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<th>Project Title</th>
<th>2010 Agency Priority Ranking</th>
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<th>2012</th>
<th>2014</th>
<th>Total</th>
<th>Governor’s Recommendations 2010</th>
<th>Governor’s Planning Estimate 2012</th>
<th>Governor’s Planning Estimate 2014</th>
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2010 STATE APPROPRIATION REQUEST: $96,000,000

AGENCY PROJECT PRIORITY: 1 of 5

PROJECT LOCATION:

<table>
<thead>
<tr>
<th>Project At A Glance</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ Design, construct, furnish and equipment additional secure facilities for the Minnesota Sex Offender Program facilities at Moose Lake, including residential, programming, treatment and ancillary support/service facilities.</td>
</tr>
<tr>
<td>♦ This project will provide funds for design, construction and furnishings, fixtures and equipment (FF&amp;E) for the second phase of the current expansion of the Moose Lake MSOP campus.</td>
</tr>
<tr>
<td>♦ Funds for the first phase of construction (400 beds) and the design of Phase Two were appropriated during the 2006 Legislative Session.</td>
</tr>
<tr>
<td>♦ MSOP began moving residents into the Phase I residential facilities during the last week of June 2009.</td>
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Project Description

This is the second phase of the two-phase project proposed in the Department’s 2006 – 2011 Capital Budget Plan presented during the 2006 Legislative Session to expand program capacity for the Minnesota Sex Offender Program (MSOP).

The 2006 Legislature authorized a total of $44.580 million for the first phase of the MSOP expansion. Phase-One focused on site development; construction of residential facilities for 400 beds; and construction of minimal ancillary support facilities needed to operate the first 400-bed building while Phase II of the project is under construction. The 2006 Legislature also authorized the design of Phase II of the MSOP expansion.

This request (Phase II) includes funds to construct, furnish and equip: an additional 400-bed secure residential facility; the necessary program areas (treatment/activity, work activity, group rooms, indoor/outdoor recreation, visitation, medical treatment, warehousing etc.); and the balance of the ancillary support space (dietary, mechanical and electrical, storage space, control centers, program administration, visitation, security center, etc.). In addition, this project will also require the expansion and upgrading of interior/exterior security systems (including fencing and electronic surveillance, communications, and man-down systems), reconfiguration of some road ways and parking areas, and some changes/modification to the facility’s basic utility infrastructure (sewer, water and electrical distribution) systems.

Utilizing the residential “K” building model that was established by the Department of Corrections (DOC), with some modifications particular to the MSOP licensing requirements, allows Department of Human Services (DHS) to construct significantly more secure space/beds for fewer dollars. This new residential model (referred to as the Star Building) will provide enhanced security features while reducing operational costs associated with the security staff levels used for the previously utilized 25-bed MSOP living units.

Background

In late spring 2005 it became apparent that earlier projections the MSOP program significantly underestimated growth in commitments. This unprecedented growth caused a very serious capacity problem for the MSOP.

In the spring of 2006 it was necessary for the department to find temporary space to house individuals committed to the MSOP. All appropriate/available secure facilities at the Department’s residential facilities were full in June 2006. To address this capacity problem DHS and DOC implemented an emergency plan to utilize space at the Minnesota Correctional Facility – Moose Lake as temporary facilities for the MSOP.

The DOC entered into this agreement with the understanding that the option to use space at their Moose Lake facility was: 1) a short term solution; 2) was only available because of a temporary slowdown in DOC’S population growth; and, 3) the DOC facilities at Moose Lake would be turned back to
them by July 1, 2009. Occupancy of Phase I of the expansion at Moose Lake began in late June 2009, and the buildings that MSOP utilized at the Moose Lake correctional facility are now being utilized for DOC programs.

The second phase of the expansion proposed for the Moose Lake campus is needed to ensure that adequate bed capacity is maintained to facilitate the level of court ordered commitments that the department projects will continue until such time as longer sentencing guidelines for sex offenses mandated by the 2005 Legislature actually begin to impact the annual number of referrals to the MSOP program. In addition, MSOP will need the additional ancillary support facilities proposed for construction during in Phase II to facilitate the various services needed to support the long-range goals of the program.

Impact on Agency Operating Budgets (Facilities Notes)

The increasing sex offender population will impact the agency’s operating budget. The proposed change in operating costs will be outlined in the Project Detail page of this request.

