering experience in renovation and new construction of detention facilities
- Experience using energy-efficient practices and materials to reduce long-term operating costs
- Integrated Practice: one firm that provides design, construction and detention facility operations expertise

Brennan Architects will provide leadership to our team as we serve the Division of Corrections in this multi-project program. We are the architectural arm of The Brennan Group, which, in addition to design, provides construction management and detention facility operations expertise to clients throughout the region. Our ability to incorporate operational knowledge into our designs means that the finished building becomes more than simply a structure to house or hold inmates. The buildings we design allow your staff to work more efficiently and effectively. The environment in our facilities promotes professionalism, and, therefore, improves staff retention. The layout and lines of sight we devise reduce the number of personnel necessary to operate the facility. The technology we favor improves safety and security for your staff. The responsible materials and building systems we recommend use the least amount of resources, which promises that your investment will be prudent for the long-term.

We will use all of the expertise of our firm and our team to meet the demands of the Work Release/Training Centers program in West Virginia. Please do not hesitate to contact me with any questions you may have.

Sincerely,

James Brennan, AIA



## Expression of Interest

COR61447

West Virginia

Division of Corrections

# Work Release/Training Center

February 2010

RECEIVED

2010 FEB -1 A 10: 41

COMPLAINTS DIVISION  
STATE OF WV



**BRENNAN ARCHITECTS<sup>LLC</sup>**  
Urban Design ♦ Architecture ♦ Interiors

**Baker**  
Michael Baker Jr., Inc.

**MOMENT**  
engineers, inc.

CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON



"I can best sum it up by saying that **they focus on the project**. Most firms don't understand what this means or how important it is, but they understand how critical it is at the Brennan Group.

Projects of any magnitude will have issues that arise, things that need to be addressed or fixed or changed.

It's the nature of the beast. The difference with The Brennan Group is that they focus on the project, the success of the project, not on themselves, their image, or their individual egos.

What I haven't seen very often in the thirty years I've been doing this is a design or construction firm working so quickly, so readily, or so conscientiously on behalf of the owner and the success of the project. **That's what matters to them: the success of the project.**"

Gary Watson  
Director of Construction and Maintenance  
Horry County, South Carolina

#### COLUMBIA

1233 Washington Street  
Suite 500  
Columbia, SC 29201

Telephone: 803-788-7717  
Fax: 803-788-7671

Contact: Jim Brennan, AIA  
jbrennan@brennansc.com

#### CHARLOTTE

1300 South Mint Street  
Suite 410  
Charlotte, NC 28203

Telephone: 803-788-7717  
Fax: 803-788-7671

#### MONTGOMERY

300 Water Street  
Montgomery, AL 36104

Telephone: 803-788-7717  
Fax: 803-788-7671

#### LONDON

8 Albert Studios  
Albert Bridge Road  
London  
SW11 4QD

Telephone: 0 207 223 0100  
Fax: 0207 223 0181

#### RINGWOOD

22 Pullman Business Park  
Pullman Way  
Ringwood, Hampshire BH24 1EX

Telephone: 44 4 25485234  
Fax: 44 14 25482882

# Table of Contents






<b>4.2.1. Experience</b>	<b>1</b>
<ul style="list-style-type: none"><li>• Team Profile</li><li>• Efficiency in Design: Approach to Design and Operations</li><li>• Relevant Experience in Design &amp; Construction</li></ul>	
<b>4.2.2 Staff and Resources</b>	<b>23</b>
<ul style="list-style-type: none"><li>• Key Personnel and Resumes</li></ul>	
<b>4.2.3 Construction Management</b>	<b>34</b>
<ul style="list-style-type: none"><li>• Technical Services</li><li>• Document Quality Control</li><li>• Time and Quality Management</li></ul>	

## 4.2.1. Experience



The Brennan Architects team for the West Virginia Division of Corrections Work Release /Training Center project consists of the following firms:

 <b>BRENNAN ARCHITECTS, LLC</b> Urban Design • Architecture • Interiors  Planning, Design, Construction Management	 <b>Baker</b> Michael Baker Jr., Inc.  MEP/Civil Engineering/ Architecture	 <b>MOMENT</b> engineers, inc.  Structural Engineering
---	--	---

Our team offers the following advantages:

- Local firms with experience on West Virginia detention facility projects
- The ability to serve the Division of Corrections immediately, 24/7
- Design concentration in detention/criminal justice facilities
- Engineering experience in renovation and new construction of detention facilities in West Virginia
- Experience using energy-efficient practices and materials to reduce long-term operating costs
- Integrated Practice: one firm that provides design, construction, and detention facility operations expertise



**BRENNAN ARCHITECTS, LLC**  
Urban Design • Architecture • Interiors

### **Brennan Architects, LLC/The Brennan Group, LLC Planning, Design, Construction Management**

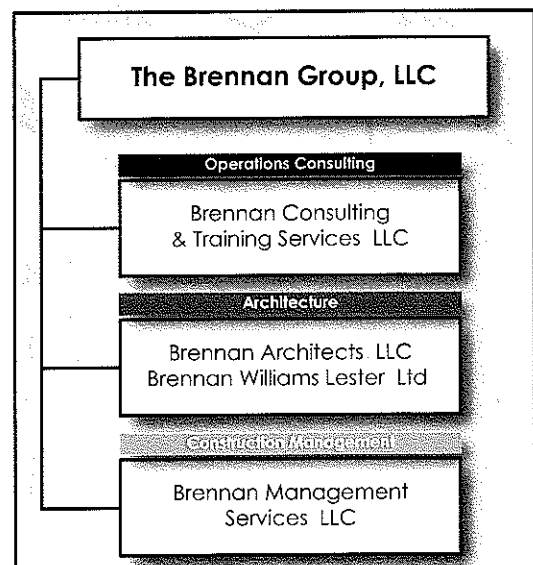
Brennan Associates, Inc., now Brennan Architects, LLC, was founded in South Carolina in 1992 by Jim Brennan, who brought his lengthy experience as Managing Partner of a large architecture practice to this new venture. Since that time, we have devoted our

efforts exclusively to the planning and design of criminal justice facilities, including jails, law enforcement centers, prisons, and other government buildings.

Brennan Architects works closely with clients to define a program that balances functionality, practicality, and aesthetic possibility. This collaborative approach results in intelligent designs that truly respond to the community's needs.

We have successfully served clients throughout the Southeast, in other regions of the U.S., and overseas.

Brennan Architects is the design arm of a much larger organization, The Brennan Group, LLC, which provides detention facility operations consulting and construction management, in addition to full-service architectural design.



# Team Profile



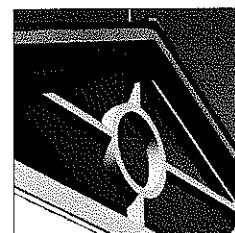
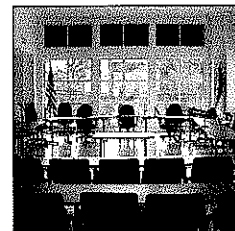
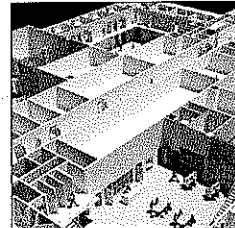
The Brennan Group's commitment to rigorous analysis and the development of options, our comprehensive knowledge of facility operations, and our unwavering advocacy for the client's best interests have made us the choice of state and local governments with complex criminal justice addition, expansion, or new construction programs on their dockets.

The Brennan Group offers tremendous resources under one roof:

- The depth of a firm with work currently under construction or in the preconstruction phase
- Offices in the United States and two locations in the UK that allow us to serve clients readily, regardless of project location or time of day
- The capacity to call upon operations, design, and construction professionals and a network of specialty consultants that are critical to the specialized nature of the projects we build
- An outstanding technical services team that provides estimating, scheduling, logistics, constructability, and value analysis
- The strength of a well-established organization with a history of repeat work

Projects completed by the firm or by individuals proposed as Key Personnel on this project include:

- **J. Reuben Long Detention Center** / Conway, South Carolina
- **Onslow County Justice Complex** / Jacksonville, North Carolina
- **Pitt County Detention Center** / Greenville, North Carolina
- **Lenoir County Detention Center** / Kinston, North Carolina
- **Pamlico County Law Enforcement Center** / Bayboro, North Carolina
- **Greene County Justice Center** / Snow Hill, North Carolina
- **Central Regional Jail** / Braxton County, West Virginia
- **South Central Regional Jail** / Kanawha County, West Virginia
- **Northern Regional Jail & Correctional Facility** / Marshall County, West Virginia
- **Northern Regional Jail & C.F. Prison Industries /Vocational Education Building** / Marshall County, West Virginia
- **Southern Regional Jail** / Raleigh County, West Virginia
- **Eastern Regional Jail** / Berkeley County, West Virginia
- **Potomac Highlands Regional Jail** / Hampshire County, West Virginia
- **Southwestern Regional Jail** / Logan County, West Virginia
- **North Central Regional Jail** / Doddridge County, West Virginia
- **J.M. "Chick" Buckbee Regional Juvenile Center** / Hampshire County, West Virginia
- **James H. "Tiger" Morton Regional Juvenile Center** / Kanawha County, West Virginia
- **Robert L. Shell Regional Juvenile Center** / Cabell County, West Virginia
- **Gene Spadoro Regional Juvenile Center** / Fayette County, West Virginia





## Baker

Michael Baker Jr., Inc.

### Michael Baker, Jr., Inc.

#### MEP/Civil Engineering/Architecture

The Michael Baker Corporation was founded in 1940 as a civil engineering and surveying firm. Today, Michael Baker Corporation (Baker) is one of the largest professional service firms and consistently ranks among the top 10% of U.S. engineering practices in *Engineering News Record's* listing. During the 1980s, Baker expanded its core engineering capabilities and now offers a full range of design, build, and operate services to meet our clients' needs.

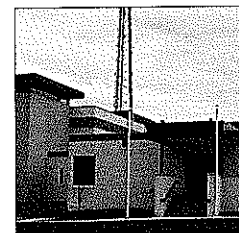
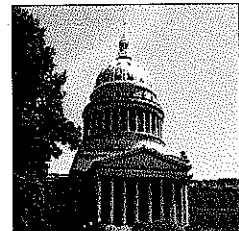
Baker employs nearly 5,000 professional employees in the United States and abroad, and serves the Buildings, Civil, Environmental, Transportation, and Energy markets. Our core belief is that project challenges are not obstacles, but rather, invitations to innovate. By consistently solving our clients' most complex problems we have evolved into a leading engineering and energy management firm.

Baker is at the forefront of major projects related to infrastructure, energy, and the environment, continuing its tradition of providing quality services and its role in shaping tomorrow's world.

Baker provides program and construction management, planning, architecture, and engineering design for corrections, educational, commercial, industrial, aviation, and institutional facilities. The group's expertise includes complete facility construction, from design through facility asset management.

Representative projects completed by the firm or by individuals proposed as Key Personnel on this project include:

- **North Central Regional Juvenile Detention Center** / Parkersburg, West Virginia
- **Sam Perdue Juvenile Detention Center** / Princeton, West Virginia
- **ADA Compliance Studies** / Beckley, West Virginia
- **Alderson Women's Dormitory** / Alderson, West Virginia
- **Beaver County Jail** / Aliquippa, Pennsylvania
- **Prison Planning Study U.S. Naval Base** / Guantanamo Bay, Cuba
- **State Correctional Institution** / Cresson, Pennsylvania
- **Youth Correctional Facility** / Marienville, Pennsylvania
- **Juvenile Detention Centers** / Multiple locations
- **WV University** / Open End A/E/CM Services
- **State Capitol Complex Master Plan / Restroom Renovations**
- **Charleston Armory HVAC & Architectural Improvements** / Charleston, West Virginia



# Team Profile



## **Moment Engineering, Inc.** **Structural Engineering**

Moment Engineers, Inc. is West Virginia-based professional consulting firm specializing in structural engineering. The firm serves the architectural and construction communities throughout the Appalachian region.

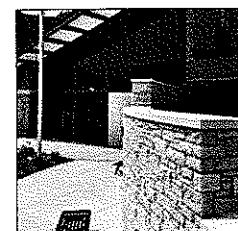
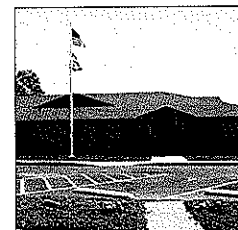
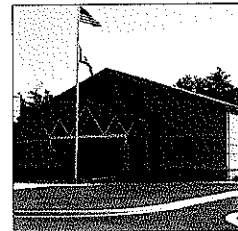
Moment Engineers was founded by Douglas Richardson who remains personally involved in every project awarded to the firm. Over the last decade, Mr. Richardson has had sole responsibility for the structural engineering design of more than 5 million square feet of built space and has designed projects in 40 of the 55 counties in West Virginia. The construction costs of these projects exceeded a half billion dollars. His experience is invaluable in providing the technical expertise and creative flexibility to deliver results in a prompt and reliable manner.

