

Oregon Department of Corrections

10-Year Strategic Plan

July 1, 2020

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TABLE OF CONTENTS

Executive Summary	4
Project Methodology	10
Existing Conditions	14
Needs Assessment	18
Strategic Plan	32
Appendix	103

EXECUTIVE SUMMARY

Executive Summary	5
Overview of ODOC System	7

Executive Summary

Introduction

This 10-Year Strategic Plan was developed to provide a comprehensive understanding of the needs of Oregon Department of Corrections (ODOC) facilities and determine appropriate responses for long-term use of existing facilities, considering current and future capacity needs and conditions. ODOC engaged DLR Group and CGL to facilitate this process, develop options for consideration and make recommendations regarding the request.

Process

During the week of March 3, 2020, the project team interviewed Oregon Department of Corrections (ODOC) leadership and key divisions within the agency with the purpose of understanding their current strategic goals as well as their operational challenges. Interviews were with selected individuals from the following groups:

- ODOC Executive Team
- Operations Division
- Correctional Services Division
- Health Services Division
- Oregon Corrections Enterprises
- Community Corrections Division
- Facilities and Distribution Services
- Office of Communications
- Office of the Inspector General
- Research and Evaluation Unit
- Information Technology Services
- Human Resources

Stakeholders identified three factors that impact ODOC’s ability to meet its goals and provide quality services to Adults in Custody (AICs):

- **Space:** There is an identified lack of space to provide needed programs and services and meet ODOC goals as well as national standards and best practices. Key areas where space was inadequate included the medical, mental health, and program (classroom) functions. Also noted were space limitations that hindered ODOC’s ability to improve staff wellness.
- **Staffing Levels:** Staffing levels in several areas are lacking, impacting supervision and care.
- **Technology:** Access to technology is limited, impacting the efficiency of services provided and restricting AIC access to real-world training and education.

Overall, ODOC’s facilities fall short of space benchmarking levels for modern correctional facilities in the United States. A benchmarking analysis performed by CGL has found that nationally the square footage per AIC is 342.2 on average while ODOC has 287 square feet per AIC. To better understand the basic difference between these square footages and those in Norway, the Halden Prison viewed as one of the world’s most progressive approaches to AIC housing and program delivery, provides 1,155 square feet per AIC.

Total ODOC System Benchmark
Total System Beds *15,352* *Actual SF/Bed* 286.98

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	342.2	5,252,687		
1 Male Housing	51.0%	2,678,870	1,819,576	(859,294)
2 Female Housing	10.5%	551,532	174,886	(376,646)
3 Administration	5.0%	262,634	405,919	143,285
4 Programs	9.0%	472,742	709,227	236,485
5 Services	4.0%	210,107	462,506	252,399
6 Intake/Release/Transfer	5.7%	299,403	33,287	(266,116)
7 Health Care	4.5%	236,371	142,247	(94,124)
8 Support Services	10.0%	525,269	657,994	132,725
Total	100%	5,236,929	4,405,642	(831,287)
9 Outdoor Recreation		767,600	2,170,940	1,403,340

Goals

The aspirational goals of ODOC are documented in “The Oregon Way.” This correctional strategy seeks to improve conditions of confinement, humanize AIC and staff interactions, and normalize prison operations. The overall goal is to reduce the punitive use of incarceration in society. To achieve these goals the agency has focused its efforts in the following areas:

- **Staff Wellness:** The 10-year operational strategic plan titled “Destination 2026” identifies broad objectives to increase staff wellness and create an environment of pride that succeeds at attracting and retaining a highly qualified and diverse workforce. The ultimate ambition is to improve the correctional environment for both staff and AICs.
- **Dynamic Security:** Assumes that positive interactions between staff and AICs improve security and outcomes. In many ways, dynamic security takes the correctional supervision philosophy of “direct supervision” and extends it to normalize staff/AIC interactions for the betterment of all.
- **Normalization:** Shifting the focus of corrections from one of punishment, to one of productivity that improves release success is an essential element of ODOC’s strategy. This requires establishing operational and physical plant conditions that are humane, and of benefit to staff and AIC physical, emotional and mental health.

Physical Plant

As with other state correctional systems, from the mid-1980s through the mid-2000s, Oregon went through a period of substantial prison bed construction to meet the needs of a growing AIC population. While this means that many of the beds in the system are in facilities opened in the last 35 years, it does not signify that these facility designs can fully accommodate the needs of contemporary correctional operations or that they can provide a more normalized environment that will better prepare AICs for successful release.

Per our interviews, ODOC’s facilities lack the spaces needed for today’s correctional operations and for the future. This deficiency is driven by two factors: 1) Goals ODOC leadership have set for the agency, and more significantly, 2) The substantial changes prison systems have confronted in the last 30 years.

During that time span, national mandates, litigation, and changes to societal expectations for correctional operations have increased the sophistication and complexity of managing and working in a correctional environment. These changes have placed increased demands on staff and facilities. Examples of factors that have transformed correctional operations in the last 30 years include:

- Nationally mandated legislation including the Americans with Disabilities Act (ADA) and the Prison Rape Elimination Act (PREA).
- Litigation-initiated changes in standards of care for the provision of health care and mental health treatment inside correctional facilities.
- Increased emphasis on providing enhanced programs, services and treatment to targeted populations.
- Improved correctional practices including reduction of solitary confinement and introduction of more humane restrictive housing.
- Improvements in correctional supervision practices, such as the implementation of direct supervision.
- Increased effort to prepare incarcerated individuals for successful reentry into the community.
- Increased effort to identify the program and treatment needs of offenders and ensure the prioritization of those with the highest risk of reoffending and the highest need for services.
- Changes in AIC population characteristics including an increasing number of geriatric inmates and those with serious medical and mental health needs.
- Increased need for gender responsive supervision and treatment.
- Improvement in managing transgender and gender nonconforming AICs.

Even the most recently built facilities in ODOC (2008) were designed with limited ability to accommodate the above changes. Coupled with the extensive amount of deferred maintenance, the agency is staring at a future in which, without significant investment in its infrastructure, it will be seriously constrained in its abilities to meet its most basic goals.

Interviews with agency stakeholders led the project team to begin formulating potential physical plant needs for the 10-Year Strategic Plan. The following represent these initial priorities:

- **Consolidated Medical/Mental Health/Geriatric Facility/Unit:** The system has a substantial need for a modern consolidated facility that provides medical and mental health treatment to those AICs with the greatest need, as well as providing housing and support to its aging population. With litigation that correctional systems have experienced concerning medical and mental health services in the last 30 years, the basic standards of care for AICs have increased resulting in the need for increased clinical and treatment provisions that require additional spaces and modern layouts than found in most of ODOC's facilities.

