

Acknowledgements

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Doré May served as the Project Manager for the Georgia State Financing and Investment Commission (GSFIC). Michael Roy, Project Director for the Georgia State Properties Commission (GSPC) provided oversight, assistance, coordination and consultation over the course of the project with the leadership of GSPC Deputy Director Rod Bowlden and Assistant Director Frank Smith. Ron Nawrocki, Manager of Capital Budgeting for the Governor's Office of Planning & Budget (OPB), provided advice in the preparation of financial projections for the Master Plan. Thomas Wenkstern, Senior V.P. of UGL-Equis, a private consultant to GSFIC that developed the Master Plan RFP, provided additional oversight, review, and advice.

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The Project Team interviewed dozens of individuals in Milledgeville and Atlanta, and conducted meetings with various stakeholder groups in addition to five public Town Hall meetings. The input from these meetings was crucial to understanding local and regional priorities, assets and constraints.

Doug Hawkins of Baldwin County provided Rosser with County GIS maps used in creating the Master Plan.

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Finally, thanks to Senator Johnny Grant, Representative Bobby Parham, and Mayor Richard Bentley of Milledgeville for their continued interest, advice, and support during the planning effort.

Project Team

The Project Team for the Baldwin County Campus Master Plan consisted of the following individuals:

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About the Master Plan

The State of Georgia Baldwin Campus Master Plan provides a framework for meeting agency and State needs as projected by the agencies over the next 20 years on the Baldwin County Campus. It is intended to provide overall planning guidance, not detailed facility programs, designs or costs. The Master Plan should be supplemented in the future with specific engineering and environmental studies and testing, facility programs, and detailed designs for the actual development of new and renovated campus facilities and infrastructure.

It is expected that State and agency needs and priorities upon which this Master Plan is based, along with political and economic conditions, will change over the 20 year implementation period, requiring periodic revisions to the Master Plan to maintain its relevance and usefulness as a planning tool for the State of Georgia.

A current survey was not provided for this Master Plan, therefore boundaries and property lines shown in the Master Plan are approximate and should not be scaled or interpreted as precise. Where The Master Plan indicates new buildings and roads, placement and configuration of the proposed facilities and roads is approximate. Future AE teams will determine exact locations, sizes, and configurations of new facilities and infrastructure.

New building images shown should not be interpreted as final designs, which will be developed by future AE teams based upon final building programs.

Costs, potential revenues, and values associated with the disposition of surplus land suggested in this study are high-level estimates reflecting current market conditions. These estimates are subject to change and significant refinement based upon subsequent development and changing economic and market conditions. These costs are presented for planning purposes only and reflect 2008 market conditions with annual escalation forward projected at 4%. Estimated amounts have been included for contingency, Architect/Engineer (AE) design fees, and Furniture Fixtures & Equipment (FFE) where appropriate based upon project type. The numbers are not actual costs of construction or project costs. Actual costs will be determined by final facility programs, designs, and construction market conditions at the time of implementation.

Introduction

In December 2007, the Georgia State Finance and Investment Commission (GSFIC) awarded a contract to Rosser International, Inc. of Atlanta, Georgia to prepare a Master Plan for the Baldwin County Campus in Milledgeville, Georgia on behalf of the Georgia State Properties Commission (GSPC) which will administer the plan for the State of Georgia.

According to GSPC, Georgia Governor Sonny Perdue authorized the Master Plan of the Milledgeville Campus to enable the State to better plan and prioritize future appropriations for facilities on the Campus. As portfolio manager of all State properties, GSPC intends to use the Master Plan as a tool for optimizing the State's investment in the Milledgeville campus.

Exhibit 1: Baldwin County Location Map



The State Campus in Baldwin County currently houses operations for four State Agencies: the Georgia Department of Corrections (GDC), the Department of Human Resources (DHR), the Department of Juvenile Justice (DJJ) and the Department of Veterans Services (DVS). These agencies occupy more than 369 facilities with 4.6 million square feet of space. Over the years, many of the facilities have not been adequately maintained. Some have fallen into complete disrepair, and some have been assigned new uses for which they were not originally designed. The designs of many facilities no longer meet current standards for their mission.

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Exhibit 2: Existing State Facilities & Operations

| Agency | SF | Buildings | Clients | Staff | Uses |
|--------------------------------------|------------------|------------|--------------|--------------|--|
| Department of Corrections (GDC) | 1,507,071 | 151 | 4,878 | 1,190 | 5 prisons, support facilities, and food processing plant/distribution |
| Department of Human Resources (DHR) | 2,420,996 | 141 | 730 | 2,414 | Central State Hospital/Adult Mental Health (96 beds), Child and Adolescent Mental Health (28 beds), Developmental Disabilities (331 beds), Nursing Home (210 beds), Forensics (192 beds), and support facilities including staff dormitories, maintenance, laundry, kitchen, central steam plant |
| Department of Juvenile Justice (DJJ) | 401,160 | 65 | 300 | 391 | The Bill Ireland Youth Development Campus (YDC) detention housing, classrooms, dining, gym, laundry, maintenance, administration |
| Department of Veterans Service (DVS) | 292,420 | 12 | 265 | 265 | The Georgia War Veterans Home |
| Totals | 4,621,647 | 369 | 6,507 | 4,260 | |

Client Load and Staffing

Exhibit 3: Current Client Load & Staffing by Agency

| Agency | Clients | Staff |
|---------------|--------------|--------------|
| Baldwin Sp | 1,100 | 290 |
| Bostick Sp | 701 | 155 |
| Men's Sp | 670 | 155 |
| Rivers Sp | 1,141 | 298 |
| Scott Sp | 1,266 | 292 |
| GDC | 4,878 | 1,190 |
| DHR | 730 | 2,414 |
| DJJ | 300 | 391 |
| DVS | 450 | 265 |
| Totals | 6,358 | 4,260 |

Project Scope

The State's general objectives for this Master Plan are to:

- Meet agency program needs over a 20-year period in 5-year phases
- Meet state needs to optimize facilities and liquidate surplus property
- Meet community needs for economic development and civic improvement

To meet these objectives, Rosser was commissioned to develop a Master Plan in accordance with the following scope of services:

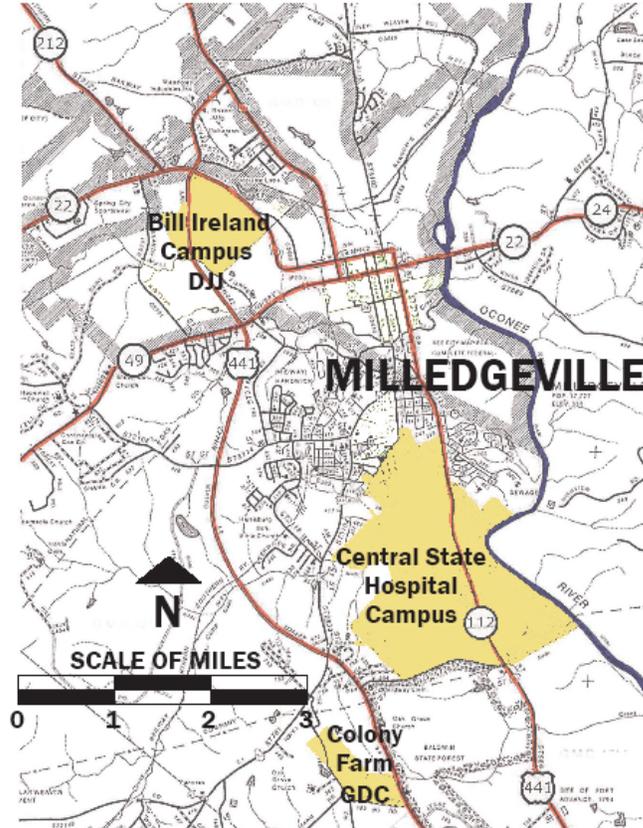
- Develop and implement an outreach program to involve stakeholders in the process
- Confirm the facility and real estate needs to meet each agency's mission
- Understand the condition of existing facilities and infrastructure
- Identify the values and liabilities of the Campus
- Conduct a gap analysis of program needs versus existing facilities and infrastructure
- Address potential funding strategies for implementing changes to the Campus
- Prepare a comprehensive master plan for the Campus

These seven activities represent the primary tasks conducted by Rosser International and its consultants over the course of the study. These tasks are further detailed in the sections following this Executive Summary.

The study area comprises three distinct campuses:

- The 1,960-acre Central State Hospital (CSH) Campus, which is occupied by DHR, GDC and DVS;
- The 398-acre DJJ Bill Ireland Youth Development Campus (YDC); and
- The 175-acre GDC Colony Farm tract, which is occupied by Georgia Corrections Industries (GCI), Care & Custody, Fleet Management, and Food & Farm. The CSH and DJJ campuses accommodate over 6,500 residents and 3,850 State employees. The facilities range in age from new to over 100 years with the majority being over 50 years old.

Exhibit 4: Campus Location Map



Agency Needs

The Project Team identified and documented each Agency's current and future program needs projected over 20 years. Team members reviewed available information on each agency's website, met with representatives of the agencies to confirm program needs, best practices, and work to date, and used the information to document current and projected levels of client population served, and associated staffing requirements.

In general, the Project Team recommends that the agencies consolidate operations in new and renovated facilities located in close proximity to promote efficiency and security, ensure compliance with modern operational and regulatory standards, improve employee recruitment and retention, minimize maintenance and energy costs, and minimize visual impact to adjacent agencies and the community. Obsolete facilities should be demolished. Shared facilities should be considered. Privately financed and built facilities for lease-back to the state should be evaluated as a means to reduce capital fund outlays and permit critical projects to proceed without delay.

Department of Corrections (GDC)

The Project Team's recommendations for GDC are the following:

Renovation:

1. Renovate the Culver Kidd Hospital to accommodate a shared medical-surgical facility with the Department of Human Resources and a 300 bed acute and chronic care treatment and assisted living facility for the Department of Corrections.

New Construction:

2. Two new 2,000 bed prisons should be built to replace Bostick, Men's, Rivers, and Scott. One facility could be a mental health treatment prison.
3. If Colony Farm is sold, construct new prison/GCI warehouses and Fleet Management/Food Distribution vehicle maintenance shops in a support complex shared with DHR.
4. Construct a new Administration Building to consolidate administrative support for the GDC in a shared office park with DHR.

Other:

5. Baldwin State Prison should remain in operation.
6. The meat processing plant/food distribution operation should remain in operation.

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7. Colony Farm should be considered for surplus in whole or in part. The existing warehouse and shop buildings could remain in operation or be sold as a separate parcel and relocated per item 3 above.
8. Bostick, Men's, Rivers, and Scott State Prisons should be demolished.
9. Arnall and the Old Meat Plant should be demolished.

Exhibit 5: GDC Proposed Major Facility Demolition

| Building Name | BLLIP Number | Area | Phase |
|------------------|--------------|------------|-------|
| Arnall Building` | 1263 | 181,708 SF | II |
| Bostick S.P. | Various | 119,106 SF | III |
| Men's S.P. | Various | 137,287 SF | II |
| Rivers S.P. | Various | 195,109 SF | II |
| Scott S.P. | Various | 316,062 SF | III |
| F&F Warehouse | 1431 | 35,799 SF | I |

Department of Human Resources (DHR)

DHR Strategic Intent

DHR provided the following statement to Rosser for this study:

"The DHR State Hospital system intends to operate smaller, more specialized hospitals emphasizing quality care focused on recovery. No person will be served in a hospital based solely on a developmental disability and hospitals will not serve as homes. People will only be served in a hospital setting when the acuity of the consumer requires a hospital level of care, or when community resources have been exhausted or are under development. Hospitals will provide on campus step down capacity for consumers facilitating their successful return to the community. Hospital resources will be dispersed throughout the state to ensure maximum accessibility and efficiency.