Mr. Richardson has provided the structural engineering and design for several facilities for the West Virginia Regional Jail and Correctional Facilities Authority. These range from staff secured Juvenile Centers to a medium and maximum security Correctional Center for Women. The facilities total nearly 1 million square feet of built space.

His experience also includes the structural engineering for a 500-bed dormitory at the historic Alderson Federal Prison Camp for Women, which is operated by the U.S. Federal Bureau of Prisons. The structural systems utilized include steel frames, reinforced concrete, precast concrete, reinforced masonry, load bearing cold-formed steel studs, and long span steel joists.

Moment Engineering's West Virginia work in corrections, institutional, and educational projects includes:

- **Alderson Federal Prison Dormitory** / Alderson, West Virginia
- **Lakin Dormitory & Industries** / West Columbia, West Virginia
- **Judge Donald F. Black Courthouse Annex** / Parkersburg, West Virginia
- **Southwestern Regional Jail** / Holden, West Virginia
- **Eastern Regional Jail** / Martinsburg, West Virginia
- **North Central Regional Jail** / Greenwood, West Virginia
- **Potomac Highlands Regional Jail** / Augusta, West Virginia
- **Tygart Valley Regional Jail** / Bellington, West Virginia
- **Western Regional Jail** / Barboursville, West Virginia
- **Lakin Correctional Center** / West Columbia, West Virginia
- **James H. "Tiger" Morton Juvenile Center** / Dunbar, West Virginia
- **Vicki V. Douglas Juvenile Center** / Martinsburg, West Virginia
- **J. M. "Chick" Buckbee Juvenile Center** / Augusta, West Virginia
- **Gene Spadaro Juvenile Center** / Barboursville, West Virginia
- **Camp Dawson - Regional Training Institute** / Kingwood, West Virginia





# Team Profile



Together, the three firms on the Brennan Architects team will provide all services in the four facility Work Release/Training Center program for the West Virginia Division of Corrections. The following pages describe our approach to detention facility design, our commitment to the use of energy-efficient materials and methods, and the critical role of detention operations expertise in the development of functional, efficient, and secure facilities.

In all aspects of this program, we believe our team offers the West Virginia Division of Corrections the very best investment.

# Efficiency in Design



The following pages describe how our approach to design ensures efficiency and, therefore, reduces the costs to build and operate the detention facility projects awarded to us.

## Design Expertise

### ■ Design, Construction, and Operations Expertise from One Source

Professionals from each discipline in The Brennan Group—design, construction, operations consulting—contribute to each project awarded to the firm. We work as a single team from the start, teasing out how to answer your needs, how to develop a design that is both functional and aesthetically pleasing. We analyze and address issues together. We build together. We use the expertise that each discipline brings to improve the project, stretch the budget, shorten the schedule, work better, faster, smarter.

This integrated team and process more fully serves our clients' interests. It eliminates the communication problems and antagonisms that typically slow design and construction programs. It provides both time and room for the development of creative, cost-saving approaches that benefit our client.

### ■ Wide Range of Criminal Justice Design Experience

The Brennan Group offers expertise in detention facility planning, design, construction and operations that comes from decades in the criminal justice sector. In addition to design and construction professionals, we employ former Jail Administrators, law enforcement professionals, risk managers, National Institute of Corrections experts, detention and court personnel—individuals with actual experience working in prisons, jails, and detention facilities.

Our combined portfolio includes challenging assignments for a wide range of clients, among them:

- West Virginia Regional Jail & Correctional Facility Authority
- Federal Bureau of Prisons
- South Carolina Dept. of Corrections and SC Dept. of Juvenile Justice
- Arkansas Department of Correction
- Virginia Department of Corrections
- Her Majesty's Prison Service/United Kingdom
- The Republic of South Africa/Department of Public Works
- Local governments throughout North and South Carolina, Virginia, Georgia, Florida, and Mississippi

### ■ Operations-Based Design

Correctional projects that succeed and remain cost-effective investments require designs that derive from a thorough understanding of how personnel need to function now and in a new or renovated space. Brennan Architects devotes the time necessary to gathering information about how staff function currently, their mission and responsibilities, how the workload may change or expand in a new or renovated facility, and how personnel believe processes could be improved by a more responsive design.

In instances where a space needs study contains valuable preliminary information, the Brennan Architects team confers with facility personnel regarding the findings in the study, considers options, contributes recommendations, and offers suggestions.



regarding improvements that may shorten the project schedule or save project dollars.

In addition to gathering and analyzing information regarding facility operations, we devote considerable time during the project planning phase to evaluating the type, cost, and availability of security systems, emergency services electronics, and other items that are particular and specific to correctional facilities. This planning ensures that our clients use their limited dollars in the most cost-effective manner and install security systems that ensure the safety of facility personnel and the public.

Ultimately, we take what we learn about how the facility functions and convert that knowledge into designs that capture the spirit, detail, and demands of the client's program. The design options we develop are informed by and grounded in a thorough understanding of how the facility will be used and the most efficient and secure organization of the physical space.

## ■ **Energy Efficiency and Sustainability in Correctional Facility Design**

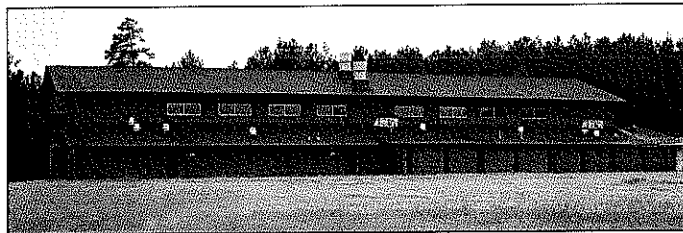
Brennan Architects--along with the operations and construction branches that compose The Brennan Group--focuses on providing economical, efficient, and environmentally-friendly facilities wherever and whenever it is feasible and beneficial. Though formal programs such as LEED can be cost prohibitive in many local detention facilities, The Brennan Group evaluates each project for efficiency opportunities that make sense for our client.

Examples of such efforts include the following:

- **Horry County Sheriff's Office/  
J. Reuben Long Detention Center Renovation and Expansion**

Conway, South Carolina

Brennan Architects researched and implemented the only large installation of a facility-wide vacuum plumbing system on the East Coast. This installation will reduce water consumption by approximately 70%, resulting in substantial cost savings to Horry County, not only in water conservation but also in associated life-cycle costs like regular maintenance and repairs.



- **Onslow County Justice Complex**

Jacksonville, North Carolina

Brennan Architects worked with Onslow County to implement cost saving measures through a Green Initiative offered to county governments. The installation of an energy-efficient lighting system will reduce monthly energy consumption and the need for bulb replacement.

- Brennan Architects looks for opportunities to build efficiency into projects awarded to us, especially during the design and bidding phases. Brennan Architects, in conjunction with Brennan Management Services, designs bidding strategies to maximize local labor, subcontractor, and materials supplier participation. We

# Efficiency in Design



achieve savings for our client through lower transportation costs, we promote the local economy, and we demonstrate our commitment to environmentally-friendly and responsible practices. This approach does not involve the high costs associated with LEED participation, but achieves the same end and delivers important savings to our client. We used this approach at the following projects:

- **Lenoir County Detention Center**  
Kinston, North Carolina
- **Pitt County Detention Center**  
Greenville, North Carolina
- **Onslow County Justice Complex**  
Jacksonville, North Carolina
- **J. Reuben Long Detention Center  
Renovation and Expansion  
Tower, Administration and Kitchen  
Buildings**  
Conway, South Carolina



## ■ Experience with LEED Certification Process

Members of the Brennan Architects design team have experience working on LEED projects prior to joining The Brennan Group. In addition, each of the mechanical, electrical, and plumbing engineers that Brennan Architects teams with have extensive LEED experience and LEED-AP professionals on staff.

Brennan Architects is quite familiar with LEED certifications, the requirements for the various levels of LEED recognition, and the documentation that LEED certification involves.

Our experience with local governments pursuing detention facility projects has been that, once the costs involved in LEED certification have been considered, our clients elect to use the efficiency strategies and environmentally conscientious solutions that we employ routinely. This approach does not involve the high costs associated with LEED participation, but achieves the same end and delivers important savings to our client.

## ■ Whole Building Energy Analysis

Brennan Architects works closely with our team of Mechanical and Electrical engineers to evaluate the efficiency of the facility at the Schematic, Design Development, and Construction Documents phases. All energy compliance studies ensure that national and state energy codes are met and exceeded where practicable. Specific software used to complete the energy studies and life-cycle costs analyses vary by the consulting engineer contracted for each specific project.



## ■ Collaboration

We regard client involvement and the participation of committees or representatives from the various groups that will occupy the finished building as critical to the success of any complex building program.

We ensure communication and the client's involvement by calling and conducting a series of work sessions that begin in the earliest stages of the construction program and continue through the construction and building transition/activation phases of each project awarded to us.

The initial meeting allows us to gather the information we need to move forward. In that first meeting, we:

- Reiterate and clarify the desired scope of the design and construction program and review the timeline
- Identify key personnel for Brennan Architects to contact and consult
- Prioritize or establish the sequence, if any, of services to perform
- Gather raw data from the client or facility representatives regarding building use, optimization, staffing analyses, and any other relevant information
- Discuss and resolve any logistical issues, including future meeting schedules, presentations, requests and requirements, etc.

These work sessions occur at regular intervals during all phases of the project and include members of the client's staff and the full project team. At each meeting, we review the program to date, discuss open items, consider program options and alternatives, discuss possible courses of action to remedy or address issues, and present information for approval by the client and project team.

This approach promotes a collegial atmosphere before and during construction, and emphasizes our interest in and commitment to a clear, orderly, and consistent process.

## Operations Expertise

Brennan Consulting & Training Services, the operations consulting arm of The Brennan Group, is one of the few firms in the industry that employs professionals with *actual* experience managing staff in and operating detention facilities.

Todd Davis, our Operations Specialist, has experience in jails at every level, from line officer to mid-level supervisor to Administrator. He has been a certified Detention Officer since 1991, and knows the workload and issues that detention center managers face everyday.

Our ability to incorporate this operational knowledge into our designs means that the finished building becomes more than simply a structure to house inmates or provide space for law enforcement personnel.

- The buildings we design allow your staff to work more efficiently and effectively.
- The environment in our facilities promotes professionalism, and, therefore, improves staff retention.



# Efficiency in Design



- The layout and lines of sight we devise reduce the number of personnel necessary to operate the facility.
- The technology we favor improves safety and security for your staff.
- The responsible materials and building systems we recommend use the least amount of resources, which promises that your investment will be prudent for the long-term.

As one of our clients put it recently, the building becomes a tool if it's designed with the knowledge we bring to the table. And that knowledge makes a world of difference.

Our Operations capabilities include the following:

## ■ Inmate Population Forecasts

Our objective is to serve as our client's advocate by providing the most sophisticated technical approach and tools.

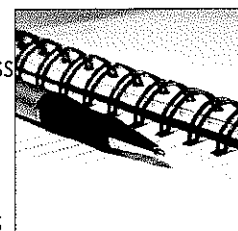
We analyze all case activity during a one- to two-year period in a Needs Analysis, rather than basing our conclusions on random samplings like numbers from one week of each quarter in a one-year period.

The method we use allows us to derive a more accurate picture of long-term need, which, in turn, arms our clients with the information necessary to make informed decisions regarding capital expenditures and operating budgets for the next 20 to 25 years.

## ■ Review of Conditions in the Context of Population Trends

Our studies provide local governments and agencies with information that clarifies whether facilities can accommodate the identified population trends. We:

- Provide an assessment as to how inmate population changes will effect operations in the facility.
- Evaluate whether the facility can appropriately separate classified populations.
- Determine whether adequate space exists for peaking factors.
- Consider whether the facility can accommodate the anticipated bed capacity and whether support services can meet that projected population.
- Determine whether administrative areas will allow officers to process and move offenders quickly and efficiently as the inmate population changes.



## ■ Staffing Analyses

We provide staffing analyses that identify deficiencies or redundancies in personnel, and codify responsibilities during shifts to standardize operations.

We use the latest methodologies developed and employed by the National Institute of Corrections to project long-term staffing requirements, which allows us to provide clients with a detailed picture of both short- and long-term demands.

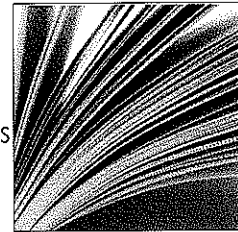
Our analyses often reveal opportunities to assign staff more efficiently and use limited



resources more effectively so that existing staff can devote themselves more fully to tasks that demand their skills and training.