Additionally, the "tough on crime" practices of the late 20th century have resulted in an aging offender population that has heightened medical needs and could benefit from special housing that provides appropriate treatment options. The project team identified the need for a consolidated unit that would combine housing and treatment for AICs with the most serious medical and mental health needs as well as housing and treatment for its geriatric AICs. This could be a stand-alone facility or could be constructed on the grounds of an existing facility. Medical, mental health, and geriatric accommodations will still occur on each campus.

- **Expansion of Minimum-Security Capacity:** ODOC's demand for minimum security beds currently exceeds its supply by approximately 1,500 AICs. Currently AICs are backed up into medium security facilities. The demand for minimum beds is expected to grow larger when the new classification instruments are implemented. As a result, the system must expand minimum capacity either through the conversion of other existing beds or through construction of new facilities. It was also reported that the majority of desirable programs are provided at medium security institutions. This is counter to what is needed as correctional systems should create an incentive for AICs to move to lower security levels. AICs should clearly understand that minimum security will provide them with enhanced programming opportunities, fewer restrictions and a more normalized environment that will better prepare them for release. From a financial perspective, minimum security facilities are typically less costly to operate. However, the lack of minimum security beds in the system coupled with the limited availability of program opportunities at minimums creates a disincentive for AICs to positively move through the system.

- **Expansion of Program Spaces:** The expectation for increased programming in correctional systems has created a shortage of available space. Per our interviews, there is a clear lack of available program and treatment space throughout the agency in areas such as education, vocational training, and substance abuse treatment as well as recreation. The 10-Year Strategic Plan identifies institutions to start increasing space available for these activities.
- **Address Deferred Maintenance:** The most recent facility conditions assessments focused on "observable" conditions and, as a result, ODOC believes the assessments significantly underestimate the actual maintenance needs of the agency as many systems are below ground or otherwise not "observable." These limited facility conditions assessments were conducted in 2015/2016. For the purposes of this Strategic plan analysis we estimate that the action items identified for the next 10 years remaining for implementation resulting from this study would require \$568 million in funding. Current deferred maintenance funding levels will do little to control its growth.

New Facilities: Medical, Mental Health, & Geriatric Facility and the Headquarters Building

The creation of a specialized institution to serve the specific needs of the most acute medical, mental health, and geriatric (MMH&G) AICs would allow ODOC to provide consistent high-level care. This facility should be in a location where there is available qualified staff. This strategic plan would locate a 300-bed MMH&G facility on the State owned land next to Santiam Correctional Institution (SCI). This facility would also require a small contingent of 32 AIC workers to maintain the facility. These AICs would be housed at a renovated SCI.

The future ODOC headquarters complex would be located on the south of the property. This development has been detailed in a 2018 study (included in the appendix).

The Norway Model Pilot Project

The Norway Model is centered on the idea that all adults in custody will return to society and should be given the opportunity of rehabilitation. As ODOC strives to provide a more restorative and normative experience for both staff and AICs, it has looked to the model that Norway has created. One method of infusing the system with a physical plant that reflects this model would be to renovate and build new facilities that meet the specifications of what Norway has done. Another approach, which this strategic plan recommends, is to create a pilot facility that ODOC can operate and gather data to discern components that are appropriate for Oregon. This pilot facility should be at SCI and house about 64 AICs that are randomly selected from general population to be included in the pilot program. The renovation of SCI into Oregon's version of a Norway Model facility is critical to understanding the best way to deploy this model in the system. Metrics and data collection should be put in place in advance of opening the facility to ensure data collection systems are successful.

AIC Program and Staff Spaces

The deployment of new or renovated spaces for both AIC programming and staff amenities is included in this strategic plan. Throughout interviews and information collection efforts it was made clear to the project team that these two areas were where space limitations were the most evident. The spaces focus on the larger institutions to provide a positive impact for the most people. Through benchmarking we have determined how much space should be added/renovated at the major institutions for both staff and AICs.

COVID-19

This strategic plan does not address ODOC's physical building response to the pandemic and what it might mean in the future. It does however, address the significant medical, behavioral health, and geriatric needs the system has. An actionable plan to bring ODOC facilities into best practices in a post-COVID-19 world is not possible at this time as those mitigation techniques are just starting to be considered nationally and globally. Once there are actionable guidelines, ODOC should update this strategic plan.

Overview of ODOC System

The department has custody of adults sentenced to prison for more than 12 months, it houses approximately 14,300 adults in 14 state-owned prisons throughout the state. The agency is recognized nationally among correctional agencies for providing AIC's with the cognitive, education, and job skills needed to become productive citizens when they transition back to their communities. To improve outcomes and successful reentry, promote safe communities, safe prisons, and a safe workplace, the department created the Oregon Accountability Model. This business strategy is designed to change criminal behavior through treatment, education, and supportive programs.

ODOC is also responsible for oversight and funding for community corrections for each of Oregon's 36 counties. In addition, ODOC also provides direct parole, probation, and community supervision support directly for two of Oregon's counties.

ODOC operates 353 buildings totaling 5.45 million square feet, at 14 locations throughout the State of Oregon, with an estimated replacement value of \$3.5 billion. These structures provide secure custody spaces as well as spaces for education, vocational training, treatment, recreation, and administration and support services. Buildings have been on-line since the 1800's with the newest building developed in 2018.

This Strategic Plan supports the mission, vision and values of ODOC - The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

Vision

- Valuing Employee Wellness
- Engaging Employees
- Operating Safe Facilities
- Implementing Innovative Business Practices
- Preparing Offenders for Reentry
- Partnering with Our Stakeholders

Values

- Integrity and Professionalism
- Dignity and Respect
- Safety and Wellness
- Fact Based Decision Making
- Positive Change
- Honoring Our History
- Stewardship

Oregon Department of Corrections is comprised of 6 divisions that are all overseen by the Office of the Director.

- Administrative Services
- Community Corrections
- Correctional Services
- Human Resources
- Operations
- Central Administration

Each division is made up of several units that are further described in the appendix section, stakeholder interviews.

Administrative Services division is responsible for providing essential services to all of ODOC's locations and external customers. Administrative services has four units that comprises its division, facility services, distribution services, safety programs, and information technology and services.

Community Corrections in Oregon is operated as a state government function in collaboration with local agencies. Each county operates its own community corrections programs, with the exception of Linn and Douglas counties in which ODOC provides services. Community corrections operates supervision programs that have been placed on offenders by the courts. There are approximately 30,000 offenders under supervision in Oregon communities and 14,300 offenders serving time in one of Oregon's 14 prisons.

Oregon Corrections Enterprises, a semi-independent state agency operating under the Director, currently operates program space at 9 of the 14 facilities.