- Consumers should be involved in the planning process.
- Recruitment and retention of qualified healthcare staff is a challenge in this location.
- Because consumers with developmental disabilities are not going to be served on the grounds of the hospital, there is no need for a new space to accommodate this population.

- The hospital currently occupies the first and second floor of the five story Kidd Building. On the two floors occupied by the hospital are the medical laboratory, radiology services, outpatient clinics and hospital police.
- The Adolescent Forensic Unit is being transitioned to serve the older adolescent male forensic population. It should be renovated at its current location and maintained at its current size ensuring strict segregation from hospital services to adults. The Adolescent Forensic Unit should be renovated so it can easily be converted to another use. It should include academic space sufficient to meet Department of Education and federal standards.”

Recommendations

Renovation:

1. Renovate Crittenden Building (BLLIP 915) as a 28 bed Adolescent Forensic Unit with required educational space.
2. Renovate the Culver Kidd Hospital (BLLIP 923) on the Central State Hospital campus as a shared facility with GDC for acute and chronic care treatment.

New Construction:

3. Construct a new 96-bed Adult Mental Health Facility with 10 observation beds.
4. Add 12-20 person active treatment classrooms at the Cook Building.
5. Construct a new 180-bed Skilled Nursing Facility to serve geriatric forensic, geriatric care and medically fragile clients.
6. Construct new Transitional Home apartments for 36 residents.
7. Construct a new Administration Building to consolidate administrative support for the Central State Hospital in a shared office park with GDC.
8. Construct new warehouses, maintenance shops, and kitchen in a support complex shared with GDC.

Other:

9. Adult Forensic patients will be housed in the Cook Building.
10. Continue use of Howell (BLLIP 921) for emergency evacuees.
11. Discontinue housing for the Developmentally Disabled.
12. Repurpose Allen (BLLIP 1236), Parham Central Kitchen (BLLIP 628), Powell (BLLIP 929), Wilkes (BLLIP 1087) and Yarbrough (BLLIP 1122).
13. Repurpose the Broad Street Homes.
14. Demolish the private residences on the east side of Carl Vinson Highway.
15. Demolish the structures listed in Exhibit 5 that follows:

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Exhibit 6: DHR Proposed Major Facility Demolition

| Building Name | BLLIP Number | Area | Phase |
|------------------------|--------------|------------|-------|
| Binion | 1239 | 44,432 SF | I |
| Boland | 1240 | 108,898 SF | III |
| Boone/Craig | 1241 | 133,483 SF | II |
| Central Laundry | 924 | 30,387 SF | II |
| Central Shops | various | 23,308 SF | III |
| Dental Clinic | 916 | 9,786 SF | II |
| Freeman | 918 | 140,560 SF | II |
| Greenhouse | 920 | 10,052 SF | I |
| Lawrence | 925 | 156,400 SF | II |
| Maintenance/Electrical | 926 | 10,301 SF | II |
| NDI Building | 1091 | 14,961 SF | II |
| Old Music Therapy | 1090 | 11,230 SF | I |
| Old Steam Plants | 1118/1119 | 27,674 SF | I |
| Nursing Home Center | 927 | 26,370 SF | II |

Department of Juvenile Justice (DJJ)

Many of the buildings at Bill Ireland YDC are old and outdated for their current mission and function. According to DJJ, the campus is too large and sprawling for efficient operation. Accordingly, the Project Team recommends construction in Phase I of a new 150-bed YDC on a 57 acre parcel to be developed on the southwest portion of the CSH Campus. The existing Bill Ireland campus should be downsized to 150 beds and remain open until a replacement campus is built elsewhere in the state. The Bill Ireland Campus is recommended to be sold in Phase II, however, the below improvements to Bill Ireland are needed to facilitate operations of a 150-bed campus in the interim:

Renovation:

- Renovate Library (BLLIP 1346) for Vocational Use
- Renovate Short Hall Building (BLLIP 1349) for Administrative Use
- Renovate Long Hall Building (BLLIP 1348) for Academic Use

New Construction:

- Construct new 6,021 SF Classroom Building

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- Construct new 950 SF addition to Short Hall Building for Administrative Use
- Construct new 563 SF addition to Short Hall Building for Central Control
- Construct new Reduced Outer Perimeter Security Fence
- Construct new Internal Loop Road
- Construct new Inner Security Fence
- Construct new 150 bed YDC per Exhibit 7.

Exhibit 7: 150 Bed YDC Program

| Function | Area |
|-----------------------|------------------|
| Administration | 6,206 SF |
| Support | 11,388 SF |
| Food Service | 6,046 SF |
| Maintenance/Warehouse | 9,582 SF |
| Academic/Vocational | 20,989 SF |
| Gymnasium | 8,379 SF |
| Detention Housing | 36,826 SF |
| TOTAL | 99,416 SF |

Other:

- Close Buildings (housing units) 1-4, 15 and 16

Department of Veterans Service (DVS)

Georgia War Veterans Home should continue to maintain and upgrade its facilities for the near term. Over the 20 year planning period, construction of new facilities should be considered in order to optimize facility design with operational needs and client expectations. By 2028, 62 additional beds will be required at Milledgeville to maintain the current percentage of the total veterans in the state. However, DVS anticipates a need to reallocate beds elsewhere in the state in order to better serve the veterans population in Metro Atlanta. DVS has identified their optimum future campus in Milledgeville to comprise a low-rise (2 story maximum) 200-bed skilled nursing facility, 75-bed domiciliary facility, and 30-bed Alzheimer's unit. DVS expressed a preference to locate this facility overlooking a lake.

Existing Facilities

Task 3 sought to understand the physical and functional adequacy, operational cost, and capacity to serve future agency programs of major existing facilities and infrastructure at the Baldwin County Campus. The Project Team identified 73 major facilities and prepared a building condition assessment form for each facility for completion by the respective agencies. These forms were compiled into a database for analysis by the Project Team. Most of the major GDC facilities had been previously assessed for a 2007 study by Rosser International. The results of the 2007 assessment were used for the current study.