## ■ **Expertise in Risk & Liability Management**

The Policies and Procedures Manuals that we write address the corrections needs of the specific institution and community in question. They incorporate applicable and current statutes, regulations, case law, and common practice, and are firmly grounded in ACA Standards and ICE Standards, if applicable or indicated.

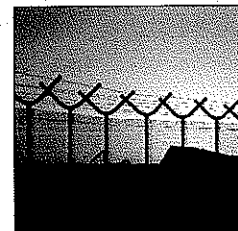


These Policies and Procedures Manuals give administrators the most effective tool to cut costs, operate more efficiently, and reduce the likelihood of litigation. Our manuals also contribute to a more structured and pleasant working environment, which delivers its own benefit: staff retention.

## ■ **Knowledge of Minimum Standards for Detention Facilities**

The Brennan Group is one of the very few firms that offers expertise in and a comprehensive knowledge of Minimum Standards for state and local government detention agencies. Ms. Laurie Gibbs, Brennan Consulting & Training Service's Standards Compliance Specialist, offers expertise from more than two decades in both prison and local government detention systems.

- Ms. Gibbs is a veteran of the South Carolina Department of Corrections where she was responsible for monitoring and ensuring compliance with Minimum Standards in every one of the State's Work Release facilities, and minimum, medium, or medium-maximum security prisons, including death row and lock-up.
- Ms. Gibbs also served as Executive Assistant for Legal Settlements and Compliance, where, as Monitor for a Federal Class Action Consent Decree, she worked with the South Carolina Department of Corrections to comply with more than 400 requirements, standards, and federal mandates; the Consent Decree was fully executed and closed within eight years.
- As Division Director, Policy Development, Ms. Gibbs was responsible for the development and implementation of a system-wide Policies and Procedures Manual for the entire South Carolina Department of Corrections. The 33 State-level prisons and work release centers had been operating with individual policy manuals for each prison, which resulted in inconsistent management and operational processes across the system.



## Relevant Experience



The following pages contain descriptions of projects that address our team's capabilities in the planning, design, engineering, and construction management of criminal justice facilities and projects for public sector organizations.

We have also included a select list of feasibility studies, needs analyses, and master planning assignments for local government clients that demonstrates our command of the issues facing the West Virginia Division of Corrections.



# Special Needs Unit

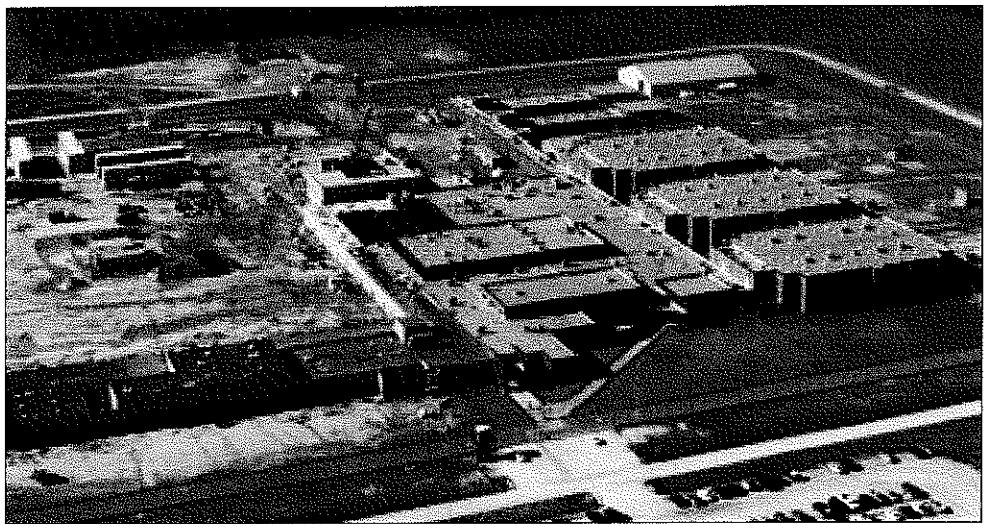
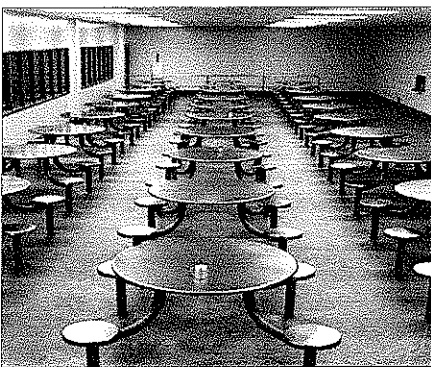
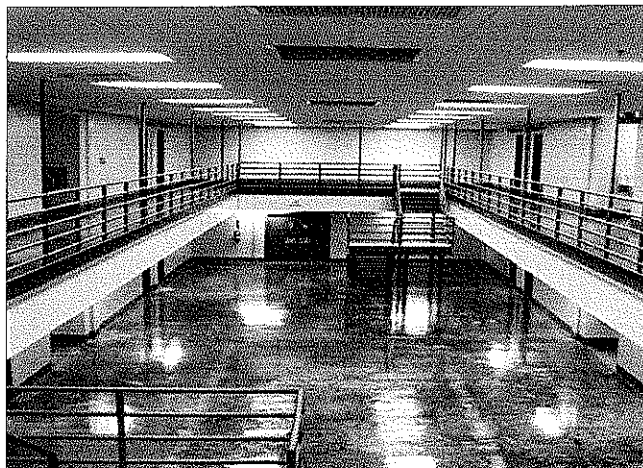
Malvern, Arkansas

Brennan Architects, LLC, provided programming and design services for this 870-bed facility, which includes an outpatient clinic, hospice and hospital areas, and mental health treatment units with related ancillary areas. The location of highly trained security and medical staff in a single facility allows the Department of Correction to provide improved and more efficient healthcare for this inmate population.

This 352,000 square foot facility houses inmates with mental illness, physical disabilities, and those with terminal conditions or the ailments brought on by advanced years.

The facility accommodates all new inmates at the time of reception and those inmates requiring hospital-level care. The Special Needs Unit meets Americans with Disabilities Act requirements, as well as federal, state and local statutes pertaining to inmate care.

Project scope included programming analysis, compliance with design standards for correctional facilities, development of a design program to implement recommendations, and close coordination with the client throughout.



THE BRENNAN GROUP, LLC

CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON

# Pitt County Detention Center

## Greenville, North Carolina

Brennan Architects LLC provided programming and design services for this 192-bed Indirect Supervision facility which includes 4 48-bed units configured around a central control so that all units are visible from a single position. Our design also includes a new 20 000 sq. ft. intake and release facility, a new 5 000 sq. ft. sally port, a new 8 500 sq. ft. kitchen, and renovation to the existing 3 000 sq. ft. laundry area.

The security electronics control room located in the new housing block monitors inmate activity through the various units of the facility with technologically advanced hardware. The intake and release building and sally port include holding cells, medical review stations, detoxification cells, magistrates office and general jail administration offices.

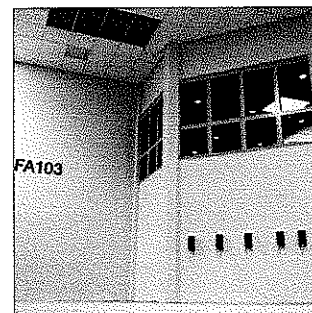
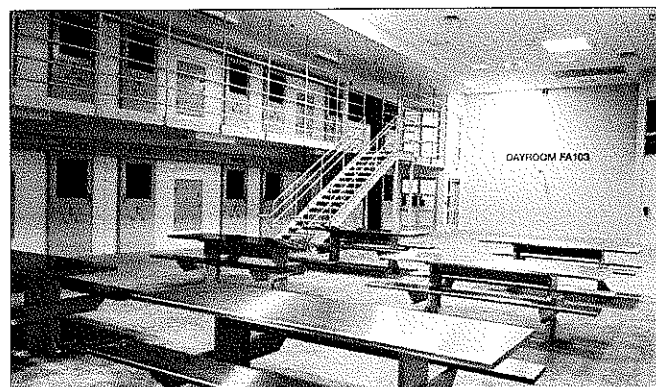
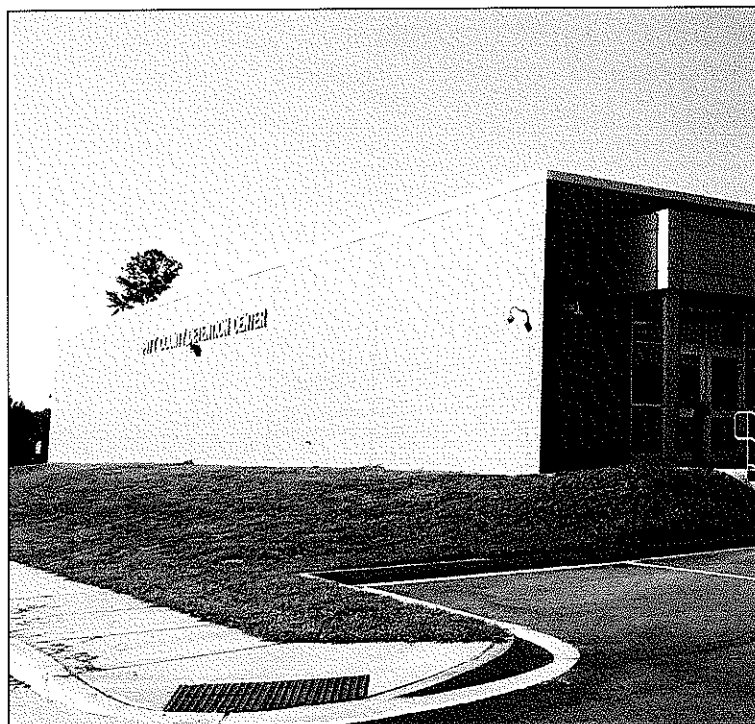
Brennan Architects developed a design program for this Indirect Supervision project that applies precast concrete to the modular system and the main building structure. This approach offers a tremendous savings in both time and project cost, as well as a higher degree of security, with building materials manufactured in a controlled

factory environment and assembled on-site.

Brennan Management Services, LLC is providing all pre-construction and construction management services on this project.

Brennan Consulting & Training Services, LLC will provide Transition and Activation Services throughout the design, construction, and occupancy phases of this project. During the design phase, we work with the architectural team to organize space, work flow, and circulation patterns to achieve the greatest functionality and security. During the construction phase, we develop staffing plans, post orders, and an administrative structure for the facility. We develop recruitment and training programs, write RFPs for contracted services, and organize logistics plans for moving staff and inmates into the new building. We also write comprehensive Policies and Procedures Manuals for the new facility, which provide structure and accountability, minimize risk and liability, and improve staff retention.

Completion: 2009



THE BRENNAN GROUP, LLC

CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON

# Lenoir County Jail Addition

Kinston, North Carolina

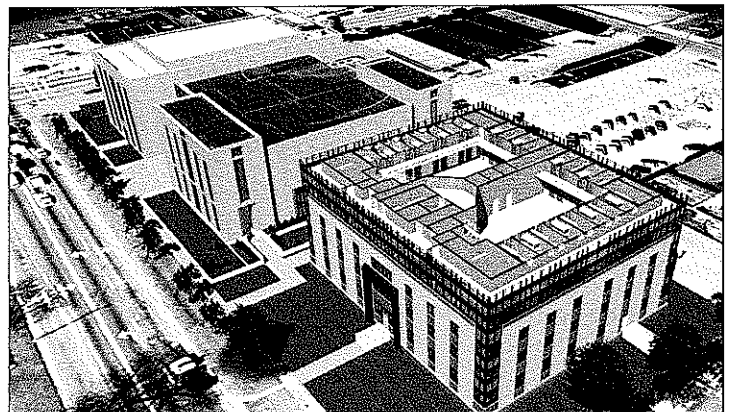
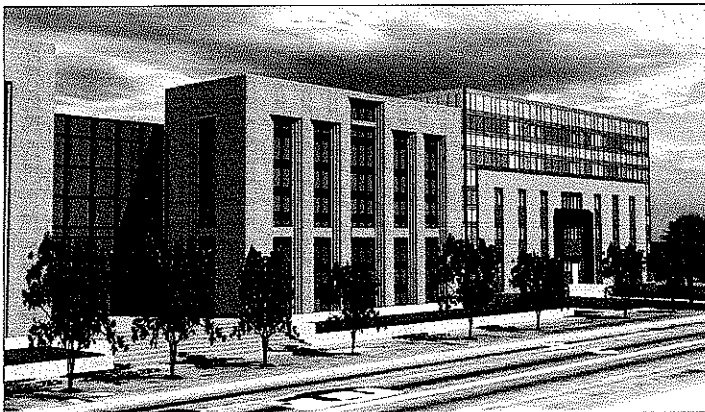
Brennan Architects is in the construction document phase on the Lenoir County Detention Center with an expected design completion date set for early 2010

This five-story structure will house 200 inmates within four housing units and one trustee dormitory. The facility includes an additional basement floor, large kitchen and laundry facilities, an intake and processing area, a magistrate and jail administration area, video visitation, a small medical unit, and an after-hours public lobby. The new facility will be located adjacent to the existing County courthouse and will provide corridor connections between the two buildings at the basement, first and second floor levels. A new, enlarged parking lot, secured sallyport, and loading dock will enhance the downtown site, and a new handicapped access ramp will provide easier access to the existing and new facilities.