Previous Appropriations for this Project

The Legislature appropriated funds to construct the original 100-bed facility at Moose Lake in 1994. Funds for the first 50-bed addition to Moose Lake were appropriated in 1998. In 2005, the Legislature appropriated $3.259 million for design for new forensic facilities on the St. Peter campus. The 2006 Legislature revised the 2005 appropriation so it could be used to design the MSOP Expansion at Moose Lake. The 2006 Legislature also appropriated $41.3 million for design, construction, furnishings, and equipment for the new facilities for sex offenders at Moose Lake.

Rider language in the 2006 bonding bill allowed for any portion of the DHS 2006 asset preservation appropriation to be used to design the second phase of the MSOP expansion at Moose Lake.

Other Considerations

The department’s 2006 six-year plan outlined the Department’s plan to request design, construction and FF&E funds for the first phase of expansion for MSOP facilities at Moose Lake. It also indicated the department’s intention to request funds for construction and FF&E for MSOP Phase II Expansion in the near future. This request follows that plan.

Project Contact Person

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Governor's Recommendations (To be completed by MMB at a later date)
2010 STATE APPROPRIATION REQUEST: $5,000,000

AGENCY PROJECT PRIORITY: 2 of 5

PROJECT LOCATION:

Project At A Glance
- Maintain and preserve capital investments in state assets
- Provide repairs and replacements to basic facility infrastructure and key mechanical, electrical, utility, and HVAC systems
- Address known security and safety hazards, health risks and code deficiencies
- Repair and replace leaking or deteriorated roofing systems
- Maintain the basic building envelope systems of the state’s buildings

Project Description

This project request involves the repair, replacement, and renewal needs specific to the operations of State Operated Services (SOS) facilities and Minnesota Sex Offender Program (MSOP) facilities. These needs developed over time, and represent a system-wide assessment of the facilities’ deficiencies, including, but not limited to the following:

- Security and safety hazards and code compliance issues
- Life/fire safety deficiencies (fire sprinkling, detection/alarm systems)
- ADA requirements/reasonable accommodations
- Emergency power/egress lighting upgrades
- Roof repair and replacement
- Mechanical and structural deficiencies
- Tuck pointing and other building envelope work (window and door replacement, fascia and soffit work, re-grading around foundations, etc.)
- Elevator repairs/upgrades/replacements
- Road and parking lot maintenance
- Major mechanical and electrical utility system repairs, replacements, upgrades and/or improvements, including the replacement of boilers and upgrade of steam systems
- Abatement of hazardous materials (e.g., asbestos containing pipe insulation, floor and ceiling tile, lead paint, etc.), and
- Demolition of deteriorated/unsafe/non-functional buildings and structures

Background Information

Funding of this request will enable the department, and its facilities, to continue to address/reduce the problem of deferred maintenance and deferred renewal at the RTCs. Failure to fund this request will only intensify the problem. Additional deterioration will result and the state’s physical plant assets will continue to decline. Future costs may actually compound, as complete replacement may become the most cost effective and efficient alternative for addressing related deficiencies.

The key objective of asset preservation is to help reduce the amount of deferred maintenance and deferred renewal referred to as the “capital iceberg.” Although most projects associated with this request are considered nonrecurring in scope, all facility components require scheduled maintenance and repair, and eventually many require replacement. The average life cycle of most projects associated with this request range between 25 and 30 years; however, some have longer life cycles (i.e. tuck pointing, window replacement), and a few may have shorter life cycles (i.e. road and parking lot seal coating and overlays, exterior painting, and UPS (uninterruptable power systems). These projects involve significant levels of repair and replacement and because of the system-wide magnitude cannot be addressed with the current level of repair and replacement funding in the agency’s operating budget.

Each of the department's facilities is responsible for maintaining a list of projects required to preserve their fixed assets. These perpetual and ever changing lists are comprised of projects directly related to asset preservation or deferred maintenance and renewal. The facilities’ asset preservation plans must support the future need and projected use of the facility. Building components are not evaluated on an individual deficiency basis, but rather on an overall building evaluation or assessment basis to determine that its life cycle characteristics and program suitability are in balance.
Impact on Agency Operating Budgets (Facilities Notes)

Lack of funding of this request will require the use of a large percentage of limited repair and replacement operating funds to address critical and expensive asset preservation projects. This action would limit the agency's ability to address routine preventative, predictive and corrective facility maintenance and would actually compound the existing deferred maintenance problem and result in a substantial increase in the long-range deferred maintenance/renewal at the agencies facilities. Funding of this request will not require the agency's operating budget to increase or decrease.