The assessment revealed an average Building Rating of 45 (**40-70 is considered “fair to below average” condition**) and 38 major facilities had a Building Rating below 40 (**below 40 is considered “poor” condition**). The rating suggests that serious consideration should be given to demolishing over 50% of the facilities assessed. The combined operation and maintenance budgets for the Campus are approximately **18%** of the estimated repair cost of the facilities, compared to the typical industry standards at the high range of 2%.

The analysis developed cost estimates to repair and replace the facilities of **\$731 million** and **\$1.043 billion**, respectively. With the exception of the facilities that are vacant, the remaining facilities are functional in supporting the agencies’ mission requirements.

Exhibit 8: Summary Facility Ratings

| Agency | # of Facilities | Total SF | # of Facilities with Building Rating below 40 | Average Building Rating |
|--------|-----------------|-----------|---|-------------------------|
| GDC | 28 | 1,241,911 | 19 | 43.1 |
| DHR | 24 | 1,731,693 | 13 | 39.7 |
| DJJ | 17 | 223,647 | 6 | 49.9 |
| DVS | 4 | 260,580 | 0 | 77.8 |

The CSH Campus includes 525,500 linear feet of utility distribution systems. These systems have an estimated **cost to repair of \$52 million**, a **cost to replace of \$60 million** and an **average Facility Condition Index (FCI) of 62%** representing a **“fair” overall condition**. Detailed engineering and economic analysis studies are recommended to determine whether the

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steam distribution system should remain centralized or be decentralized. The Master Plan assumes decentralization of the steam system by the end of Phase III. Additional engineering studies are recommended to determine whether other utility distribution systems should remain under State ownership or be turned over to local utilities.

Exhibit 9: Utility Ratings and Costs

| Distribution System | Replacement Cost | Renovation Cost | Rating | Cost to 70% Rating |
|---------------------|---------------------|---------------------|-------------|---------------------|
| Data/Comm | \$ 3,120,000 | \$ 2,340,000 | 85.0 | \$ - |
| Electrical | \$20,400,000 | \$19,125,000 | 38.8 | \$ 5,976,563 |
| Gas | \$ 5,292,500 | \$ 3,969,375 | 85.0 | \$ - |
| Roads | \$ 3,600,000 | \$ 3,330,000 | 7.5 | \$ 2,310,000 |
| Sanitary Sewer | \$ 3,400,000 | \$ 2,465,000 | 73.0 | \$ - |
| Steam | \$11,000,000 | \$10,725,000 | 33.0 | \$ 3,968,250 |
| Storm Drainage | \$ 675,000 | \$ 506,250 | 85.0 | \$ - |
| Water | \$12,825,000 | \$ 9,939,375 | 49.5 | \$ 2,037,572 |
| TOTAL | \$60,312,500 | \$52,400,000 | 62.0 | \$14,292,385 |

The Master Plan makes the following assumptions and estimates concerning infrastructure replacement on the CSH Campus during the planning period:

- Data/Comm: Phase I - 0%; Phase II - 100%
- Electrical: Phase I - 50%; Phase II - 15%; 35% to be abandoned with surplus property
- Gas: Phase I - 25%; Phase II - 25%; 50% to be abandoned with surplus property
- Existing Roads: Phase I - 5% demo, Phase II - 5% demo
- Resurfacing/sidewalks/curb & gutter of approximately 16,000 LF to remain on CSH campus: Phase I - 20%; Phase II - 70%; Phase III - 10%, streets and roads on surplus property to be abandoned.
- Sewer: Phase I - 33%; Phase II - 33%; 34% to be abandoned with surplus property
- Steam: Phase I - 5%; Phase II - 5% for maintenance & repair. Steam to be decommissioned in Phase III
- Water: Phase I - 25%; Phase II - 25%; 50% to be abandoned with surplus property
- Storm: Phase I - 0%; Phase II - 70%; 30% to be abandoned with surplus property
- Water: Phase I - 25%; Phase II - 25%; 50% to be abandoned with surplus property

New and expanded infrastructure costs are included with the site development cost of new facilities, which are estimated at 10% of building construction costs.

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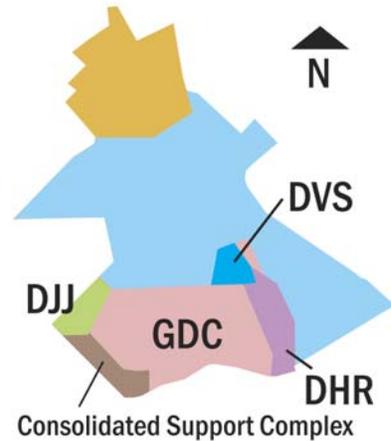
The DJJ Campus utilities are owned and operated by the local municipality. DJJ purchases service as a commercial customer and owns and maintains the utility lines within the Campus fence line. These systems range in age from 1930 - 2005. The majority of the DJJ buildings were constructed between 1930 and 1960. The DJJ Campus has already been decentralized from steam plant operations and the existing utility infrastructure will need repair/replacement within the next ten years. Since the Master Plan recommends sale of the DJJ Campus in Phase II, major repairs to the infrastructure are not anticipated.

Summary of Recommendations

The Master Plan presents a phased approach to accomplishing its recommendations in four 5-year increments. The Study Team developed five overall strategies for the Baldwin County Campus.