The proposed exterior design will conform to the existing materials of the historic courthouse as well as the existing geometries and proportions of the surrounding buildings. The primary structure of the housing units will utilize precast concrete constructed cells and structure on the upper four floors with a curtain-wall perimeter, while

the first floor and basement will be traditional masonry and concrete construction. State-of-the-art security systems will be installed throughout.

In addition to Brennan Architects' role in designing the Lenoir County Detention Center, Brennan Consulting & Training Services will develop Operations and Staffing Plans and will direct all Transition and Activation services. Brennan Management Services will oversee the construction process as the County's Construction Manager from pre-construction through bidding and construction to project close-out. The anticipated construction completion is set for mid-2011.



THE BRENNAN GROUP, LLC

CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON

# Onslow County Justice Complex

## Jacksonville, North Carolina

Brennan Architects provided programming and design services for a new 560-bed jail in downtown Jacksonville next to the existing County courthouses.

The project includes a new 25 000 sq. ft. Sheriff's Building and a 15 000 sq. ft. office complex for justice-related departments. In addition to providing 528 new beds, the new jail component provides a sally port, kitchen, intake processing, magistrate's office, and property and records storage.

This project is located in the city's design district, which required a creative approach to placing such a large jail on a downtown site. We solved this issue by "wrapping" the jail with the sheriff's building so that it looks like an office building from the exterior. We then went through intensive special use permitting hearings to gain approval from the city.

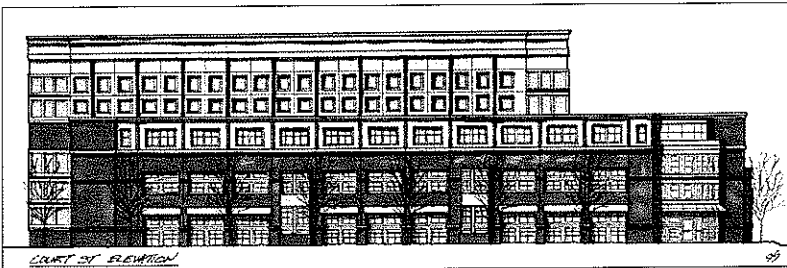
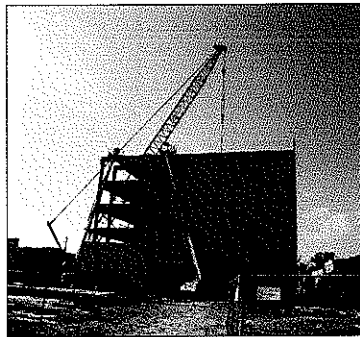
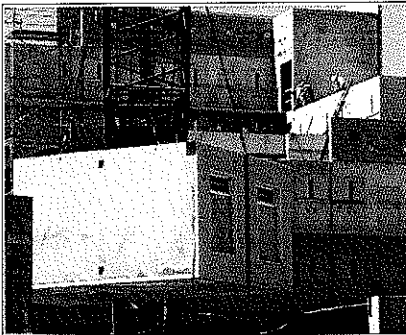
Brennan Architects developed a design program for this Direct Supervision project that applies precast concrete to the modular system and the main building structure. This approach offers a tremendous savings in both time and project cost, as well as a higher degree of security, with

building materials manufactured in a controlled factory environment and assembled on-site.

Brennan Management Services, LLC, is providing all pre-construction and construction management expertise on this project.

Brennan Consulting & Training Services, LLC, will provide Transition and Activation Services throughout the design, construction, and occupancy phases of this project. During the design phase, we work with the architectural team to organize space, work flow, and circulation patterns to achieve the greatest functionality and security. During the construction phase, we develop staffing plans, post orders, and an administrative structure for the facility. We develop recruitment and training programs, write RFPs for contracted services, and organize logistics plans for moving staff and inmates into the new building. We also write comprehensive Policies and Procedures Manuals for the new facility, which provide structure and accountability, minimize risk and liability, and improve staff retention.

Completion: 2010



THE BRENNAN GROUP, LLC

CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON



# Horry County Sheriff's Office J. Reuben Long Detention Center Expansion and Renovation Phase I and II Conway, South Carolina

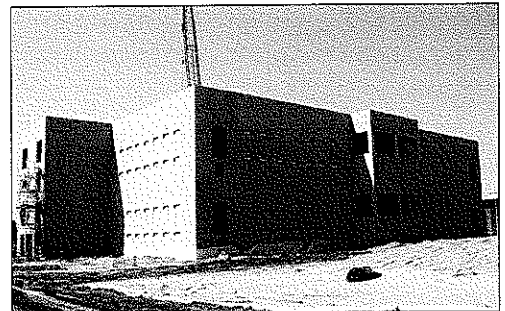
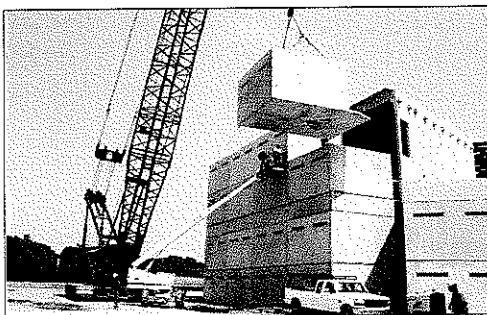
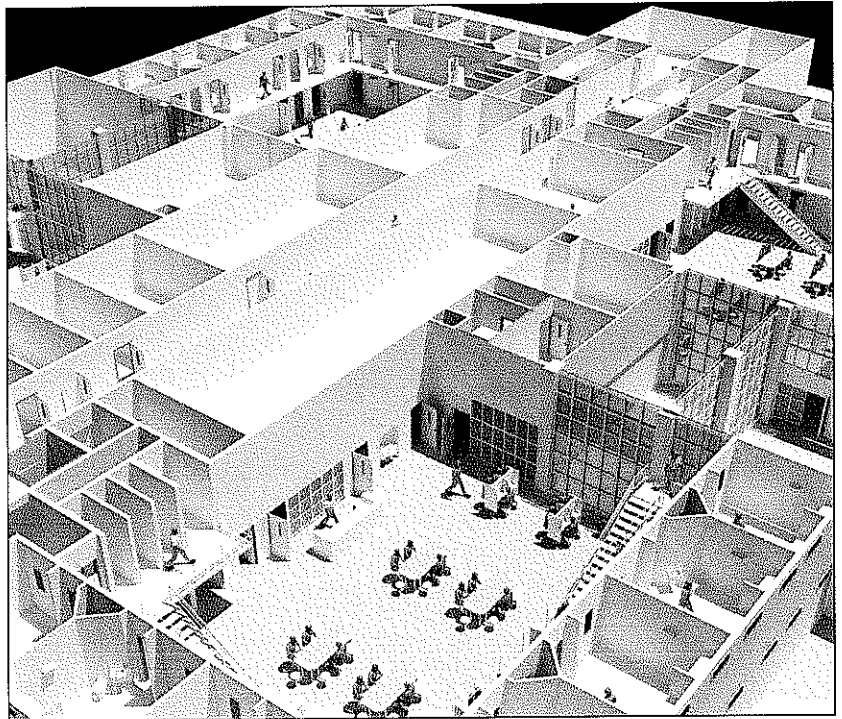
Brennan Architects provided programming and design services for this two-phased project that involved two 64-bed dormitory housing units in Phase I and 536 beds in Phase II. Our design includes 12 000 sq. ft. of housing plus office space for a juvenile transport section, multi-purpose rooms, and an outdoor exercise area within the perimeter.

Our Master Plan includes the design of a 3 000-bed campus, with support space to accommodate that capacity. Phases I and II of this program add 536 beds, but our design allows for expansion in 500-bed increments to meet inmate forecasts for 30 years. As the inmate population increases, our design provides for expansion of support space in modules to meet the needs of each added 500-bed increment.

Brennan Architects developed a design program for this Direct Supervision project that applies precast concrete to the modular system and the main building structure. This approach cut nearly nine months from the construction schedule and millions of dollars from the project budget. It offered our client a higher degree of security, with building materials manufactured in a controlled factory environment and assembled on-site.

Brennan Management Services, LLC, is providing all pre-construction and construction management expertise on this project.

Brennan Consulting & Training Services, LLC, will provide Transition and Activation Services throughout the design, construction, and occupancy phases of this project. During the design phase, we work with the architectural team to organize space, work flow, and circulation patterns to achieve the greatest functionality and security. During the construction phase, we develop staffing plans, post orders, and an administrative structure for the facility. We develop recruitment and training programs, write RFPs for contracted services, and organize logistics plans for moving staff and inmates into the new building. We also write comprehensive Policies and Procedures Manuals for the new facility, which provide structure and accountability, minimize risk and liability, and improve staff retention.



THE BRENNAN GROUP, LLC

CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON

# Horry County Sheriff's Office J. Reuben Long Detention Center Expansion and Renovation Phase I and II Conway, South Carolina

"My experience with The Brennan Group on the Horry Co. project has been extremely positive. We went through a very rigorous selection process and short-listed two firms. We spent a lot of time—three or four months—talking to The Brennan Group about our project, their past projects, and then we talked to the owners of those projects. It became very clear very fast that The Brennan Group really knew what they were talking about, they'd done it for other clients, and they knew how to make this project work. They had a lot of good ideas that were important to us, especially about how to build expansion capabilities into the design.

I can best sum it up by saying that *they focus on the project*. Most firms don't understand what this means or how important it is, but they understand how critical it is at The Brennan Group. Projects of any magnitude will have issues that arise, things that need to be addressed or fixed or changed. It's the nature of the beast. The difference with The Brennan Group is that they focus on the project, the success of the project, not on themselves, their image, or their individual egos. I am totally confident that when I call them, they will resolve the issue without delay. The great thing is that they pay attention. They listen. They call me to check in, to ask if I'm satisfied with different approaches, aspects of the project, things like how fast an engineering firm might be responding, the way things are progressing. And then, if there's an issue, they fix it before it escalates or becomes a problem. You really can't ask for more than that.

Horry County was fortunate to have the resources to hire our own Jail Expansion Project Manager, who has also expressed his appreciation of The Brennan Group's approach. Many counties don't have the resources that Horry Co. does to hire an on-staff PM, so having a firm like The Brennan Group—a firm that oversees the process, a firm with decades of experience working with design and construction firms on such complex projects, a firm that integrates knowledge of the whole process—is critical. They really understand how these buildings need to work. They've done a great job with the operational aspects of the project. They have helped tremendously with presentations to the county council and other county agencies. They are on top of everything.

When they said in the interview process that the principals of the firm would be involved, they meant it—and that's often a very hard promise to follow-through on.

What I haven't seen very often in the thirty years I've been doing this is a design or construction firm working so quickly, so readily, or so conscientiously on behalf of the owner and the success of the project. That's what matters to them: the success of the project.

Gary Watson  
Director of Construction and Maintenance  
Horry County Government



THE BRENNAN GROUP, LLC

CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON

# Pamlico County Law Enforcement Center

Bayboro, North Carolina

Brennan Architects provided programming and architectural design services for this 108-bed detention facility which consists of general population housing units, a segregation housing unit, a dormitory, as well as with support areas, kitchen, intake and release, a 911 communications area and Sheriff's Office. This project was designed to allow for expansion as the County's needs grow.

Brennan Consulting & Training Services (BCTS) was initially retained to provide Pamlico County with a Feasibility Study that included population forecasts and a mix of options so the County could make informed decisions about capital expenditures. Pamlico County subsequently expanded the contract to include architectural design of the new detention facility, as well as Transition and Activation Services.