Previous Appropriations for this Project

2009 Legislature appropriated $2 million
2008 Legislature appropriated $3 million
2006 Legislature appropriated $3 million
2005 Legislature appropriated $3 million
2002 Legislature appropriated $4 million
2000 Legislature appropriated $3 million
1998 Legislature appropriated $4 million

Other Considerations

Continued funding at the requested level for several biennia will enable the department to make a significant impact on the system's deferred maintenance problem.

Adequate funding levels for maintaining state physical plant assets could be appropriated to each agency's operating budget to maintain new or upgraded facilities. When a new building is authorized, an appropriate amount of maintenance funds could also be appropriated to the agency's base budget to maintain the new facility into the future. These funds could be placed into a special agency revolving account so they can be utilized and/or managed over a period of years to address major repairs, and replacement/renewal of major building components without agencies having to compete for such funding in future bonding bills.

In some cases repair and improvement may be a very prudent measure, while in other cases total replacement may be the most viable alternative. However, in light of the department's current excess building capacity, demolition of some buildings may be determined to be the most economical and prudent choice of action. In addition, downsizing of facilities and/or deactivation of individual buildings must also be considered when determining which buildings' asset preservation funds should be requested for, or committed to.

Minnesota Statutes 2004, Sec. 16A.11 Subd. 6. Building maintenance and capital betterment: The detailed operating budget and capital budget must include amounts necessary to maintain and better state buildings. The commissioner of finance, in consultation with the commissioner of administration, the Board of Trustees of the Minnesota State Colleges and Universities, and the regents of the University of Minnesota, shall establish budget guidelines for building maintenance and betterment appropriations. Unless otherwise provided by the commissioner of finance, the combined amount to be budgeted each year for building maintenance and betterment in the operating budget and capital budget is one percent of the replacement cost of the building, adjusted up or down depending on the age and condition of the building.

Project Contact Person

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Governor's Recommendations (To be completed by MMB at a later date)
2010 STATE APPROPRIATION REQUEST: $4,500,000

AGENCY PROJECT PRIORITY: 3 of 5

PROJECT LOCATION:

Project At A Glance

- Upgrade building/facility components to facilitate redevelopment/reuse of the Brainerd Regional Human Services Center campus – the last of the surplus Regional Treatment Center (RTC) campuses associated with this long term project.
- Demolish old, non-functional buildings and infrastructure considered non-functional for redevelopment/reuse or determined too expensive to redevelop for an alternative reuse.
- Address other issues associated with disposition of the surplus buildings on the Brainerd RTC campus.

Funds will be used for: professional design and engineering services; implementation of improvements of basic utility systems (heating, water supply, sewage lines, electrical distribution, life safety systems, etc.); structural integrity and building envelope issues (tuck pointing, building foundation restoration, windows, doors, and roofing issues); addressing building code and other regulatory issues associated with change of occupancy/reuse; and, other physical plant issues that are further defined as the disposition plans for this surplus RTC campus are finalized.

Funds will also be used for professional design and project management services and implementation of hazardous materials abatement, demolition of buildings, and disposal of materials in accordance with federal law, Minnesota Statutes, and local governmental rules and regulations. In addition, funds will be utilized for site restoration, the demolition/capping/sealing of utility tunnels and buildings services leading to buildings/structures to be demolished, and other infrastructural issues associated with the disposition of buildings on these campuses, including demolition of sidewalks, roads, and parking lots.

Background Information

The 2003 Legislature authorized Department of Human Services (DHS) to collaborate with local government entities to complete a comprehensive redevelopment plan (master plan) for the future use of the RTC campuses (grounds and vacant buildings) vacated as a result of further expansion of community-based care (Laws 2003, 1st Special Session, Chapter 14, Section 64, Subd. 2). The department, in collaboration with the Department of Administration and local units of government, completed this process for Ah-Gwah-Ching, Fergus Falls, and Willmar in 2004.