Strategy 1: Consolidate Agency Campuses

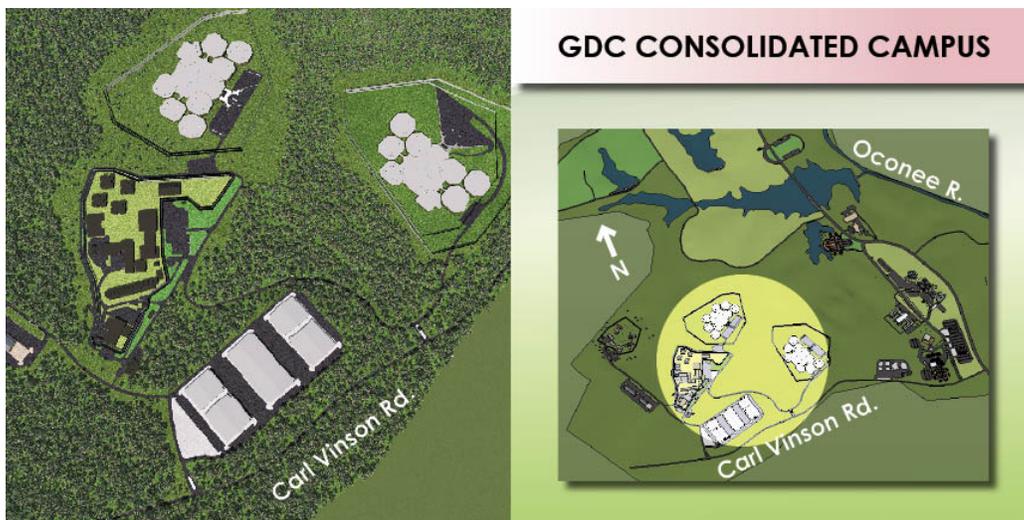
The Master Plan proposes that the south end of the Central State Hospital (CSH) campus, where Baldwin State Prison and Culver Kidd Hospital are currently located, become the focus of future agency operations. The Plan calls for construction of two new prisons to replace four existing state prisons which are ranked the poorest facilities statewide. The existing Culver Kidd Hospital, currently underutilized, would become a shared DHR/GDC facility with new facilities built nearby to accommodate DHR program needs. Over the course of the 20-year planning period, DJJ and DVS would also shift their operations to the south side of the campus.



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Georgia Department of Corrections

A 317-acre GDC Campus with an entrance on Carl Vinson Road is planned to house the existing Baldwin State Prison and two additional 2,000 bed facilities, one of which would be a mental health prison. An additional site has been reserved for a third new 2,000 bed prison. The State could consider private funding and operation of these new prisons. An adjacent 62-acre support complex will consolidate GDC and DHR support facilities in a central location. Significant landscape buffers utilizing existing tree cover will provide visual separation of these facilities from adjacent agencies, from the community, and from proposed private development on surplus property.



Approximately 50 acres of open land on the GDC campus are recommended for organic farming by GDC inmates as Community Supported Agriculture (CSA), which would permit inmates to earn income by providing this service to the community.

Selma Erwin Nature Study Preserve

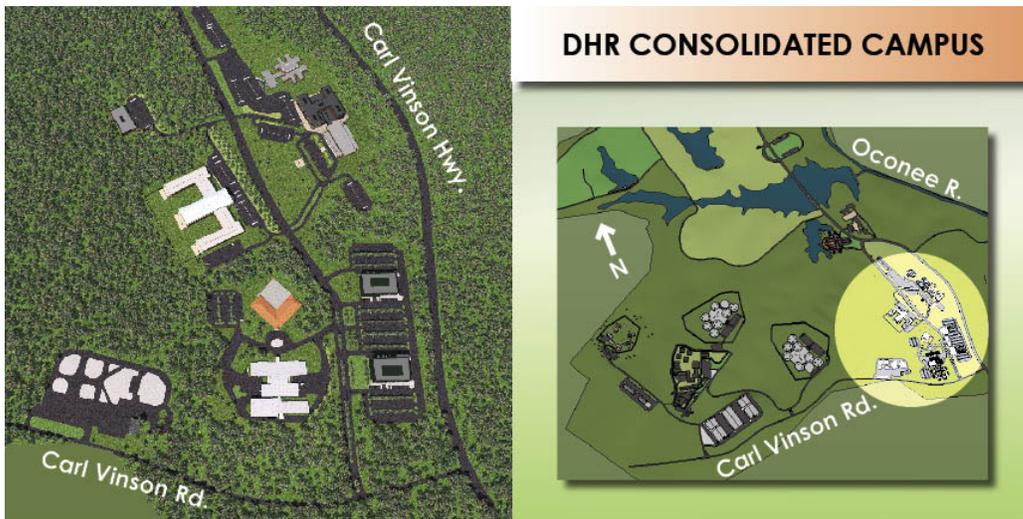
East of the two new state prisons proposed by the Master Plan, a building site is reserved for a third 2,000-bed prison. In recent years DHR entered into an agreement with local groups allowing public use of this area as the Selma Erwin Nature Study Preserve. The Master Plan permits continuing use of this area pending need for a third new prison.

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Department of Human Resources

DHR's flagship Central State Hospital serves approximately 800 patients, many of them in facilities that are obsolete by today's standards of psychiatric care. In the early 1970s when the patient population of CSH exceeded 11,000, the Culver Kidd Hospital was constructed at the southern end of the campus. This facility is currently about 20% utilized.

The Master Plan recommends that CSH relocate operations to a new 112-acre campus centered around the Culver Kidd Hospital, which is proposed to be renovated as a shared DHR/GDC inpatient/skilled nursing facility, the 184 bed Payton Cook forensic facility (scheduled to open in 2008), a new 106-bed Adult Psychiatric hospital, a new 180-bed Skilled Nursing Facility, a new 28-bed Adolescent Forensic Facility, a new Multi-Purpose Activity Facility, and six new Transitional Group Apartment Homes to house 36 residents. Most of these new and renovated facilities could potentially be privately financed, constructed and operated.



The new DHR facilities will be visually separated from adjacent proposed private residential development by dedicated tree buffers along a proposed realignment of Carl Vinson Highway passing to the east of the existing Kidd Hospital. A new internal road system for the new DHR campus is envisioned, which would have a new entrance from Carl Vinson Road.