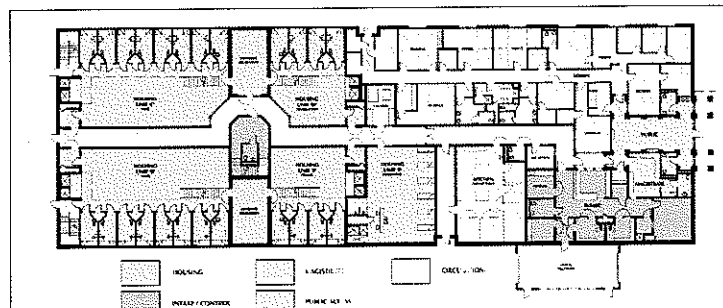
We developed staffing plans that persuaded Pamlico County to hire 14 additional staff members for the facility. We increased operational efficiency by introducing a new command structure, revamped record-keeping processes and introduced video visitation, which cut down on the movement of inmates, saved staff time, and minimized risk

and liability. We also served in an advisory role as the County considered purchasing technology to further streamline operations in the facility.

Our Transition and Activation services included recommending contracting out key services to increase efficiency and realize savings:

- We renegotiated the inmate telephone services contract which resulted in a more than 15% increase in commissions paid back to the Sheriff's Office and Pamlico County. The vendor also contributed two workstations to the detention facility which allowed Pamlico County to expand monitoring and recording.
- We wrote RFPs for the food service contract which resulted in significant savings in both dollars and staff time. The food service vendor contributed \$125,000 in equipment to outfit the detention facility kitchen, which allowed the County to prepare meals on-site at a much lower cost and re-direct staff to more important tasks.
- We recommended a new vendor for commissary services, and projected an initial return of approximately \$10,000 in commissions to Pamlico County based on the inmate population at that time.
- We recommended a private vendor to provide on-site healthcare services, which significantly reduced the risk of liability for the County.
- We updated the facility Policies and Procedures Manual, which greatly minimized liability and contributed to smooth operations in the facility.

Completion: 2007



THE BRENNAN GROUP, LLC

CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON

# Pamlico County Law Enforcement Center

Bayboro, North Carolina

"Working with The Brennan Group has been a pleasure from start to finish, from the planning stages through completion and beyond. They're just a great group of people."

The Brennan staff—all of them—were always available to us. If they weren't here on-site, they were available to us at all hours of the day or night. It didn't matter if they were on the road. They called vendors, contractors, whoever had to be called, to get things done. They made the whole process so much easier.

One of the things I most appreciated about The Brennan Group was that they got to know us, they kept us informed about where we were in the process, what to expect, what would happen next. I trusted them completely because they were never wrong. What they said would happen next is what happened next.

My only regret is that The Brennan Group wasn't doing construction management at the time we hired them. They started doing construction just after our project was finished. But I can tell you that if we had hired them for the construction of this project, there's no telling how smoothly it would have gone.

They helped us revise and update our Policy and Procedures Manual, which was so important. Opening ourselves to liability is our greatest concern. Laws and standards are constantly changing, and there has probably been more change in the last ten years than ever before. It's very complicated and very hard to stay on top of and, as is true in most county facilities, we don't

have the personnel or the expertise to do it well. If we'd had to do this ourselves—doing the research, writing new procedures and processes—we'd still be doing it.

We went from a 30-bed facility with 7 staff to a new facility that's 3 times bigger with 27 staff. We went from contact visits, a cash system in the commissary, and outdated Policies and Procedures, to a new facility with touchscreens, central control, video visitation; a totally different operation, as different as apples to oranges. The Brennan Group came in and trained our staff, wrote a new Policies and Procedures Manual, and completely structured how we operated so that when our staff walked into the new facility, you'd have thought they'd always been there.

The Brennan Group's expertise has contributed immeasurably to the efficiency of operations here. Hiring them was a tremendous investment. We have a much nicer place to work. And that's one of the greatest results of Brennan's services to Pamlico County: I have a stack of applicants. People have heard what a great place this is to work. We don't have to spend time and money training new people, replacing people, because staff retention is so improved. That's one of those dollar savings that's hard to quantify, but the fact is that we save both time and money by running a safe, secure facility where people want to work. And The Brennan Group is responsible for getting us to this point."

Russell Willis  
Jail Administrator  
Pamlico County



THE BRENNAN GROUP, LLC

CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON



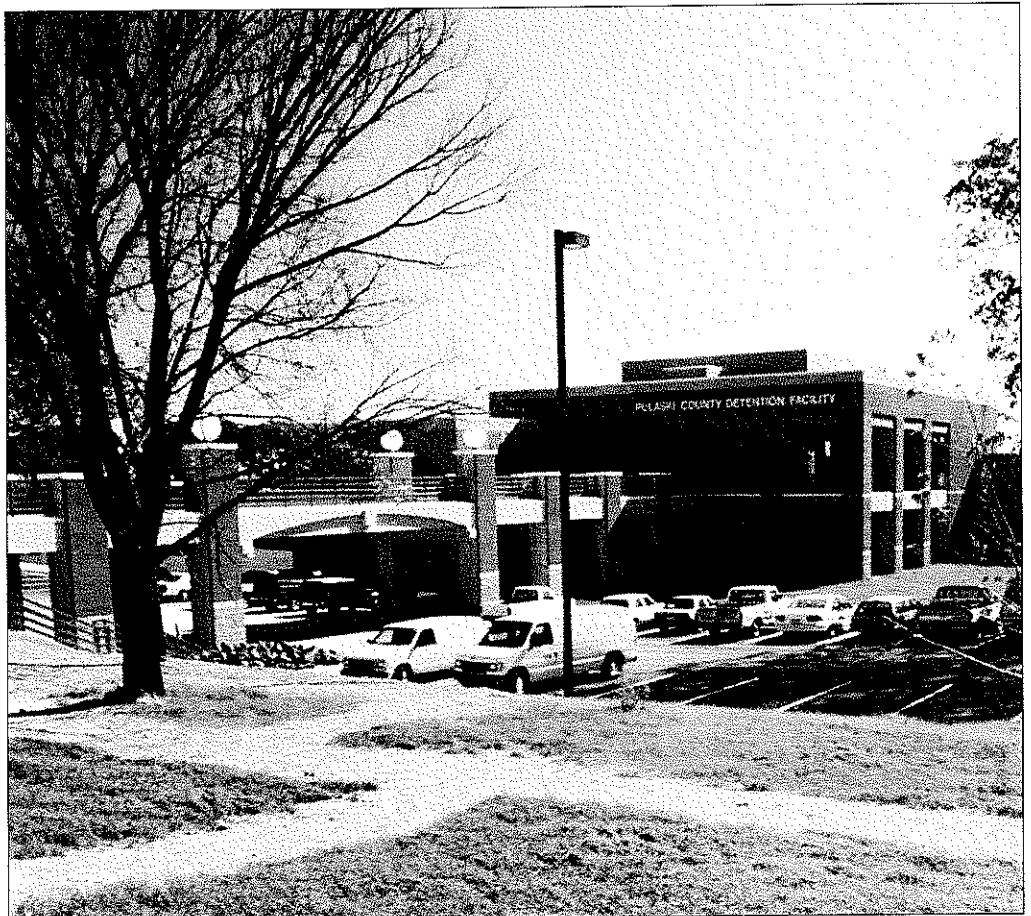
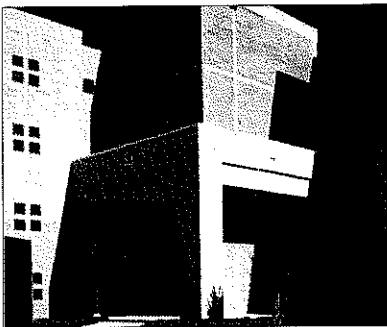
# Pulaski County Detention Facility

Little Rock, Arkansas

Brennan Architects provided Detention Specialist services for Phases I-III of this project a 556-bed expansion that more than doubled the size of the original 400-bed facility. Of the new beds, 48 are juvenile charge-as-adult beds; the majority of the remainder are maximum security.

Pulaski County wanted an attractive structure that retained an institutional look. Natural light and spot colors in the interior public spaces create a more pleasant working environment.

The lock systems include pneumatic security locks. Pulaski County Detention Facility was one of the first institutions in the State of Arkansas to utilize these locks.



THE BRENNAN GROUP, LLC

CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON



**BRENNAN ASSOCIATES**

Urban Design • Architecture • Interiors

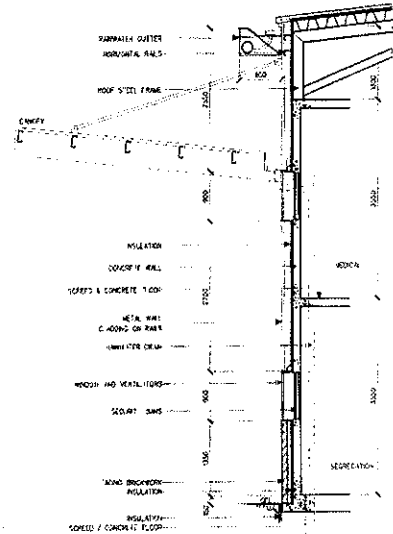
# HMP and HMYOI Pucklechurch

Bristol  
United Kingdom

Ashfield - HM Prison and YOI - Category Closed Male YOI - 400 beds

Opened in November 1999, Ashfield was the first private sector Young Offenders Institution commissioned under the PFI programme. Situated near the village of Pucklechurch on the outskirts of Bristol, Ashfield can now hold 240 sentenced juveniles, 60 unsentenced juveniles and 100 unsentenced 18 - 20 year old males.

This gaol was the subject of DCMF Competition No. 3 and was run in tandem with the Cat B local gaol at Agecroft. The competition entry that our team members proposed comprised of accommodation in 2 blocks, each of which divided into 4 units holding 40 - 60 people. A combination of both single and double cells all with integral sanitation, wash handbasins, showers, electricity and TV aerial sockets were proposed. Each wing had an association area with phones, table tennis and pool tables. Operational design was strongly focused around training and education.



FRONT ENTRANCE

Brennan Associates Ltd. 11 Blades Court, 121 Ender Road, London SW15 2NU  
T: +44 (0)20 8877 4520 F: +44 (0)20 8877 4521 E: mail@brennansc.com www.brennansc.com  
This is a proposed project and not a final design. All dimensions are approximate and subject to change without notice.

CHARLESTON

CHARLOTTE

COLUMBIA

LONDON



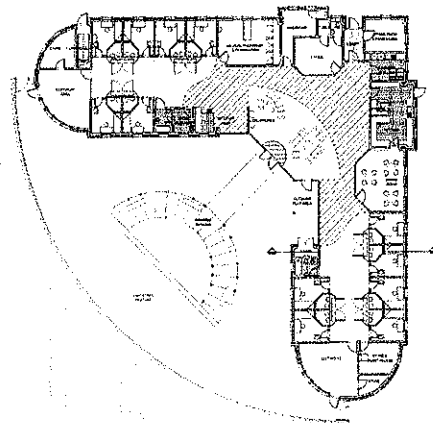
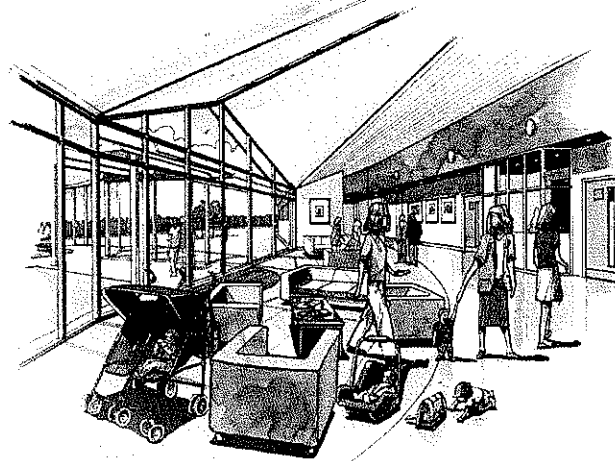
## BRENNAN ASSOCIATES

Urban Design ♦ Architecture ♦ Interiors

HMP Ashford  
Middlesex  
London  
United Kingdom

We aim to offer clients a reliable and committed approach that achieves results. The first measure is to provide a design, which meets functional and financial requirements and can be presented and justified to planning authorities, investors and occupiers clearly. The second measure utilises detailing, tender and administration of construction processes to ensure that the client obtains the highest quality product on time and for the right price.

The prison at Ashford was part of DCMF Competition No. 5, and was designed to house 450 sentenced and remand female prisoners. The team members competition design proposals incorporated a Mother and Baby Unit and Health Centre within the confines of the prison. To be built on the flood plain of the river Thames, it was designed to cope with a 1 in 100 year flood event.