Correctional Services division is comprised of 10 units that is responsible for sentence calculation, intake assessment, treatment and programming, work-based education, release planning, physical and mental healthcare, and other services. The division is made up of the following units:

- Correctional Case Management
- Education
- Health Services
- Intake
- Offender Information and Sentence Computation
- Office of Population Management
- Programs and Business Services
- Wellness and Family Services
- Re-Entry and Release
- Religious Services

Human Resources is responsible for all professional support services related to employees, hiring, retention, training, labor relations, and other employee services. Human Resources manages the following:

- Background Investigations
- Class/Comp Position Management
- Diversity, Equity, and Inclusion (DEI)
- Employee Relations
- FMLA/OFLA
- HR Investigations
- Labor Relations
- Training
- Employee Records
- Payroll
- Recruitment
- Workday Training and Support
- Workforce Analytics

The Operations division oversees the institution management, AIC transportation, security threats, group management, emergency preparedness, and work activities of AICs.

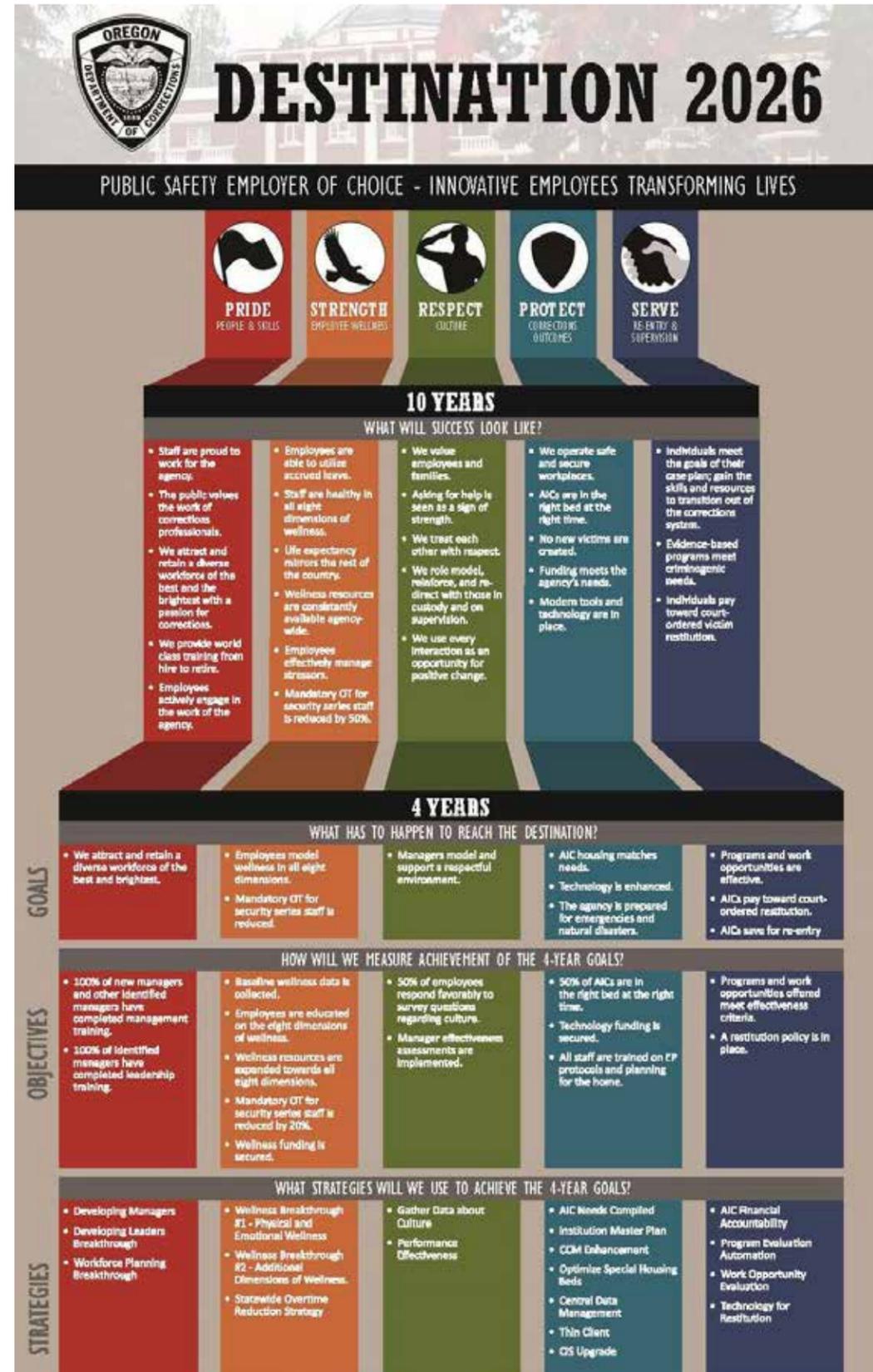
ODOC Facilities

	Facility	Abbreviation	Built	Capacity
1	Coffee Creek Correctional Facility	CCCF	2002	1,685
2	Columbia River Correctional Institution	CRCI	1990	595
3	Deer Ridge Correctional Institution	DRCI	2007	1,867
4	Eastern Oregon Correctional Institution	EOCI	1985	1,659
5	Mill Creek Correctional Facility	MCCF	1929	290
6	Oregon State Correctional Institution	OSCI	1959	880
7	Oregon State Penitentiary	OSP	1866	2,194
8	Powder River Correctional Facility	PRCF	1989	366
9	Santiam Correctional Institution	SCI	1977	440
10	Shutter Creek Correctional Institution	SCCI	1990	260
11	South Fork Forest Camp	SFFC	1951	200
12	Snake River Correctional Institution	SRCI	1991	3,050
13	Two Rivers Correctional Institution	TRCI	1999	1,878
14	Warner Creek Correctional Facility	WCCF	2005	496

The Oregon Way and Destination 2026

The Oregon Way is a philosophy of corrections where prison culture is transformed by improving correctional staff wellness and skills. The goal is to improve employee health and wellness, and reduce the use of segregation, by transforming environments inside correctional facilities to be more normal and humane. The program has focused efforts on helping the adults in custody positively change their lives and become better neighbors. Destination 2026 is how ODOC will implement The Oregon Way.

Destination 2026 is the agency's 10-year strategic operational plan with the goal of the Department of Corrections becoming the public safety employer of choice with innovative employees who transform lives. It is a roadmap for our future that provides a filter for decision making and establishing priorities, aligns the ODOC Leadership Team, and will result in consistency. This 10-year process brings DOCs over 4,700 employees into a culture and expectation of wellness and positive interactions.



Norwegian Restorative Justice

Highlighted often by the Executive Team, was the Norway Model of Restorative Justice. The team had toured the facilities in Norway and have an officer exchange program implemented as well. The passion for this type of programming was evident in our meetings and DLR Group is passionate about helping ODOC change their model to reflect what is used in Norway.