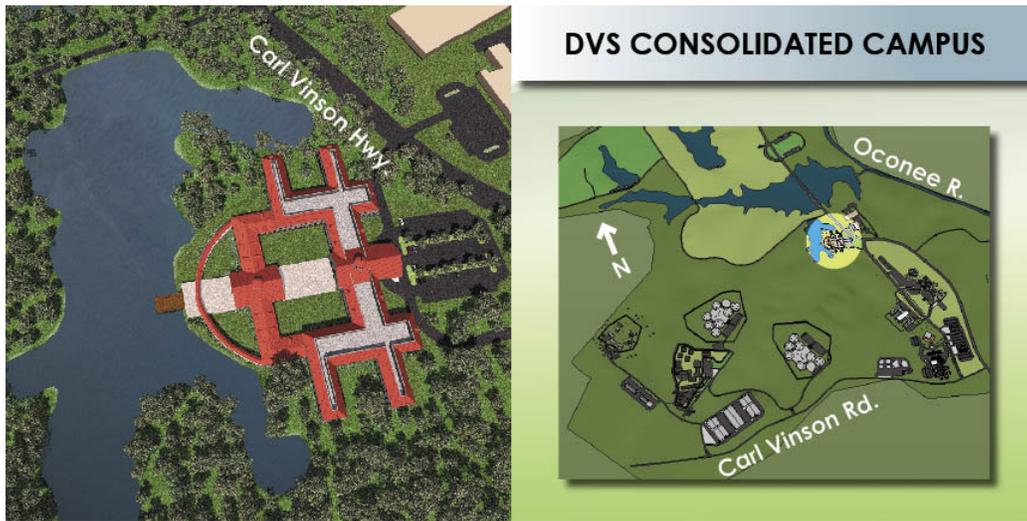
Department of Juvenile Justice

A new 150-bed Youth Development Campus is recommended for construction on a 57-acre site with a new entrance from Carl Vinson Road near the southwest corner of the CSH campus. The existing 398-acre, 300-bed Bill Ireland YDC is recommended to be downsized to 150 beds until development of replacement beds elsewhere in the State permit the existing DJJ campus to be sold.

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Department of Veterans Service

The Master Plan envisions relocation of the DVS Georgia War Veterans Home (GWVH) to a site overlooking an existing lake on Carl Vinson Highway opposite the GDC Meat Processing Plant. The new GWVH is proposed as a two-story structure comprising a 200-bed Skilled Nursing Facility, a 75-bed Domiciliary Facility and a 30-bed Alzheimer's facility, which anticipates future redistribution of Georgia War Veteran's Home residents to DVS facilities elsewhere in the state. The existing GWVH buildings would be repurposed as academic dormitories for a proposed new Board of Regents institution.



Shared Office Park

Administrative functions for DHR and GDC will be located in a new shared office park to be constructed on a 19-acre site at the corner of Carl Vinson Highway and Carl Vinson Road. One 50,000 SF building will house GDC functions now located in the Arnall building along with administrative space for each of the two new state prisons.



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A second 150,000 SF office building will accommodate Central State Hospital administrative functions now located in the Yarbrough and Powell buildings. The office park could be built by a private developer through lease-back to the State.

Consolidated Support Complex

A new Consolidated Support Complex is proposed for a 62-acre site south of Baldwin State Prison. This complex will be designed to house warehouse and logistics operations for DHR,



GDC state prisons, Corrections Industries, Care & Custody, and Food & Farm. A new DHR Central Kitchen Facility is planned for this complex along with new maintenance and engineering shops for DHR and GDC Fleet Maintenance operations. This support complex could be privately financed, built, and operated.

Truck Driver Licensing Facility

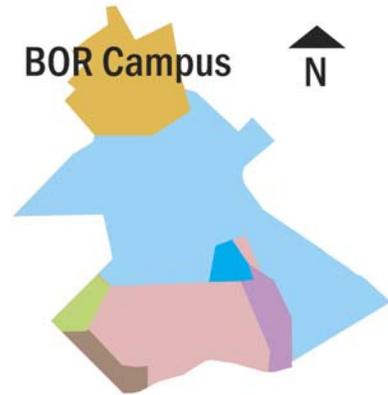
The existing truck driver licensing facility located on 10 acres on Carl Vinson Road is proposed to remain unchanged.

GDC Food Distribution Unit

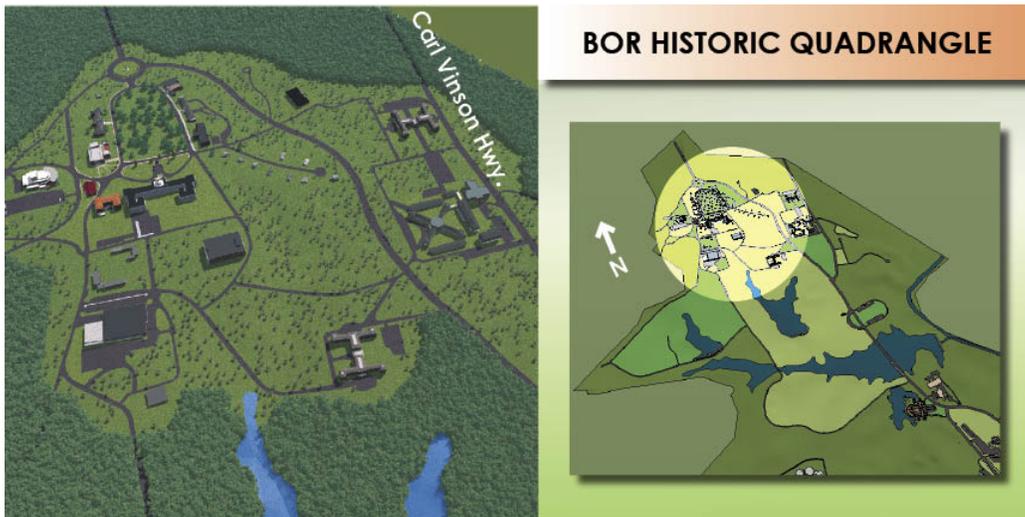
The GDC meat processing complex on the east side of Carl Vinson Highway north of the new Cook forensic building is recommended to remain in its current location. The Master Plan calls for tree buffers to screen these structures from view, given the prominent site and adjacency to future residential development. As the Old Meat Plant and Food & Farm truck maintenance facilities located nearby on Abbatoir Road are recommended for demotion in order to clear the area for private residential development along the Oconee River, these Food & Farm operations would first need to be relocated to the new Consolidated Support Complex.