MOTHER AND BABY UNIT



ENTRANCE BLOCK ELEVATION

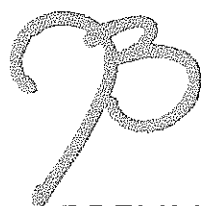
Brennan Associates UK Ltd. 11 Blades Court 121 Dugard Road London, UK SW15 2NU  
T +44 (0)20 3677 4120 F +44 (0)20 3674 4121 E info@brennan.co.uk W www.brennan.co.uk  
Charleston Charlotte Columbia London

CHARLESTON

CHARLOTTE

COLUMBIA

LONDON



**BRENNAN ASSOCIATES**  
Urban Design • Architecture • Interiors

**STC Milton Keynes**  
Buckinghamshire  
United Kingdom

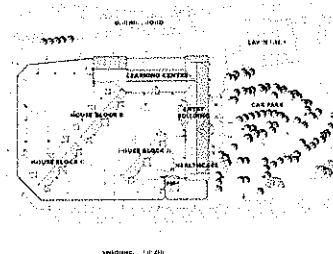
The Secure Training Centre at Milton Keynes is the latest in the programme of STC's being procured under the Private Finance Initiative on a variant of the DCMF model by the Youth Justice Board.

The facility houses eighty trainees (both male and female), most having been sentenced to a Detention and Training Order.

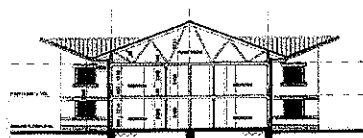
Age groups range from 14 to 17 years for females and 12 to 16 years for males. All services relating to the operation of the STC are provided on-site including catering, education and training, primary healthcare, dentistry and programmes to address young person's offending behaviour (including input from mental health and social services professionals), along with sports facilities and sleeping accommodation.

Brennan Associates were employed to act as Technical Advisors to the operators, Securicor Justice Services; although the team members involved were responsible for the design, whilst employed in a previous practice.

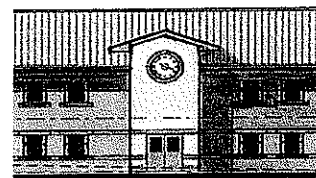
This project will be completed in June 2004.



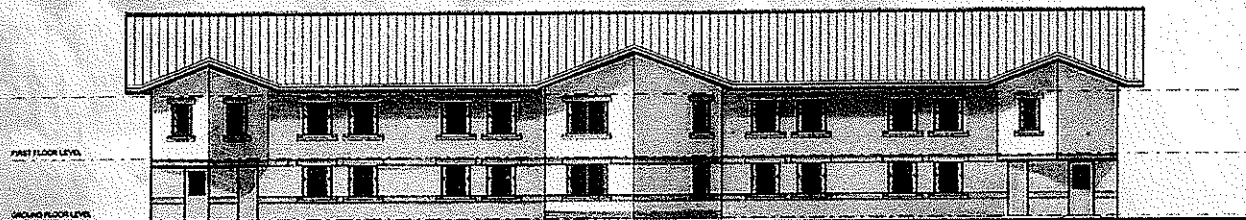
SITE PLAN



HOUSE BLOCK SECTION



LEARNING CENTRE CLOCK



HOUSE BLOCK ELEVATION

Brennan Associates UK Ltd. 11 Blades Court 121 Ousley Road London UK SW15 2NL  
T + (44) 020 8877 4526 F + (44) 020 8874 4219 E mail@brennansc.com W www.brennansc.com

CHARLESTON

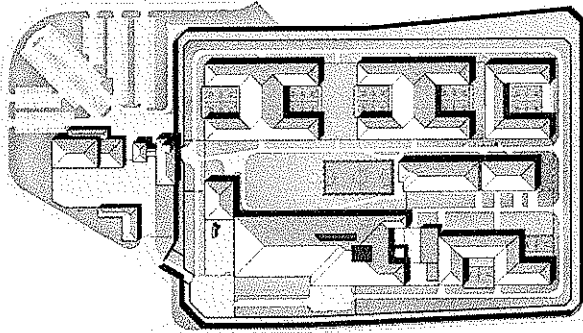
CHARLOTTE

COLUMBIA

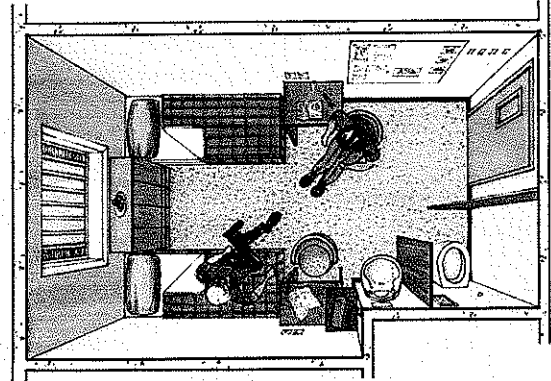
LONDON

# HMP Parc Extension, Bridgend

Mid-Glamorgan  
South Wales  
United Kingdom



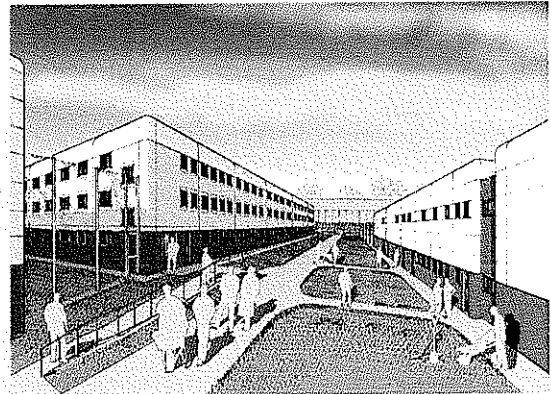
SITE PLAN



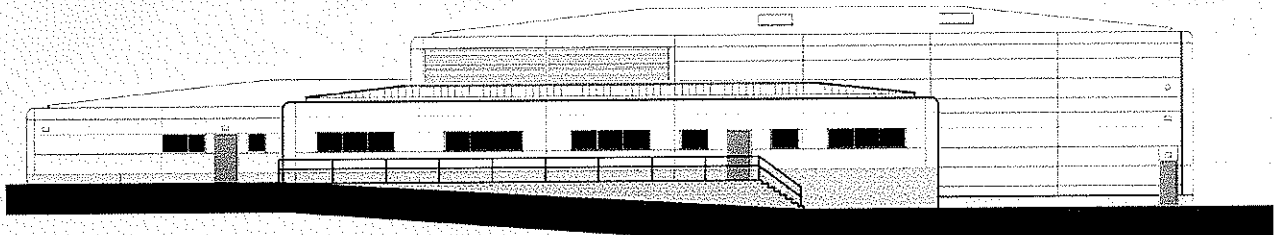
DOUBLE CELL

In 2003 Brennan Associates were commissioned by Bridgend Custodial Services, the operating company for HMP & HMYOI Parc to develop proposals to increase the population of the prison by 200 adult males.

Proposals were submitted to Her Majesty's Prison Service for a new House unit of two wings and extensions to the existing Amenities Building to provide additional regime space. To support the increased population the kitchen has been redesigned, the Visits Hall increased and, where available, extra staff accommodation and facilities provided.

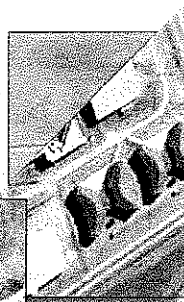


NEW HOUSE BLOCK AND EXTENSION TO AMENITIES

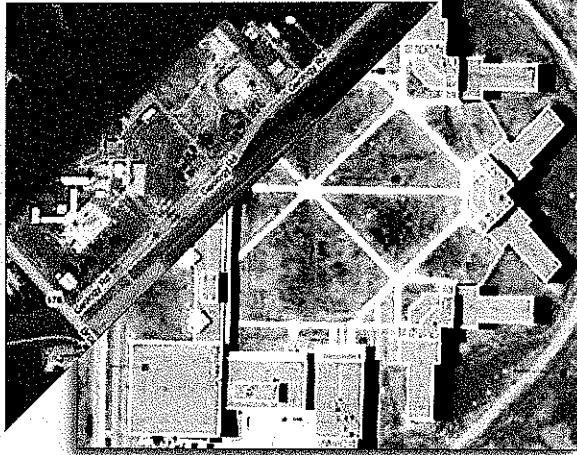


KITCHEN AND STORES NORTH FACING ELEVATION

Ridgeland Correctional Institution  
Ridgeland, South Carolina  
*A 1,130-bed minimum/medium security facility*



South Carolina Department Juvenile Justice  
Columbia, South Carolina  
*Indirect supervision, maximum security detention center for 72 juveniles*



Broad River Correctional Institution  
Columbia, South Carolina  
*Phase I included a 228-bed maximum security facility. Phase II included a 504-bed security facility and courthouses.*

staff



## Select Experience Providing Needs Assessments, Feasibility Studies, and Facility Options for Public Sector Organizations

### **Horry County Detention Center**

#### **Conway, South Carolina**

Evaluated the existing facility forecast future capacities through 2030, and developed expansion concepts and preliminary budgets.

### **Aiken County Detention Center**

#### **Aiken, South Carolina**

Feasibility Study to determine Aiken County's Detention Center expansion needs.

### **Williamsburg County Detention Center**

#### **Kingstree, South Carolina**

Feasibility Study that includes developing conceptual plans and preliminary budgets for a new Sheriff's Office and a 150+-bed addition to the Williamsburg County Detention Center.

### **Anderson County Jail**

#### **Anderson, South Carolina**

Comprehensive analysis of the cost to repair the facility and bring it into compliance with both code and jail standards versus the cost of new construction.

### **Hancock County Jail**

#### **Kiln, Mississippi**

Facility Assessment and Feasibility Study to establish the physical and structural condition of the jail following damage from Hurricanes Rita and Katrina.

### **Franklin County Jail**

#### **Louisburg, North Carolina**

Feasibility Study that involves evaluating the existing facility, forecasting future capacities through 2030, and developing expansion concepts.

### **Wayne County Detention Facility**

#### **Goldsboro, North Carolina**

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 500-bed jail.

### **Mecklenburg County**

#### **Detention Facility**

#### **Boydton, Virginia**

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 100-bed jail.

### **Southwestern Regional Jail Study**

#### **Jackson, Swain, Macon, and Graham Counties, North Carolina**

Evaluated existing jails, forecast future capacities, and developed expansion concepts and budgets for each county. In addition, tested the option of a single regional jail.

### **Stokes County Detention Facility**

#### **Danbury, North Carolina**

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 100-bed jail.

### **Beaufort County Detention Facility**

#### **Washington, North Carolina**

Evaluated the existing facility, forecast future capacities, and developed expansion concepts.

### **Catawba-Iredell Regional Jail**

#### **Catawba/Iredell Counties**

Forecast population, determined projected jail capacity, and analyzed various options for dealing with the need for increased capacity. Provided comparative analysis of individual vs. regional facilities.

### **Caswell County Detention Facility**

#### **Yanceyville, North Carolina**

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 150-bed jail.

### **Burke County Court Renovation/**

#### **Detention Center**

#### **Morganton, North Carolina**

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 250-bed jail.

### **Chowan County Detention Facility**

#### **Edenton, North Carolina**

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 150-bed jail.

### **Duplin County Detention Facility**

#### **Kenansville, North Carolina**

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 150-bed jail.

### **Lenoir County Detention Facility**

#### **Kinston, North Carolina**

Evaluated the existing facility, forecast future capacities, and developed expansion concepts.

### **Craven County Detention Facility**

#### **New Bern, North Carolina**

Evaluated the existing facility, forecast future capacities, and developed expansion concepts.

### **Cherokee County Detention Facility**

#### **Murphy, North Carolina**

Evaluated the existing facility, forecast future capacities, and developed expansion concepts and budgets.

### **Mitchell County Detention Center**

#### **Bakersville, North Carolina**

Gathered data for the needs assessment and feasibility study; evaluated the existing jail, forecast future capacities, and developed expansion concepts and budgets.

### **Granville County Detention Center**

#### **Oxford, North Carolina**

Evaluated the existing facility, forecast future capacities, and developed expansion concepts and budgets.

### **Transylvania County**

#### **Brevard, North Carolina**

As Consultant/Detention Specialist, evaluated existing facility, forecast future capacities, and developed expansion concepts and budgets.

### **Randolph County Jail**

#### **Asheboro, North Carolina**

As Consultant/Detention Specialist, studied the feasibility of locating a proposed 240-bed jail at the existing Courthouse Square site.

### **Bertie County/Martin County**

#### **Regional Jail Feasibility Study**

As Consultant/Detention Specialist, examined options and analyzed first cost and annual operating costs to develop a 155-bed regional jail for the two counties.

## 4.2.2. Staff and Resources



The West Virginia Division of Corrections program will be directed and led by individuals who have provided planning, design, MEP, civil, and structural engineering, construction management, and transition/activation services for large and small facilities, new and expanded facilities, facilities in every region of the country

These individuals will remain involved in the project from award through project close-out, and are available to our clients at any time, for any reason.