In Norway, the restorative approach views removing someone's liberty is punishment enough. The facilities try to provide incarcerated persons programming and services that reflect everyday life to help reintegrate back into society once released. All incarcerated persons have work duty on the weekdays either working in the kitchens, shops, in agriculture, or technical positions. When they aren't working they are given the freedom to access a library, soccer field, or participate in other recreation; giving freedom as long as one acts responsibly. Although this model is vastly different than what is seen in America, the model boasts success by having a recidivism rate of 20%. This model wouldn't be nearly as successful as it is without having the buy-in from the community and staff.

“Every inmate...is going back to society. Do you want people who are angry? Or people who are rehabilitated?”

~Are Hoidel, Director of Halden Prison

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PROJECT METHODOLOGY

Strategic Planning Approach	11
Factors Driving Strategic Plan Needs	11
Project Budget Methodology	12

Strategic Planning Approach

Methodology

The DLR Group/CGL team initiated the project with a request of documents and information to educate us about the Oregon Department of Corrections as a system. These documents included prior studies, facility condition assessments, facility plans, staffing information, and AIC population related data.

Interviews

The facilities team set up three days of meetings at the Central Distribution Center with leadership from each of the major functional work-groups to understand the following components:

- Current deficiencies in physical environments and how they impact operations and functions
- Planning horizon growth expectations
- Changes in service delivery
- Efforts toward The Oregon Way and Destination 2026

Each of the interviews were summarized and distributed to the participants for review and comment.

In addition to the work-group meetings, the team also met with the Executive Team at the Dome Building to understand the goals and overarching direction of the department. Challenges and risks were also discussed in this meeting.

Analysis

As the DLR Group/CGL team sorted through and analyzed reports and data to develop models for population trends, classification changes, benchmarking, facility needs, and deferred maintenance, we met with the Executive Team regularly to review our progress and direction. While the Executive Team did offer insights and commentary on the Strategic Plan direction, it was clear that ODOC leadership wanted the report to be based on an objective third party review of the system.

Site Visits

One thing to note - the DLR Group/CGL team did not visit any of the institutions. During project scoping the team was to visit institutions where significant planning decisions were being made. This choice was due to the short study time frame. However, all travel and site visits were stopped after the three-day interviews due to the COVID-19 outbreak. This situation shifted all meetings after the initial interviews to online conferences. It is important to note that the DLR Group/CGL team does have direct knowledge of the design and function of several of the campuses as we were involved in planning, design, construction, and/or subsequent renovations at a number of them.

Factors Driving Strategic Plan Needs

Agency Goals: The aspirational goals of ODOC are documented in

“The Oregon Way.” In concert with their “Destination 2026” plan, this correctional strategy seeks to improve conditions of confinement, humanize AIC and staff interactions, and normalize prison operations. The overall goal is to reduce the use of incarceration in society. To achieve these goals the agency has focused its efforts in the following areas:

- **Staff Wellness:** ODOC’s 10-year operational strategic plan entitled “Destination 2026” identifies broad objectives to increase staff wellness and create an environment of pride that succeeds at attracting and retaining a highly qualified and diverse workforce. The ultimate ambition is to improve the correctional environment for both staff and AICs.
- **Dynamic Security:** Dynamic security assumes that positive interactions between staff and AICs improves security and AIC outcomes. In many ways, dynamic security takes the correctional supervision philosophy of “direct supervision” and extends it to normalize staff/AIC interactions for the betterment of all.
- **Normalization:** Shifting the focus of corrections from one of punishment, to one of productivity that improves releasee success is an essential element of ODOC’s strategy. This requires establishing operational and physical plant conditions inside facilities that are humane, and of benefit to staff and AIC physical, emotional and mental health.

Part of the shift in management philosophy is found in ODOC’s goal to implement aspects of the Norway prison model as displayed in the Halden prison. ODOC has participated in an exchange program with the Norwegian Correctional Service to develop and produce higher standards of professionalism and healthier work environments. This has led to efforts to humanize incarceration and reduce isolation and idleness. ODOC reports this approach has begun to yield results with reduced staff absenteeism and improved morale.

External Factors Impacting Correctional Operations: As with other state correctional systems, from the mid-1980s through the mid-2000s, Oregon went through a period of substantial prison bed construction to meet the needs of a growing AIC population. While this means that many of the beds in the system are in facilities opened in the last 35 years, it does not signify that these facility designs can fully accommodate contemporary correctional operations or that they can provide a more normalized environment that will better prepare AICs for successful release and improve the workplace for staff.

Per our analysis, ODOC’s facilities lack the spaces needed for today’s correctional operations and for the future. This deficiency is driven by two factors: 1: The goals ODOC leadership have set for the agency, and more significantly, 2: The substantial changes prison systems have confronted in the last 30 years. During that time span, national mandates, litigation, and changes to societal expectations for correctional operations have increased the sophistication and complexity of managing and working in a correctional environment. These changes have placed increased demands on staff and changed physical plant needs. Examples of factors that have transformed correctional operations in the last 30 years include:

National mandated legislation including the Americans with Disabilities Act (ADA) and the Prison Rape Elimination Act (PREA).

- Litigation-initiated changes in standards of care for the provision of health care and mental health treatment inside correctional facilities.
- Increased emphasis on providing enhanced programs, services and treatment to targeted populations.
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- Increased need for gender responsive supervision and treatment.
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Project Budget Methodology

Even the most recent facilities opened in ODOC were designed with limited ability to accommodate the above changes. Coupled with the extensive amount of deferred maintenance, the agency is staring at a future, that without significant investment in its infrastructure, will be seriously constrained in its abilities to meet its most basic goals.

The outlook for the future is further blurred by the impact of the COVID-19 virus on the U.S. and on correctional systems. The human impact is felt across every portion of the country, but likely will be much more pronounced in correctional systems where incarcerated individuals are less able to practice social distancing and often are confined to their cells to limit contact with others. Many states have responded by taking actions that just a few months ago would be considered extreme. Early release, sentence commutations and furloughs are just a few of the practices being employed to reduce the impact of the virus on correctional populations. The virus's impact on our economy is pronounced and will result in reduced state revenues that could negatively impact correctional budgets for years to come. Yet, even under the far-reaching impact of this epidemic, correctional systems must continue to plan for their future. This document does just that and represents ODOC's 10-year physical plant needs to allow them to improve their operations, meet their goals and reduce AIC recidivism.

Strategic Plan Budget Methods

Strategic plan budgets are not cost estimates. The goal of a Strategic plan budget is to view a wide range of actions and ideas within a budget framework that assists ODOC to find a meaningful path through options. In addition, a Strategic plan looks farther into the future than any one specific project. The budget development for this strategic plan creates cost models that can be applied even handedly to various institutions, projects and ideas so next steps can be evaluated and identified. Next steps would involve design and due diligence, programming, plans, site plans and remodeling plans and detailed cost estimates. These next steps would validate the specifics of various projects. These strategic plan budgets set expectations, provide a framework for decision making and help set the overall path forward.