Strategy 2: Repurpose the Historic Quad

Once the CSH operations in the Powell Building have been relocated to the new DHR campus, this historic building, along with Brantley, Jones, Green, Walker and other buildings on a 322 acre tract at the north end of the CSH campus, are recommended to be renovated for a new purpose. The facilities and quadrangle are ideal for an academic use, and the Georgia Board of Regents (BOR) is evaluating a Rural Health Care Initiative proposed by Dr. Dorothy Leland, President of Georgia College & State University, for potential reuse of these buildings. This initiative envisions a multi-institute, multi-discipline medical education institution drawing upon clinical and research opportunities afforded by the State’s client population of over 6,000 in Milledgeville in a region of the state that is medically underserved.



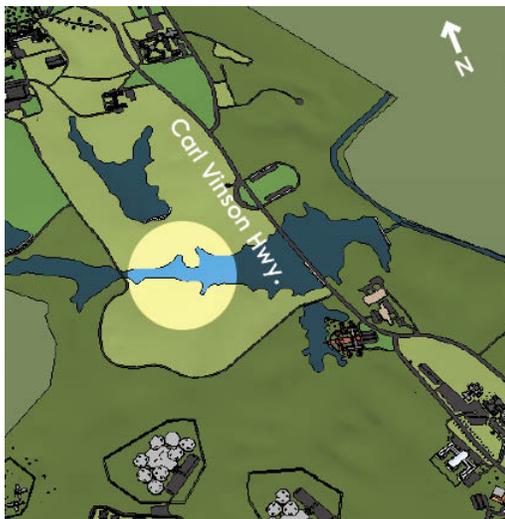
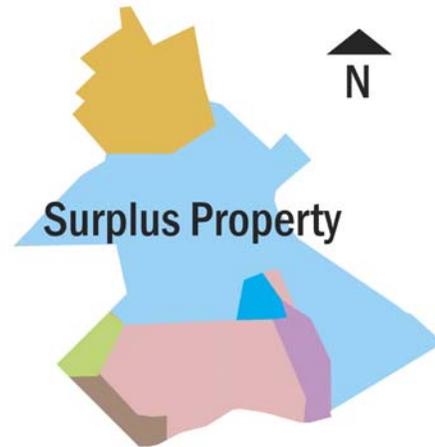
Along with the historic structures of CSH, there are historic homes on Broad Street east of the Powell Building which merit renovation as faculty residences and VIP guest houses for the new BOR institution. The Master Plan recommends that Broad Street be made a cul-de-sac to reduce traffic in front of these houses.



Strategy 3: Maximize Surplus Property

From the 2,500 acres comprising the DJJ, CSH, and Colony Farm campuses, the Master Plan makes more than 1,600 acres of State property available for sale to the private sector, benefiting the state and augmenting Baldwin County tax rolls.

Approximately 1.5 miles of wooded Oconee riverfront land east of Carl Vinson Highway appears to be desirable for residential development. A market study commissioned for this master plan indicates potential demand in Milledgeville for new residential development geared to retirees, a hotel with conference facilities, and neighborhood retail. The northern Oconee parcel contains a number of State-owned residences whose appearance and condition detract from the marketability of the surplus parcels. As the State has expressed a desire to exit the private housing market, the Master Plan concludes that these houses should be demolished.



Development of several new lakes is proposed to enhance the value and marketability of the surplus acreage west of Carl Vinson highway in the area to be vacated by demolition of four state prisons. These lakes could provide irrigation water for proposed golf course development and allow creation of higher-value water and golf course front residential lots.



Relocation of the Bill Ireland YDC to the CSH campus would permit the entire 398 acres to be sold as a single tract with all the existing YDC buildings, making it suitable for a campground, conference center, or other commercial development. Colony Farm is recommended for subdivision into two parcels, with open land and buildings placed on separate tracts, allowing the open land to be sold in Phase I (years 1-5) while GDC operations continue in the existing buildings pending their future relocation to the new Consolidated Support Complex.

Strategy 4: Build on Assets

The Master Plan seeks to leverage the strengths of Milledgeville and the surrounding region to create a synergy of uses intended to increase the inherent value of the Campus to the State and to the community.



Lake Oconee & Lake Sinclair

Lakes Oconee and Sinclair are the pre-eminent attractions of Central Georgia, beckoning recreational enthusiasts and fueling a vibrant resort real estate market. The Master Plan builds on these assets by proposing private development of surplus property with new well-planned waterfront residential communities designed to draw from this regional market.

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The Oconee River Greenway

Consisting of a paved pedestrian and bike path on the bank of the Oconee River near downtown Milledgeville, the Oconee River Greenway provides an attractive alternative to the automobile and represents a valuable recreational amenity to the community.

The US 441 Antebellum Trail

Georgia's Antebellum Trail follows US 441 for most of its path from Athens to Macon, linking historic towns and fine examples of antebellum architecture along the way. US 441 transits downtown Milledgeville, passing within a mile of the Central State Campus. The Master Plan envisions a new traffic circle to be located at the off-campus intersection of US 441 and the proposed new Boulevard, establishing a grand new entrance to the State Campus.



Historic Downtown Milledgeville

Downtown Milledgeville is a mix of charming shops, restaurants, handsome architecture (including the former State Capitol and Governor's Mansion), and historic colleges set along tree-lined streets. The proposed new Boulevard will establish a pedestrian-friendly link between Downtown Milledgeville and the State Campus.



Historic neighborhoods

Beautiful historic homes and neighborhoods are hallmarks of Milledgeville, but these tend to deteriorate in quality and condition as they extend southward to the State Campus. Rehabilitation of surrounding neighborhoods would improve the security and value of the State property while increasing the supply of affordable housing for students and state employees close to the Campus.