Name/ Project Role	Years' Experience in Jail Design/ Security/Operations	Range of Beds in Project Experience	Total Beds in Project Experience
<b>Jim Brennan, AIA</b> Principal Project Designer	30	3 beds to 3,000 beds	approx 40,000
<b>Donn McCrary</b> Director Project Development	30	5 beds to 2,200 beds	approx 50,000
<b>Michael Henley, AIA</b> Criminal Justice Architect	35	29 beds to 1,200 beds	approx. 6,000
<b>Todd B. Davis, Sr.</b> Criminal Justice Operations Specialist	20	12 beds to 1,000 beds	approx 5,000
<b>Laurie Gibbs</b> Policies & Procedures/ Standards Compliance Specialist	23	300 to 1,800	approx 25,000





Jim Brennan's career includes serving as Senior Partner with a 150-person architectural and engineering firm where he directed criminal justice design teams for projects ranging in size from \$500,000 additions to \$100 million building programs. In addition to the practice of architecture, Mr. Brennan is active in shaping how local governments consider their needs and plan for the long-term viability of their facilities.

As Principal-in-Charge of his own firm, Mr. Brennan has devoted himself to clients with projects of all kinds, and is widely recognized for his practical approach and commitment to client advocacy.

#### **EDUCATION**

Bachelor of Architectural Studies  
(5 year program)  
Pennsylvania State University

#### **PROFESSIONAL REGISTRATIONS**

- National Council of Architectural Registration Boards
- Royal Institute of British Architects
- Registered Architect:
  - North Carolina
  - South Carolina
  - Florida
  - Pennsylvania
  - Arkansas
  - Alabama
  - Georgia
  - Mississippi
  - Virginia
  - West Virginia

#### **PROFESSIONAL AFFILIATIONS**

- American Institute of Architects
- South Carolina Correctional Association
- Southern States Correctional Association
- American Correctional Association
- American Jail Association

#### **As Designer through Design Development, with assistance to Architect-of-Record during Construction Administration\***

- Aiken County Detention Center
- Charleston County Juvenile Detention Facility
- Jasper County Law Enforcement and Detention Center
- South Carolina Department of Juvenile Justice/Coastal Evaluation Center
- Marion County Law Enforcement and Detention Center
- Harven A. Crause Law Enforcement Center
- South Carolina Department of Juvenile Justice/Columbia Detention Facility

**Horry County Sheriff's Office/J. Reuben Long Detention Center  
Expansion and Renovation** / Conway, South Carolina  
Architectural design and construction management

**Williamsburg County Detention Center** / Kingstree, South Carolina  
Feasibility Study

**Aiken County Detention Center** / Aiken, South Carolina  
Feasibility Study

**Anderson County Jail** / Anderson, South Carolina  
Feasibility Study

**Pitt County Detention Center** / Greenville, North Carolina  
Architectural design and construction management services

**Onslow County Justice Complex** / Jacksonville, North Carolina  
Architectural design and construction management services

**Lenoir County Jail Addition** / Kinston, North Carolina  
Architectural design, preconstruction services and construction management

**Franklin County Jail** / Louisburg, North Carolina  
Architectural design, preconstruction services and construction management

**Greene County Justice Center** / Snow Hill, North Carolina  
Expansion of the county office space

**Pamlico County Law Enforcement Center** / Bayboro, North Carolina  
Architectural design services

**Richland County Jail Phase I and II** / Columbia, South Carolina  
Consultant/Detention Specialist

**Lee County Jail** / Bishopville, South Carolina  
Consultant/Detention Specialist

**SC Department of Corrections Shock Probation Facilities** / Columbia, SC

**Work completed while with Stevens & Wilkinson of South Carolina, Inc.**

- Cross Anchor Correctional Institution
- McCormick Correctional Institution
- Broad River Correctional Institution
- Allendale Correctional Institution
- Evans Correctional Institution
- SC Department of Corrections/Shock Probation Facilities
- Turbeville Correctional Institution
- Ridgeland Correctional Institution

**\*Projects designed for Wilkins Wood Goforth Mace Associates, Ltd.  
(now operating as Moseley Architects, PC)**





Donn McCrary contributes superb project development skills to the Brennan Architects' design team. His involvement in projects begins in the pre-design stages when, working with the team and the client, he helps define the nature of the project and the appropriate type and level of security systems to be used.

Mr. McCrary is an expert in locking systems, electronic security components, and detention building systems, and has worked on more than 100 Direct Supervision correctional facilities across the country. His wide experience in facilities of all kinds, as well as his knowledge of detention equipment systems and effective practices allows our project teams to offer clients a truly exceptional level of service.

#### **EDUCATION**

Architecture  
Clemson University  
(degree not granted due to military service)

#### **PROFESSIONAL AFFILIATIONS**

- American Correctional Association Technology Committee
- American Jail Association
- North Carolina Sheriffs' Association
- Alabama Sheriffs Association
- South Carolina Jail Association
- South Carolina Sheriffs' Association
- Southern States Correctional Association
- American Society for Testing Materials Committee F-33 Jail Standards and E-54 Homeland Security
- American Association of Airport Executives Technical Committee

*\*Work completed while with another firm*

#### **Horry County Sheriff's Office/J. Reuben Long Detention Center Expansion and Renovation**

Conway, South Carolina

Architectural design and construction management for the addition of two 64-bed dormitory housing units in Phase I and a 536-bed facility in Phase II.

#### **Williamsburg County Detention Center**

Kingstree, South Carolina

Feasibility Study that includes forecasting future capacities and developing conceptual plans and preliminary budgets.

#### **Aiken County Detention Center**

Aiken, South Carolina

Feasibility Study to determine Aiken County's Detention Center expansion needs.

#### **Anderson County Jail**

Anderson, South Carolina

Feasibility Study, including facility evaluation, inmate population forecasts, staffing analysis, and repair/replacement options, budgets, and conceptual designs for expansion of the facility to accommodate more than 1,100 beds.

#### **Pitt County Detention Center**

Greenville, North Carolina

Architectural design and construction management services for this 75,000 sq. ft. expansion project.

#### **Broad River Correctional Facility\* Phase I and Phase II**

Columbia, South Carolina

Phase I included a \$10.5 million maximum security facility. Phase II involved a \$24 million, 267,000 sq. ft. medium security prison containing administrative, operational, visitation, educational, industrial, dining, and recreational facilities.

#### **Cross Anchor Correctional Facility\***

Cross Anchor, South Carolina

An \$8.5 million, 180,000 sq. ft. facility with 528 beds.

#### **McCormick Correctional Facility\***

McCormick County, South Carolina

An \$18 million medium/maximum security facility with 600 beds.

#### **South Carolina Department of Corrections\***

Architectural schematics for this \$10 million prototype 600-bed female institution.

#### **Richland County Detention Center\***

Columbia, South Carolina

Developed original architectural program for both the 500-bed medium/maximum facility and a 24-bed juvenile facility that composed this \$27 million project.





Mr. Henley joined Brennan Architects after more than 18 years with ZMM, Inc., and fifteen years with other West Virginia architectural firms. His superb experience in correctional facility design includes serving on the joint venture team that designed prototype correctional facilities to meet long-range needs in West Virginia. The 200-bed, 300-bed, or 400-bed facility prototypes were designed with the flexibility to add 100-bed housing pods to the two smaller configurations. Mr. Henley provided architectural expertise on eleven of these 400-bed facilities from 1990-2005. In addition, Mr. Henley participated in the design and construction administration of five regional juvenile facilities.

#### **EDUCATION**

B.S., Industrial Technology and Architectural Design  
West Virginia State University, 1977

#### **PROFESSIONAL REGISTRATIONS**

- National Council of Architects Registration Board
- Registered Architect:  
West Virginia  
North Carolina

#### **PROFESSIONAL AFFILIATIONS**

- American Institute of Architects
- West Virginia Institute of Architects

*\*while employed as Project Architect with ZMM, Inc.*

#### **Greene County Justice Center / Snow Hill North Carolina**

Design services for the retrofit of the existing court to make it accessible through a circulatory core to comply with ADA stipulations as well as expansion of the sheriff's offices and a new 90-bed jail

#### **Regional Jail Facilities\* / Various Locations, West Virginia**

A prototype detention facility concept with 200-, 300-, and 400-bed configurations, with design flexibility to add 100-bed housing pods to the two smaller configurations. Facilities included:

- **Central Regional Jail** / Braxton County, West Virginia
- **South Central Regional Jail** / Kanawha County, West Virginia
- **Northern Regional Jail & Correctional Facility** / Marshall County, West Virginia
- **Northern Regional Jail & C.F. Prison Industries / Vocational Education Building** / Marshall County, West Virginia
- **Southern Regional Jail** / Raleigh County, West Virginia
- **Eastern Regional Jail** / Berkley County, West Virginia
- **Potomac Highlands Regional Jail** / Hampshire County, West Virginia
- **Southwestern Regional Jail** / Logan County, West Virginia
- **North Central Regional Jail** / Doddridge County, West Virginia

#### **Hardware-Secured Juvenile Facilities\* / Various Locations, West Virginia**

- **J.M. "Chick" Buckbee Regional Juvenile Center** / Hampshire County, West Virginia
- **James H. "Tiger" Morton Regional Juvenile Center** / Kanawha County, West Virginia

#### **Staff-Secured Juvenile Facilities\* / Various Locations, West Virginia**

- **Robert L. Shell Regional Juvenile Center** / Cabell County, West Virginia
- **Gene Spadoro Regional Juvenile Center** / Fayette County, West Virginia





As Jail Operations Specialist, Mr. Davis provides inmate population forecasts, staffing analysis, and expertise on cost-saving options in facility administration, service delivery, and management strategies. He works closely with members of the Brennan Architects design team on such matters as the organization of space, work flow, and circulation patterns to achieve the greatest functionality. Mr. Davis' considerable knowledge of day-to-day functions, federal, state, and local statutes, and effective practices allows clients to organize their staff and use resources in the most intelligent and cost-effective manner.

#### **EDUCATION**

Administration  
North Carolina A&T University  
Greensboro, North Carolina

Major – Business Administration  
Danville Community College  
Danville, Virginia

#### **PROFESSIONAL RECOGNITION**

- Lifetime Membership Award presented by the North Carolina Jail Administrators' Association
- Advanced Certificate in Detention
- Criminal Justice Instructor Certificate
- Detention/Corrections Instructor Certificate

#### **PROFESSIONAL AFFILIATIONS**

- American Jail Association
- American Correctional Association
- National Sheriffs' Association
- North Carolina Jail Administrators' Association
- North Carolina Justice Academy Detention Officer Certification Revision Committee
- North Carolina Sheriffs' Association
- Alabama Sheriffs' Association
- Alabama Jail Administrators' Association
- South Carolina Jail Administrators' Association
- South Carolina Sheriffs' Association

**Aiken County Detention Center** / Aiken, South Carolina  
Feasibility Study to determine Aiken County's Detention Center expansion needs

**Williamsburg County Detention Center** / Kingstree, South Carolina  
Feasibility Study that includes forecasting future capacities and developing conceptual plans and preliminary budgets.

**Anderson County Jail** / Anderson, South Carolina  
Feasibility Study, including facility evaluation, inmate population forecasts, staffing analysis, and repair/replacement options, budgets, and conceptual designs for expansion of the facility to accommodate more than 1100 beds.

**Onslow County Justice Complex** / Jacksonville, North Carolina  
Transition and activation services, including staffing plans and negotiations for contracted services, for this new 528-bed jail in downtown Jacksonville.

**Pitt County Detention Center** / Greenville, North Carolina  
Transition and activation services, including staffing plans and negotiations for contracted services.

**Avery County Jail** / Newland, North Carolina  
Detention Consultant

**Cabarrus County Detention Center Annex** / Concord, North Carolina  
Transition and activation services that include developing logistics plans for moving staff and inmates into the new building, providing comprehensive staffing analysis, organizing recruitment and training programs, writing RFPs for contracted services, and developing complete job descriptions for new staff.

**Hancock County Jail** / Kiln, Mississippi  
Facility Assessment and Feasibility Study, including analysis of code issues, review of state/federal jail standards affecting design, development of options and conceptual budgets for repair of the existing facility or new construction.

**Lenoir County Jail Addition** / Kinston, North Carolina  
Transition and activation services for the County's 200-bed addition.

**Franklin County Sheriff's Office/Detention Center** / Louisburg, North Carolina  
The review and development of Policies and Procedures Manuals for the Sheriff's Office and Detention Center.

**Randolph County Feasibility Study** / Asheboro, North Carolina  
Feasibility Study, including facility evaluation, inmate population forecasts, and staffing analysis, as well as repair/replacement options, budgets, and conceptual designs.