The strategic plan budget framework was established based on DLR Group /CGL past project experience and was developed with the assistance of our cost estimating consultant. Budget factors were developed to model potential total project cost. Total project costs include site work, building construction and / or remodeling as well as soft costs typically categorized as design, testing, program management, fixtures, furnishings and contingencies. It is important to avoid comparison of these "look ahead" total project cost factors with past data that likely only includes costs for the construction of a building and may not include site work or any soft costs.

Since the timing of individual projects is not known at this time, we have escalated the dollar values in the cost model to a projected equivalent of year 2023 – through the next fiscal biennium. The strategic plan should be updated in subsequent years to keep the cost model looking ahead as the strategic plan projects are carried in the plan into future years.

We have developed the following specific cost factors for use in the budget model:

- Facility Condition Assessment Escalation: Current FCA value x 140%. This allows for escalation to 2023 dollars and includes a factor of approximately 52% for soft costs.
- Current Replacement Value Escalation: Current Replacement Value stated by ODOC x 140%. This allows for escalation to 2023 dollars and includes a factor of approximately 52% for soft costs. It is important to state replacement value as a total project cost for comparison to deferred maintenance costs and creating a meaningful Facility Conditions Index analysis. In effect, they need to be apples to apples.
- Project Costs: Total project cost values as defined above are utilized in the analysis.
 - » Additions / New Construction:
 - Standard Commercial Construction: \$717 per square foot.
 - Durable Institutional Construction: \$821 per square foot.
 - Prison Grade Institutional Construction: \$1,160 per square foot.
 - » Reconfigurations / Remodeling:
 - Standard Commercial Construction: \$358 per square foot.
 - Durable Institutional Construction: \$410 per square foot.
 - Prison Grade Institutional Construction: \$580 per square foot.
- Seismic Upgrade Cost Model: It was not within the scope of this strategic plan analysis to evaluate the specific seismic needs of any building. It is important to acknowledge that any path forward that envisions significant extended use of older buildings account for a probability that some investment will be appropriate for seismic upgrades. This strategic plan budget assigns a square foot cost factor of \$32 for the area of all buildings older than 1974. Selected buildings that had low or no occupancy (utility type buildings) or were small in footprint were excluded regardless of age. The intent of this analysis is to give some perspective on which institutions would most likely need investment in this category and subsequently which institutions should be considered for the next due diligence steps of detailed seismic analysis. It is important to include the seismic budget factor as value judgments are made about the long-term implications of bed count and program needs vs investments in institutions.
- Demolition Cost Model: A factor of \$20 per square foot was assigned for any demolition project. We note that the strategic plan does not currently identify demolition of any buildings.

Budget Analysis for Deferred Maintenance, Repairs, and Capital Renewal

Deferred Maintenance and Capital Renewal are a significant element of the strategic plan need. These needs are identified in the Facility Condition Assessment reports and data base created by the State of Oregon and maintained by the State of Oregon and ODOC. DLR Group / CGL reviewed the current data base provided by ODOC and sorted the information into appropriate budget categories.

The current ODOC master list analyzed for this plan includes over 8,000 individual action items across all institutions. \$568 million value of action items are targeted for implementation in specific fiscal years ranging from 2020 to 2029. For the purposes of this plan all actions targeted through year 2023 are recommended for near term funding. Action items are sorted into two separate funding categories - General Fund and Capital Fund as follows:

- General Fund Action Items:
 - » Deferred Maintenance and Repairs
 - » Routine Maintenance and Repairs
 - » Seismic Improvements (Minor items such as pipe or valve bracing)
- Capital Improvements
 - » ADA improvements
 - » Capital Renewal
 - » Energy and Sustainability
 - » Functionality
 - » Environmental

The majority of the needs listed \$480 million (84%) are targeted to be accomplished by FY 2023. Of those, 44% are General Fund action items and 56% are Capital Improvement action items.



Photo from the Portland Mercury

EXISTING CONDITIONS

Deferred Maintenance	15
Facility Deferred Maintenance Highlights	16

Deferred Maintenance

Deferred Maintenance Overview

Deferred maintenance is defined as the amount needed but not yet expended for repairs, restoration or rehabilitation of an asset. Often, these delays are an attempt to save costs, meet budget funding limitations or realign budget funds. Lack of funding can cause neglect and result in minor repair work evolving into more serious conditions.

Due to their 24/7 operations, the physical plant of a prison, including its interior finishes, HVAC systems, doors and locks, and electronic controls are more susceptible to deterioration. If these repair needs are not resolved, the deferred maintenance can have a direct impact on facility operations and costs that can include:

Inefficient Energy Use: Equipment that is not maintained does not perform as intended. By not performing to design standards, the equipment requires more energy to run properly, resulting in higher utility costs. Energy normally costs \$3 - \$5 per square foot, but with poorly maintained equipment, that cost increases by 5 percent to 10 percent.

Collateral Damage: Added maintenance costs can occur when building systems fail. For example, roof leaks can damage ceilings and walls, electrical systems and other building components.

Excessive Repair Costs: Another impact of deferred maintenance is the increased cost to perform standard maintenance activity. By putting off maintenance, the State ends up spending more, especially over the life of the asset.

Increase Risks: When infrastructures start to fail, the risks to staff and AICs increase. A poorly maintained correctional system will offset ODOC's goals of creating a better workplace environment for staff and improving the success of AICs because it impacts their most vital needs: safety and security. For example, failing security electronic systems can impact nearly every aspect of AIC movement, deteriorating HVAC systems can affect staff and AIC wellness, and failing roof systems can limit access to needed spaces. In all, correctional systems that cannot promptly address serious physical plant issues present an appearance of indifference to the environment that staff and AICs must work and live in. If allowed to continue this can create discontent, reduce facility security, and negatively impact staff recruitment and retention.

Facility Closures: Left unresolved, deferred maintenance needs will continue to grow and likely double every five years. This can ultimately result in the need to close sections of a prison or an entire facility if they become uninhabitable.

Overburdened Maintenance Staff: By deferring maintenance, the State places more and more work on its maintenance staff as the repair needs of aging infrastructure and equipment increases the demands on their time.

ODOC has provided information that funding to address deferred maintenance needs has averaged nearly 17.9 million per year over the past three bienniums. Even at the \$17.9 million annual funding level, deferred maintenance costs will continue to grow at a high rate. If left unresolved, it is not uncommon to find the deferred maintenance needs of correctional systems doubling every five years, further deteriorating facilities, and creating the potential for serious operational issues.