Georgia College & State University and Georgia Military College

The GSCU campus consists of handsome restored historic buildings fronting a lovely tree shaded quadrangle in Downtown Milledgeville. Georgia Military College occupies the landmark gothic former State Capitol along with a complement of well-designed modern



facilities. These cultural assets, with others listed above, form a cluster of amenities in Milledgeville compatible with retirement, leisure, and tourism. The Master Plan contributes to this strategic mix with the proposed academic institution in the Historic Quadrangle, new private residential developments, golf courses, shopping village, and a new hotel and conference center.

Baldwin State Forest

The Master Plan seeks to make the State a better neighbor by consolidating “razor-wire” facilities in compact campuses and buffering them from view of the surrounding community. To this end, new entrances for GDC, DHR and DJJ are proposed along Carl Vinson Road, with Baldwin State Forest forming an effective and permanent buffer to the south.

Fall Line Freeway

The Fall Line Freeway is a much-anticipated four-lane route that will eventually connect Columbus and Augusta. Planned to pass through the Milledgeville area south of Baldwin State Forest near the Wilkinson County line, the highway will improve Milledgeville’s east-west access to the Interstate Highway



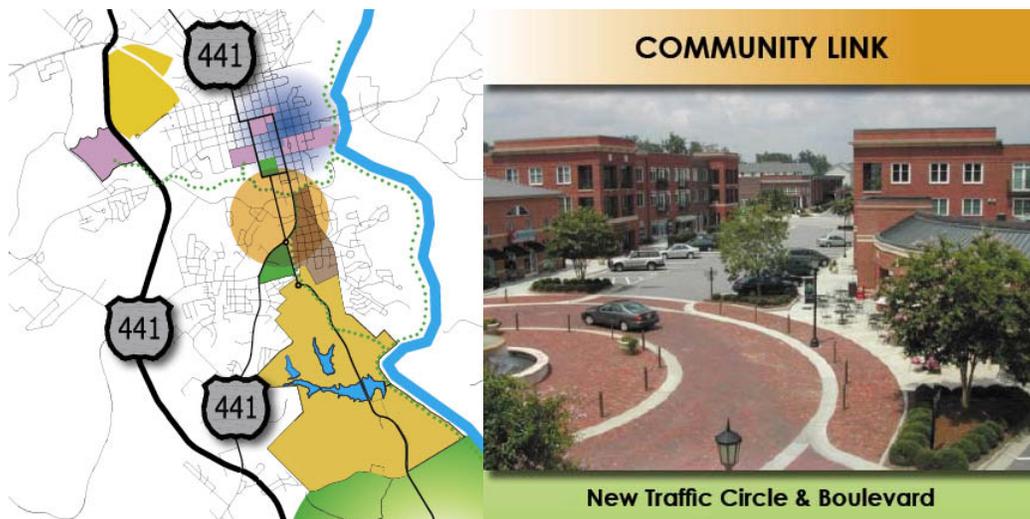
System, and, in concert with the expansion to four lanes of the north-south artery, US 441, help position the city as a distribution center by virtue of its location at the geographic center of the state. The highway could be a catalyst for economic development on the south side of Milledgeville, thereby increasing the value of and demand for the State’s surplus property.

Strategy 5: Create Links to the Community

The Master Plan recognizes the potential for linkage with the surrounding community to enhance the value of State holdings and benefit Milledgeville by achieving an improved synergy of uses and activities.

New Pedestrian Boulevard to GCSU

The Master Plan envisions a new Boulevard through undeveloped private land between the State Campus and GCSU to connect the State Campus to Downtown Milledgeville with a landscaped, pedestrian-friendly street lined with new privately-developed shops and upper-level student housing. Lockerly Arboretum would front along the southern segment of the Boulevard, suggesting the opportunity to develop a new city park the opposite side on the northern approach to the State Campus.



Carl Vinson Highway Realignment

The Carl Vinson Highway realignment project is intended to create desirable new links between campus and community while severing other undesirable existing links. Passing east behind Culver Kidd Hospital to separate and buffer the DHR campus from new residential development along the Oconee River, west of the Georgia War Veterans Home, and east of the Historic Quadrangle, the new route would connect with a new traffic circle and the new Boulevard to provide an attractive new entrance to the city and support the development of new residential areas along Carl Vinson Highway.

Oconee River Greenway Extensions

Extensions of the Greenway through the State Campus and new areas of private development would offer residents of new residential developments a leisurely means of accessing recreation, shopping, dining, State facilities and other attractions in Milledgeville



without the need to resort to their automobile. As an amenity, the Greenway extensions would also add value to the new developments they would serve.

Rehabilitation of the South Milledgeville Neighborhood

The neighborhood north of the State Campus between Carl Vinson Highway and Swint Avenue typically consists of small wood-frame cottages dating from the early 20th century interspersed with numerous vacant lots. The area has suffered deterioration over the years and presents a negative image to the area between the State Campus and Downtown Milledgeville. The Master Plan recognizes many potential benefits rehabilitation of this neighborhood would bring to the State Campus and the community:

- Improved appearance and standard of living
- Improved community amenities
- Improved security
- Increased appeal to prospective students, State employees and new residents
- Increased inventory of historic neighborhoods supporting tourism and relocation
- Increased supply of affordable housing close to the State Campus
- Increased property values and revenue to the local government
- Increased value of nearby State and surplus property

As this neighborhood consists of off-campus private property, a partnership between local government, property owners, and private investors is recommended for this task. The local government may support rehabilitation with a commitment to new infrastructure, including

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sidewalks and street improvements, tax incentives for investors, additional zoning controls, etc. Vacant blocks could be purchased for new neighborhood parks, which would also add value by creating park front lots. Judicious relocation of homes and new infill housing nurtured by community design standards and technical assistance present an opportunity to renew the neighborhood and create a valuable asset for the State Campus and the community.