**Currituck County Sheriff's Office** / Maple, North Carolina  
Transition and activation services, including staff training, staffing plans, detention and law enforcement policies & procedures manuals, post orders, negotiations for contracted services, recruitment/hiring.

**Franklin County Sheriff's Office/Detention Center** / Louisburg, North Carolina  
The review and development of Policies and Procedures Manuals for the Sheriff's Office and Detention Center.

**Caswell County Detention Facility** / Yanceyville, North Carolina  
Evaluated existing jail, forecast future capacities, and developed expansion concepts for a 150-bed jail.

**Brunswick County Detention Facility** / Bolivia, North Carolina  
Transition and activation services, including staff training, staffing plans, detention and law enforcement policies & procedures manuals, post orders, negotiations for contracted services, recruitment/hiring.





Laurie Gibbs contributes more than 20 years' experience in criminal justice administration to Brennan Architects. She is an expert in risk and liability management and policies and procedures development, and has provided services to state prison systems and county law enforcement and detention agencies throughout the South Atlantic states.

#### EDUCATION

Bachelor of Science  
Criminal Justice/Pre-Law  
Elmira College, Elmira, New York

Master of Criminal Justice  
University of South Carolina  
Columbia, South Carolina

South Carolina Executive Leadership  
Program

#### PROFESSIONAL AFFILIATIONS

- American Correctional Association
- American Jail Association
- National Safety Council

*\*Completed while with another firm*

#### South Carolina Department of Corrections\* / Columbia, South Carolina

- Responsible for monitoring and ensuring compliance with standards in each of the State's Work Release facilities, and minimum, medium, or med-maximum security prisons, including death row and lock-up.
- As Executive Assistant for Legal Settlements and Compliance, worked with the South Carolina Department of Corrections to apply more than 400 requirements, standards, and federal mandates over an eight year period
- Responsible for writing Policies and Procedures Manuals for the entire agency which consisted of 33 State-level prisons and work release centers

#### South Carolina Department of Corrections\* Law Enforcement Division

##### Policies and Procedures Manual Updates / Columbia, South Carolina

Provided research, development, review and revisions to Policies and Procedures Manual for this law enforcement division of the SC DOC.

#### North Carolina Association of Counties\* Risk Management Division

Responsible for writing Policies and Procedures Manuals for 73 out of 100 counties in North Carolina under their property and liability risk management pool.

#### Cabarrus County Sheriff's Office Detention and Law Enforcement Policies and Procedures Manual / Concord, North Carolina

Review of the existing detention and law enforcement Policies and Procedures Manuals, identification of those areas no longer in compliance with current state, local and federal laws, guidelines, and standards, and the research and writing for new manuals to codify and structure processes for this law enforcement and 500-bed detention facility.

#### Johnston County Law Enforcement Policies and Procedures Manuals

Smithfield, North Carolina

Review of the existing law enforcement Policies and Procedures Manual, identification of those areas no longer in compliance with current state, local and federal laws, guidelines, and standards, and the research and writing for new manuals to codify and structure processes for this law enforcement agency

#### Lincoln County Jail Detention Facility Policies and Procedures Manual

Lincolnton, North Carolina

Provided consulting expertise, including development, writing, and production of Policies and Procedures Manuals for detention facility staff. Responsible for writing staff post orders and jail inmate manuals, and developed associated training programs

#### Franklin County Sheriff's Office Law Enforcement Policies & Procedures Manual

Louisburg, North Carolina

Review of the existing law enforcement Policies and Procedures Manual, identification of those areas no longer in compliance with current state, local and federal laws, guidelines, and standards, and the research and writing for new manuals to codify and structure processes for this law enforcement agency.

#### Brunswick County Detention Facility / Bolivia, North Carolina

Provided consulting expertise, including development, writing, and production of Policies and Procedures Manuals for detention facility staff. Responsible for writing staff post orders and jail inmate manuals, and developed associated training programs

#### Currituck County Sheriff's Office Law Enforcement and Detention Facility Policies and Procedures Manuals / Currituck, North Carolina

Review of the existing detention and law enforcement Policies and Procedures Manuals, identification of those areas no longer in compliance with current state, local and federal laws, guidelines, and standards, and the research and writing for new manuals to codify and structure processes for both law enforcement and detention facilities.



## 4.2.3. Construction Management



**B**rennan Management Services, the construction and project management arm of The Brennan Group, employs professionals who do more than simply build from the drawings handed to them. We deliver a better finished product by engaging—actively and collaboratively—in the entire range of activities that occurs before actual building even begins.

We work with the design team to develop estimates, provide value engineering, constructability reviews, and scheduling expertise as *design progresses*, which allows for improvements in the budget and eliminates unnecessary lags in the design process.



We develop construction programs that are structured but nimble enough to deal with changing circumstances. We take advantage of the economies that result from careful planning and constantly look for ways to work better, faster, smarter.

As the building process moves from paper to place, BMS personnel work with the design team to address issues as they arise on-site. This integrated approach speeds the process. More important, it delivers a better finished product.

The following briefly describes the tools we use to establish and/or manage project timelines and ensure project progress

### ■ Technical Services Expertise

The Brennan Group differentiates itself in a crowded marketplace by building each project on a foundation of solid planning and by putting at the client's disposal the considerable intellectual capital of the firm.

Professionals with expertise in all aspects of preconstruction phase analysis ensure project success on the ground by, first, examining every aspect of the project on paper.

We review existing plans and specifications, develop value engineering options, and apply the complete range of technical tools at our disposal to ensure that the project budget, schedule, and approach are feasible, achievable, and in the interests of our client.

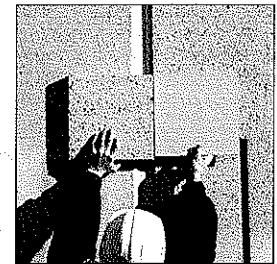
We consider the following:

- Life cycle costing
- Cost-saving measures
- Value engineering changes
- More cost-efficient material selections
- Better long-term constructability solutions
- Schedule reductions

This analysis in the earliest stages of the project allows us to develop more accurate budgets and more predictable outcomes for our client.

### ■ Document Quality Control

We strive to provide our clients with the highest quality and most coordinated set of documents possible. In order to achieve this level of quality, the design, construction,

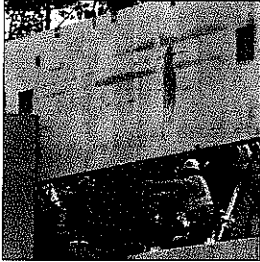


## 4.2.3. Construction Management



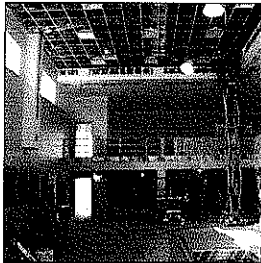
and operations consulting branches of The Brennan Group have worked to gether to develop and refine a tool that we call our "process model."

This tool identifies all tasks required from all disciplines, integrates these tasks into a chronological timeline based on the stated duration required to ensure quality, schedules, collaborative work sessions and periodic internal reviews, client meetings, permitting timelines, etc., in order for a project to go out the door in a timely, organized, and cohesive manner.



Brennan Architects, Brennan Consulting & Training Services, and Brennan Management Services are all involved in document preparation from start to finish:

- Our Operations personnel work closely with designers early in the process to ensure that the owner's vision for the facility and the functional needs are incorporated into the facility design
- Construction personnel consult with the architects throughout the project to comment on constructability and logistical issues that should be revised or reconsidered to achieve a higher quality or more efficient building without sacrificing quality or operations.
- Our designers seek out and closely collaborate with qualified engineers, security experts, and specification writers to create a solid and productive team.



During the early stages of design, architects and operations personnel conduct many fact-finding meetings and design work sessions with the owners. As the project progresses, and once the plans and major systems decisions have been made, meetings with the owner become less frequent, while meetings with consulting engineers increase to ensure that the project moves ahead at a steady pace and that work is not repeated.

Lastly, Brennan Architects uses REVIT software, which requires that all disciplines integrate three-dimensional designs into a single design. The integrated models can then be utilized to run conflict resolution studies on the architecture and systems, and to see if there are any areas of interference or areas that need to be reconciled. This software is a tremendous addition to our quality control process; it reduces the construction period by shortening the time required for contractor coordination studies.



### ■ Time and Quality Management

Projects are turned over to Brennan Architects' Construction Administration team during the construction phase. This team provides oversight of the project according to the contractual obligations in the bidding documents. This specialized team focuses only on Construction Administration and consults, as necessary, with the project architects to ensure that the design vision and all decisions made during the design phases are carried through construction.

The Construction Administration team uses Constructware (Autodesk) for management and quality control of all documentation. This software manages time, transmittals, and reviewers, allows for the tracking of construction issues and cost controls, and provides a

### 4.2.3. Construction Management

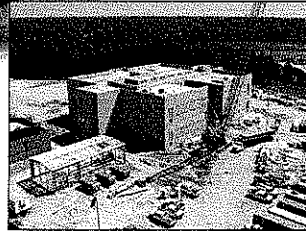
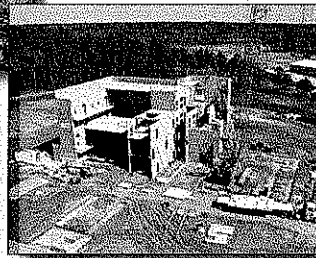
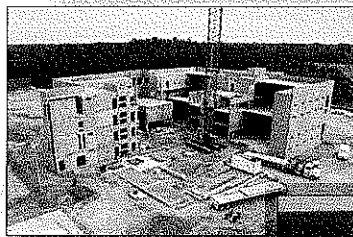
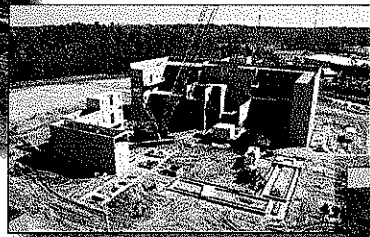
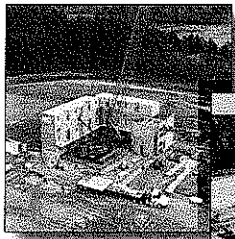


consolidated and accessible file manager for all project-related documents.

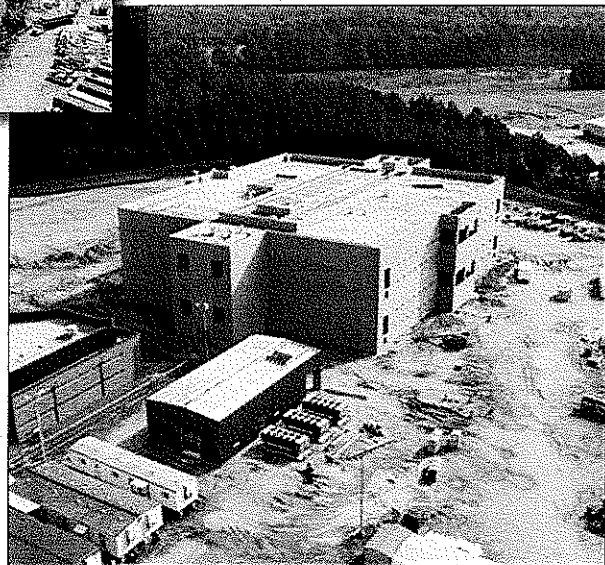
Our team also performs the project close-out duties of final punch-list review and sign off, oversight of warranty and maintenance manuals and policy transference, certificate of occupancy acquisition oversight, etc.

#### ■ Use of Local Trades/Labor in Construction Programs

Brennan Management Services and other branches of The Brennan Group will attempt whenever possible to use local trades and local labor on projects awarded to the firm. We are committed to keeping dollars and jobs in the local community and to contributing to a vibrant local economy.



Horry County Sheriff's Office/ J.Reuben  
Long Detention Center Tower  
Conway, South Carolina





RFQ No. COB61447STATE OF WEST VIRGINIA  
Purchasing Division**PURCHASING AFFIDAVIT**

**West Virginia Code §5A-3-10a states:** No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owned is an amount greater than one thousand dollars in the aggregate

**DEFINITIONS:**

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, Limited Liability Company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount

**EXCEPTION:** The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement

Under penalty of law for false swearing (*West Virginia Code §61-5-3*), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated.

**WITNESS THE FOLLOWING SIGNATURE**Vendor's Name: Brennan GroupAuthorized Signature: [Signature] Date: 1/29/10State of South CarolinaCounty of Richland, to-wit:Taken, subscribed, and sworn to before me this 29 day of January, 2010.My Commission expired February 3, 2013.

AFFIX SEAL HERE

NOTARY PUBLIC

[Signature]