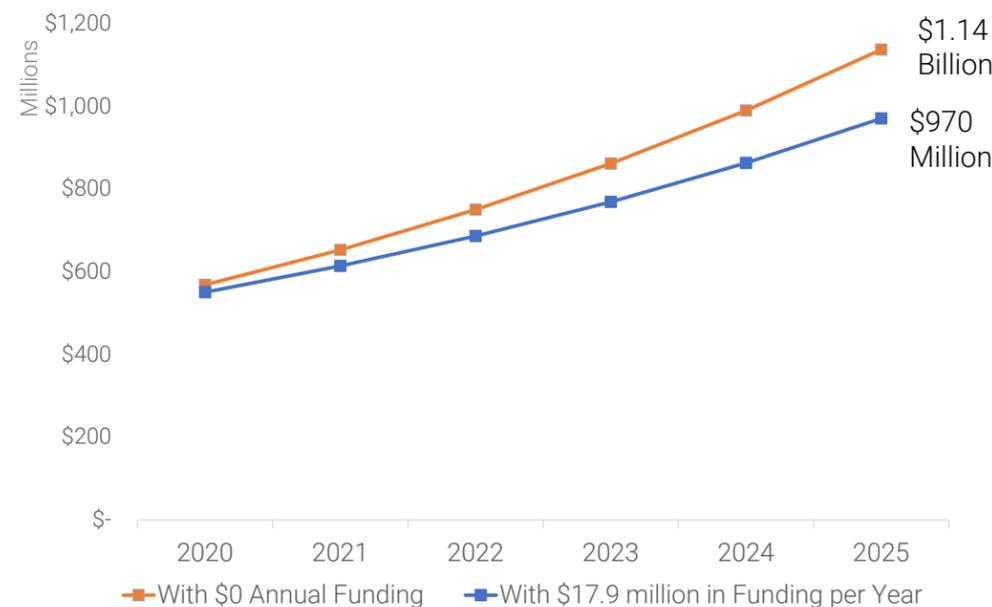
The following graphic estimates the impact that annual funding of \$17.9 million in deferred maintenance funding has on total deferred maintenance needs. It assumes:

- Total deferred maintenance needs for ODOC for all facilities is \$568,508,000. This is an estimated value of work stated in 2023 dollars and includes soft costs. This amount is based on the Facility Conditions Assessment data base provided by the ODOC.
- If unresolved, deferred maintenance needs double in five years.
- ODOC has received funding to address deferred maintenance that averages \$17,899,627 annually over the last three bienniums. Note: This amount includes separate bond funding for radios and camera systems but does not include funding for staffing.

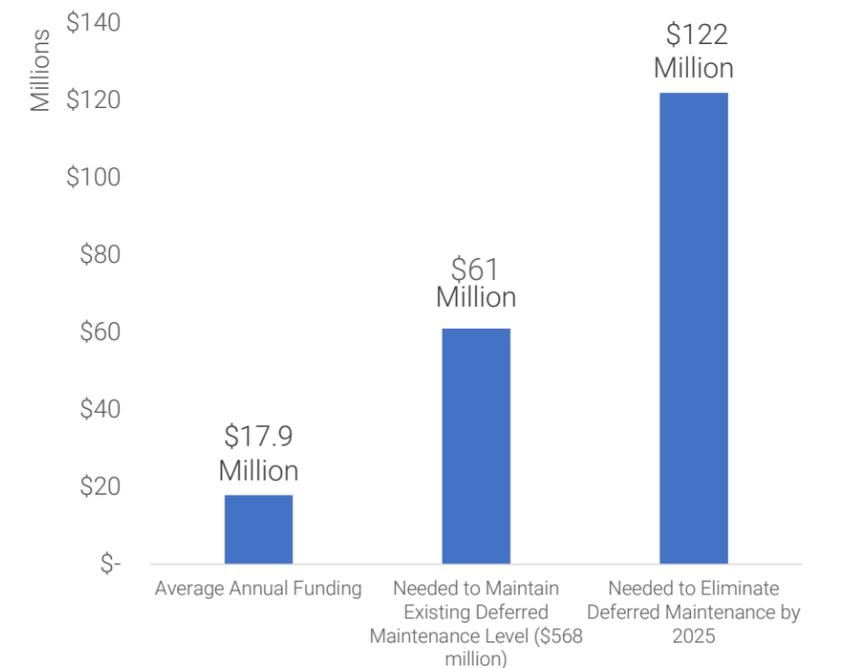
The current funding efforts by the State to address deferred maintenance needs are insufficient and will not avert its rapid growth. As shown in the graphic, if no deferred maintenance funding were provided to ODOC, its needs would be estimated to grow to nearly \$1.14 billion by 2025. While the average funding level of \$17.9 million per year does offset some of this growth, in reality, it does little to control it. If this funding amount were continued each year into the future (and escalated by 3 percent annually), total deferred maintenance needs in 2025 would still reach \$970 million.

A significantly higher level of funding is needed to begin to address and control deferred maintenance needs. To simply maintain deferred maintenance at the current level (\$568 million) over the next five years, the State would need to annually appropriate nearly \$61 million (\$122 million per biennium). To eliminate the deferred maintenance entirely by 2025, \$122 million would annually need to be annually allocated (\$244 million per biennium).

Impact of Current Funding on Deferred Maintenance Needs



Annual Deferred Maintenance Spending Comparison



Note: * Assumes 3% annual funding escalation

Facility Deferred Maintenance Highlights

Information provided in the facility conditions assessments identified the deferred maintenance needs of each building in the ODOC system. The project team aggregated this building-specific information at the institutional level and a Facility Conditions Needs Index (FCNI) was developed to compare the conditions between facilities. Facility conditions ratings are as follows:

- GOOD Condition: FCNI under 5 percent
- FAIR Condition: FCNI between 5 percent - 10 percent
- POOR Condition: FCNI over 10 percent and under 50 percent
- REPLACEMENT Needed: FCNI over 60 percent

A Facility Conditions Needs Index provides a benchmark method to compare the conditions of a group of facilities. An FCNI is calculated by dividing the total deferred maintenance cost by the current replacement value. Thus, if the deferred maintenance cost is over 60 percent of the replacement cost, then replacement of the facility is warranted.

Mill Creek's FCNI score of 36 percent places it in the poorest condition of all facilities in the ODOC system. None of the facilities are rated in GOOD condition, and all but 2 of ODOC's facilities have a POOR rating. While these FCNI scores don't identify a facility currently in need of replacement, if their deferred maintenance needs are not addressed in the near future, several could likely rise to that level.

The project team reviewed the facility conditions assessments provided by ODOC and separated out those maintenance and capital improvement needs identified for the immediate future (Phase 1: From 2020 through 2023). The results of this analysis underscored the critical impending nature of ODOC's deferred maintenance concerns. Eighty-four percent (\$480.1 million) of the total deferred maintenance (\$568.5 million) needs to be addressed between 2020 and 2023. Table 1 provides this breakdown by facility.