The master plan process, done in collaboration with local units of government, was intended to generate viable reuse/redevelopment strategies for the old campus properties and buildings. To implement these master plans, the department anticipates the need for funds for infrastructure approved/implemented in conjunction with master planning efforts for the Brainerd campus.

To address other issues that may surface as the disposition of the last surplus campus proceeds.
modification, building modifications, and demolition of structures that are
determined to be non-functional for future utilization.

In January 2006 the transfer/sale of the Willmar campus was worked out
between the state, Kandiyohi County, and MNWest, a private company from
the Willmar area. On June 30, 2007 the City of Fergus Falls purchased the
Fergus Falls regional treatment center, and on June 3, 2008 title to the Ah-
Gwah-Ching Center was transferred to Cass County.

The Brainerd campus master planning project, coordinated by Crow Wing
County, was completed during the spring of 2007. Neither the County nor
the City of Brainerd is interested in taking over ownership of the Brainerd
campus and managing the campus redevelopment.

Impact on Agency Operating Budgets (Facilities Notes)

The impact on the agency’s operating budget will be contingent on the level
of services provided in the future, and the location and the type of facilities
developed to provide these services. However, just reducing the costs
associated with heating and maintaining the unused/oversized spaces in the
numerous vacant buildings on the Brainerd campus will provide significant
savings to State Operated Services (SOS) facilities overhead costs. The
2009 Legislature reduced SOS' operating budget accordingly.

Previous Appropriations for this Project

The 2005 legislature appropriated $8,910,000 for this request: $4 million for
the Ah-Gwah-Ching campus; $1.9 million for the Willmar campus; and
approximately $3 million for the Fergus Falls campus.

In addition, the 2005 legislature re-authorized $3 million appropriated in the
2002 Bonding Bill for the Fergus Falls RTC so it could be used for this
purpose.

The 2006 Legislature appropriated $5,000,000 for this system-wide request
“to demolish surplus, nonfunctional, or deteriorated facilities and
infrastructure or to renovate surplus, nonfunctional, or deteriorated facilities and infrastructure at Department of Human Services campus that the commissioner of
administration is authorized to convey to a local unit of government under
Laws of 2005, chapter 20, article 1, section 46, or other law.”

The 2008 Legislature appropriated $3.4 million for this system-wide request
“To demolish surplus, nonfunctional, or deteriorated facilities and
infrastructure or to renovate surplus, nonfunctional, or deteriorated facilities
and infrastructure at Department of Human Services campuses. These
projects must facilitate the redevelopment or reuse of the campuses
consistent with the redevelopment plan concepts developed and approved
under Laws 2003, First Special Session chapter 14, article 6, section 64,
subdivision 2. If a surplus campus is sold or transferred to a local unit of
government, unspent portions of this appropriation may be granted to the
local unit of government for the purposes stated in this subdivision.”

Other Considerations

The extensive surplus space on the Brainerd RTC campus, the age of the
facilities, and the estimated cost for ongoing maintenance of the physical
plants have created financial pressures that cannot be ignored. Funding of
this proposal will enable the department to complete the disposition of the
surplus buildings on the Brainerd campus.

If an appropriate alternate use cannot be found for a particular building the
department intends to pursue abatement of hazardous materials and
demolition so the need to continue to expend state dollars to maintain these
non-utilized, non-functional buildings in the future can be eliminated.
**Project Contact Person**

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State Operated Services  
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**Governor’s Recommendations (To be completed by MMB at a later date)**
2010 STATE APPROPRIATION REQUEST: $300,000

AGENCY PROJECT PRIORITY: 4 of 5

PROJECT LOCATION:

Project At A Glance

♦ Multi-Phased Project - **Phase One** (2010 budget request) - Design a 24-bed residential facility for the Minnesota Sex Offender Program's Community Preparation Services Program, and develop related construction documents. **Phase Two** (2012 budget request) - Construct, furnish, fixture and equipment (FF&E) the new facility.
♦ This new facility will be located on the St. Peter campus.

Project Description

This project will focus on the development of new facilities for the Minnesota Sex Offender Program's (MSOP) Community Preparation Services (CPS) Program. This new building will be designed to accommodate 24 residents, and will include space for residential, program/treatment and staff facilities. This building will be located on the St. Peter campus.