To control for facility size in our analysis, the project team also developed the average amount of deferred maintenance (Phase 1) per bed. Overall, the ODOC deferred maintenance averages \$31,204 per bed. OSCI has the highest need at \$45,798 per bed, followed by TRCI (\$36,702) and OSP (\$36,371), Table 2 provides this breakdown by facility.

Table 1: FCNI Rating by ODOC Facility

Facility	FCNI Score*	FCNI Condition Rating
Mill Creek Correctional Facility	37%	POOR
Warner Creek Correctional Facility	29%	POOR
Oregon State Correctional Institution	28%	POOR
Shutter Creek Correctional Institution	26%	POOR
Oregon State Penitentiary	23%	POOR
Central Distribution Center	23%	POOR
Eastern Oregon Correctional Institution	20%	POOR
South Fork Forest Camp	20%	POOR
Columbia River Correctional Institution	19%	POOR
Santiam Correctional Institution	17%	POOR
Two Rivers Correctional Institution	17%	POOR
Snake River Correctional Institution	16%	POOR
Powder River Correctional Facility	15%	POOR
Coffee Creek Correctional Facility	10%	FAIR
Deer Ridge Correctional Institution	10%	FAIR

* Score changes for sites with seismic values because the building value lowered but seismic costs stayed the same

Table 2: Deferred Maintenance Needs Total & Phase 1

Facility	Master Plan Total Maintenance Plus Capital Renewal	Phase 1: 2020 to 2023 Maintenance plus Capital Renewal	Phase 1 as Percent of Total	Number of Beds	Phase 1 Deferred Maintenance Per Bed
CDC	\$ 15,777,000	\$ 13,797,000	87%	-	-
CCCF	\$ 43,140,000	\$ 36,770,000	85%	1,700	\$ 21,629
CRCI	\$ 17,684,000	\$ 14,642,000	83%	593	\$ 24,691
DRCI	\$ 36,636,000	\$ 25,809,000	70%	986	\$ 26,175
EOCI	\$ 61,441,000	\$ 56,813,000	92%	1,766	\$ 32,170
MCCF	\$ 7,871,000	\$ 7,645,000	97%	290	\$ 26,362
OSCI	\$ 48,582,000	\$ 43,050,000	89%	940	\$ 45,798
OSP	\$ 83,403,000	\$ 77,252,000	93%	2,124	\$ 36,371
PRCF	\$ 6,970,000	\$ 2,698,000	39%	366	\$ 7,372
SCCI	\$ 9,160,000	\$ 7,813,000	85%	302	\$ 25,871
SCI	\$ 7,399,000	\$ 7,089,000	96%	480	\$ 14,769
SFFC	\$ 3,830,000	\$ 1,973,000	52%	204	\$ 9,672
SRCI	\$ 122,264,000	\$ 105,058,000	86%	3,141	\$ 33,447
TRCI	\$ 89,492,000	\$ 73,367,000	82%	1,999	\$ 36,702
WCCF	\$ 14,859,000	\$ 6,366,000	43%	496	\$ 12,835
TOTAL	\$ 568,508,000	\$ 480,142,000	84%	15,387	\$ 31,204
	<i>Total need without CDC</i>	<i>\$ 466,345,000</i>			<i>\$ 30,308</i>

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NEEDS ASSESSMENT

AIC Population Projections	19
Current and Future Capacity Needs	20
Program/Services Gaps	22
Medical, Mental Health, and Geriatric Program Needs	24
Stakeholder Interviews	25
Benchmark Analysis	26

AIC Population Projections

The 10 Year Facility Strategic Plan uses the State of Oregon's official projection of future AIC population levels as a basis for forecasting future prison capacity needs. The Oregon Office of Economic Analysis (OEA) prepares the Oregon Corrections Population Forecast with updates annually in April and October. The time horizon for the forecast is 10 years, which places it in sync with the planning period designated for the Strategic Plan. The forecast is a status quo projection in that it assumes continuation of current statutes and criminal justice practices as well as trends in state population demographics and crime. The forecast does not take into account any projected impact attributable to the COVID-19 pandemic or pending legislative changes to the state justice system.

At the time of the release of the April 2020 update to the forecast there were 14,435 AICs incarcerated in the Oregon prison system. The 10-year forecast calls for the overall population level to decline by 3 percent to 13,997 by April 1, 2030. With continued strong growth in the overall state population (projected at 8.8 percent over the next ten years) this forecast indicates a substantial 11.2 percent reduction in the state's incarceration rate (prison beds per 1,000 population).

Broken down by gender, the forecast shows the male AIC population declining from 13,263 offenders to 12,899 over the next 10 years, a reduction of 2.8 percent. The female population will drop even faster, from a 1,163 AICs to 1,097, a reduction of 5.4 percent. The figure to the right shows the projections for both male and female AICs.

The forecast indicates that the prison system will not require substantial additional capacity to keep pace with the prison population. Instead, a slowly declining AIC population means that long-term facility strategic planning can focus on the type of prison housing and program capacity needed, as well as the physical condition of current facilities.