This project is being proposed as a two-phase project. **Phase One** will focus on the development of construction documents for the facilities proposed for the CPS program. Funds for the design and development of construction documents are being requested in the 2010 Legislative session with the intent of having the project ready to bid in the spring of 2012.

**Phase Two** will focus on the actual construction project. Funds for construction, furnishings and equipment, will be requested during the 2012 Legislative Session.

The proposed MSOP CPS program facilities will be designed to accommodate 24 CPS residents. Living units will provide two-bed sleeping rooms, common use living spaces, dining areas, kitchenettes, bathing/toilet facilities, a patient laundry room and housekeeping spaces. The residential units will adjoin a central staff area separated from client sleeping and commons areas. Staff areas will include work areas, shared/private offices for staff and providers, multi-purpose rooms, break room, work/copy room, and unit storage spaces.

The site will need to provide parking for staff and visitors, outdoor activities/recreation, and program/facility security. In addition, the site will need basic utility services such as sewer, water, natural gas, electricity and telecommunication services. The space program, scope of work, preliminary design concept, and project cost estimates for this project were developed in a predesign study in the fall of 2008 by Young & Associates Architects, Ltd., Minneapolis, Minn.

Background

The Minnesota Sex Offender Program’s key activities focus on providing specialized treatment for individuals committed by the courts as either a sexual psychopathic personality (SPP) or a sexually dangerous person (SDP). The majority of persons committed to the MSOP program have been referred by the Department of Corrections (DOC) (prior to their scheduled release date) to individual counties for consideration of civil commitment.

Once an individual is civilly committed, they are provided the opportunity to participate in comprehensive sexual offender specific treatment. MSOP applies the risk, needs responsivity model and cognitive behavioral approaches to assist clients in skill acquisition, application and risk reduction. Opportunities are provided throughout the treatment process for clients to demonstrate and maintain meaningful change. MSOP provides various levels of care to meet the individual needs of the patients.

Over the past several years, the MSOP has experienced significant population growth. Efforts are underway to enhance treatment methods and program security and to create operational efficiencies to assure that cost effective services are provided by MSOP. The MSOP is currently in the process of expanding bed capacity at the Moose Lake site.
MSOP recently initiated its **Community Preparation Services (CPS) program**. The CPS program is designed to assist with the reintegration of MSOP residents from a secure setting on campus to a more homelike setting located outside the secure perimeter. Residents within MSOP, who have completed primary treatment requirements and have demonstrated meaningful change, are often supported to petition the Special Review Board, to achieve placement in CPS to begin their process of reintegration into the community.

**General Program (Community Preparation Services) Description**

CPS residents will participate in individualized programming within a residential setting outside the MSOP secure perimeter. CPS residents participate in clinical, vocational, recreational and educational interventions that meet their needs. Key programming areas include utilization of vocational opportunities on campus and eventually off campus as well as other community involvement.

The CPS program will provide specialized programming to prepare residents for successful community reintegration. In many cases, the programming and services that are provided while the resident is in the CPS program will form the basis of the resident’s provisional discharge aftercare plan to assure continuity in service delivery when the resident moves to a community setting.

The on-going monitoring and supervision of residents will be accomplished by utilizing several different methods. Those include electronic monitoring, intermittent staff surveillance, GPS tracking, and drug and alcohol screening. The Office of Special Investigations (OSI) will hold a primary role within the CPS treatment team with regard to the overall supervision of each resident. Other treatment team members will include the Primary Clinician, Clinical Supervisor, Unit Director, Vocational/Rehab Counselors, and Security Counselors.

Through treatment team oversight and facilitation, individual resident liberties and/or privileges will be defined and/or incorporated into their respective individual treatment plans. Residents will be encouraged and supported to take full responsibility for their daily activities including work and recreation.

The Community Preparation Services program will be located on the St. Peter campus.

**Temporary Facilities**

In early 2009 the Special Review Board granted approval for two MSOP residents to begin their transition to community placement/reintegration. The CPS program is currently utilizing the century old Halverson House located on the north east corner of the St. Peter campus. The Halverson House is licensed as a Supervised Living Facility for **five** residents. Although this building meets licensure requirements, the basic layout, size of rooms, and two story construction provides less than desirable space for the CPS program. The Halverson House was set-up as a temporary facility until new facilities designed specifically for the program are developed.

**Projected Capacity Needs**

MSOP anticipates that the Special Review Board will grant approval for approximately 18-25 residents over the next 6 years. The existing buildings will not be adequate to accommodate this many residents. The new facilities proposed in this capital budget request will provide space for up to 24 residents. MSOP believes that this bed capacity will meet the space needs for CPS for the foreseeable future.

**Impact on Agency Operating Budgets (Facilities Notes)**

The increasing sex offender population will impact the agency’s operating budget. The proposed change in operating costs will be outlined in the Project Detail page of this request.

**Previous Appropriations for this Project**

None

**Other Considerations**

The MSOP CPS investigated the possibility of renovating some of the very limited available existing space on the St. Peter campus to meet the CPS program space requirements.
### Project Contact Person

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### Governor’s Recommendations (To be completed by MMB at a later date)
2010 STATE APPROPRIATION REQUEST: $700,000

AGENCY PROJECT PRIORITY: 5 of 5

PROJECT LOCATION:

<table>
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<th>Project At A Glance</th>
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<td>♦ Design, renovate/construct, furnish and equip available space in the Anoka Metro RTC Miller Building for a training center and office complex. This space will be used as a State-wide training center and support facility for State Operated Services (SOS) programs.</td>
</tr>
<tr>
<td>♦ Construct appropriate parking and develop appropriate program support infrastructure.</td>
</tr>
</tbody>
</table>

Project Description

This request is for funds to design, renovate, construct, furnish and equip part of the Miller Building as a clinical training, office and support complex for the State Operated Services system. It will include renovation, construction of a mezzanine, installation of windows, elevators, sprinklers, fire detection and alarm systems, security systems, communications, video conferencing, mechanical electrical upgrades to support the new use of the space, and the development of new/additional parking on campus.

Background Information

The Miller Building on the Anoka campus was designed with four distinct units. Miller North and South units were designed, and have been used since construction, as residential units for the facilities mental heath program. Miller East was originally designed as the Anoka-Metro RTC medical support complex, housing the medical and dental clinics. The West Wing was designed as the Anoka facility’s campus recreational complex. It was constructed with a swimming pool, gymnasium, weight room, offices, several small class rooms, and locker/shower rooms. Over the years, use of the pool declined and pool maintenance was deferred. In 1999, because of very limited use by patients, SOS decided to demolish the swimming pool rather than spend in excess of a million dollars to meet required codes/standards. As part of this demolition, the pool and pool deck were removed and the area was filled with an appropriate compacted gravel/sand base. Heat in the space was shut off and it has remained vacant since that point in time.

The pool building is a structural steel framed building with masonry infill between the exterior wall steel columns. It has a steel framed/decked roof design and a solid well-maintained built up roofing system. The building is in good structural condition and is very suitable for the proposed program. In addition, this area of the campus has adequate room to develop the additional parking requirements this program will need.

At the completion of the system’s transition of the adult mental health program to community settings, and the final disposition of the Willmar, Fergus Falls, Ah-Gwah-Ching and Brainerd campuses, the old spaces previously used for training out-state staff are no longer available.

The development of this clinical training center on the Anoka campus will provide this badly needed space while facilitating the joint education relationship SOS has with the University of Minnesota’s Medical School and other metro area professional/technical colleges. In addition, the Anoka campus is centralized with most of SOS's out-state facilities and has very good highway access from most parts of the state.

Classrooms and support spaces will be specifically designed to accommodate this specialized training and in a location most appropriate for it to be in close proximity to the hospital. Locating this training facility at Anoka Metro RTC will facilitate the integration of theory and practice, and the linking of clinician training directly to patients.

This renovated space will also act as a lab for best practices and evidence-based practices. It will also provide an environment for professionals in psychiatry, nursing, social services, psychology, program administration and support functions to learn in a clinical environment.
Impact on Agency Operating Budgets (Facilities Notes)

This renovated space will increase the facility’s annual fuel and utility budget by a small percentage. It will also cause a slight increase in the facility’s annual maintenance budget.

However, these costs should be more than offset by operational savings attributed to leasing space in the community for this training, and the staffing efficiency associated with having clinicians train for several hours a day and then walk to their treatment units to serve patients for the balance of their shift.

Previous Appropriations for this Project

None

Other Considerations

Rent/lease space for training in the community.

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Governor’s Recommendations (To be completed by MMB at a later date)