AIC Population Projection

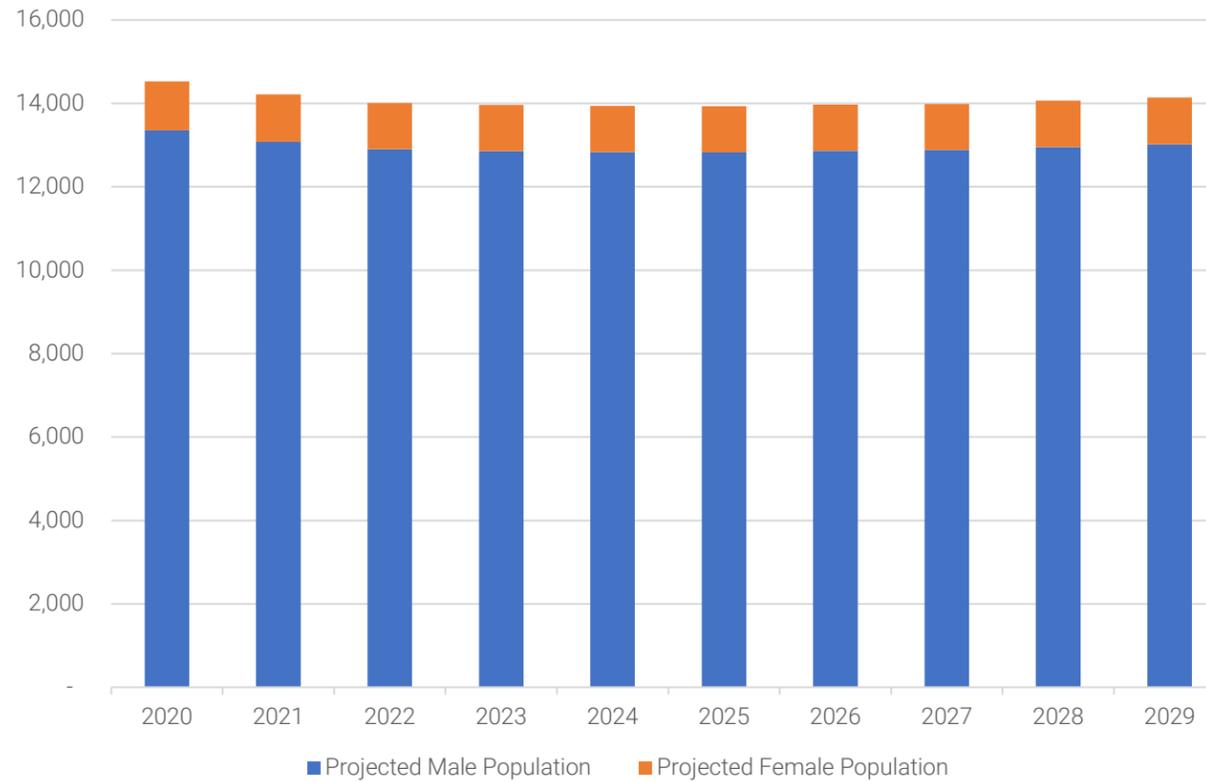


Figure 1

Current and Future Capacity Needs

The current total capacity of the Oregon Department of Corrections is 15,392 beds. This includes 672 general population and 18 health care “emergency beds.” Emergency beds are additional temporary capacity created to address operational needs. Not taking emergency beds into consideration, the Department has a budgeted capacity of 14,702 beds. Approximately 76 percent of system capacity is in general population beds. The system has 971 budgeted health care and mental health beds, 408 beds dedicated to male intake, 347 beds dedicated to the AIP program, and 1,250 beds for special purpose housing (administrative segregation, disciplinary segregation, death row, etc.). Total female capacity is 1,273 beds. Total male capacity is 14,119 beds. Figure 2 summarizes system capacity by facility and type of bed.

The Department has inactive/unbudgeted capacity at several institutions that could be utilized if resources for staff and startup budgets (furniture, equipment, etc.) were provided. The majority of this inactive capacity is at Deer Ridge, the Department’s newest facility, and includes 641 general population beds, an infirmary and mental health unit, 214 program beds and 126 special purpose beds. In total, the Department has 1,239 inactive/unbudgeted beds as summarized in figure 4.

Approximately half of the Department’s capacity is classified as medium security general population, largely located in five facilities. An additional 31.7 percent of system capacity is in minimum security general population.

Current System Capacity

Figure 3

Facility	Minimum	Medium	Other	Total
Coffee Creek	533	452	720	1,705
Columbia River	469	-	124	593
Deer Ridge	843	-	143	986
Eastern Oregon	-	1,533	233	1,766
Mill Creek	290	-	-	290
Oregon State CI	702	-	238	940
Oregon State Pen	-	1,742	382	2,124
Powder River	230	-	136	366
Santiam	480	-	-	480
Shutter Creek	296	-	6	302
Snake River	194	2,404	543	3,141
South Fork	200	-	4	204
Two Rivers	128	1,412	459	1,999
Warner Creek	490	-	6	496
TOTAL	4,855	7,543	2,994	15,392

Department of Corrections Capacity

March 2020

Figure 2

Facility	Facility Type	General Population	General Population Emergency	Health Care	Health Care Emergency	Male Intake	AIP Program	Special Purpose	Total Capacity	Total Budgeted Capacity
Coffee Creek	Female Multi-custody	533		120				60	713	713
Coffee Creek Minimum	Female Minimum	432	20				108		560	540
Coffee Creek Intake	Intake		-			408		24	432	432
Columbia River	Minimum	429	40				111	13	593	553
Deer Ridge	Multi-Custody	843	-	112				31	986	986
Eastern Oregon	Medium	1,433	100	82	8			143	1,766	1,658
Mill Creek	Minimum	240	50						290	240
Oregon State CI	Medium	650	52	178				60	940	888
Oregon State Pen	Multi-Custody	1,742	-	203	10			169	2,124	2,114
Powder River	Minimum	150	80				128	8	366	286
Shutter Creek	Minimum	296	-					6	302	302
Santiam	Minimum	440	40						480	440
South Fork	Minimum	200	-					4	204	204
Snake River	Medium	2,344	60	159				384	2,947	2,887
Snake River Minimum	Minimum	174	20						194	174
Two Rivers	Medium	1,292	120	117				342	1,871	1,751
Two River Minimum	Minimum	128	-						128	128
Warner Creek	Minimum	400	90					6	496	406
Total		11,726	672	971	18	408	347	1,250	15,392	14,702

Department of Corrections Inactive/Unbudgeted Capacity

Figure 4

Facility	Facility Type	General Population	Health Care	Program	Special Purpose	Total Capacity
Deer Ridge	Multi-custody	641	114	106	102	963
OSPM	Multi-custody	176				176
Shutter Creek	Minimum	100				100
Total		917	114	106	102	1,239

The Department is in the process of implementing a new classification system that will result in a more valid and reliable assessment of AIC security needs. The revised classification system is projected to generate shifts in the custody distribution of the AIC population and the demand for capacity in specific custody levels. For male AICs, the new system will result in substantially fewer AICs in Level 4/5 (medium and close custody) and a substantial increase in Level 2 (minimum security) populations, as shown below.

The female AIC population will similarly see a smaller Level 4 (medium security) allocation and an increase in the Level 1 (minimum security) population.

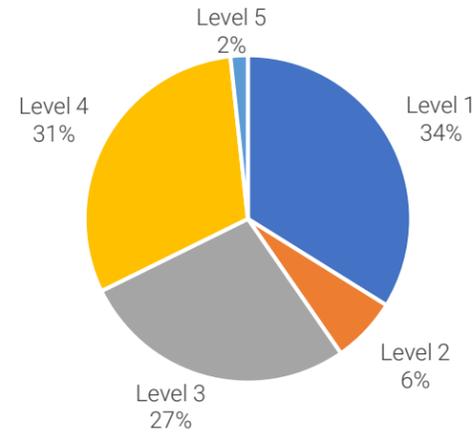
Relative to current system capacity, the changes in classification indicate a shortfall of nearly 3,000 male minimum security beds and 300 female minimum security beds.

This apparent shortfall in minimum security capacity does not present a significant operational issue for the Department. Minimum security AICs have greater access to programs and assignments in the larger medium security facilities, and in many instances prefer housing in these institutions. Department security systems and policies have proven effective in safely managing minimum security AICs in medium security institutions.

The population forecast indicates the correctional system will have a total AIC population of 13,997 by April 2030. Including current emergency beds, and the unbudgeted capacity at Deer Ridge as available for future use, the Department will have a maximum system capacity of 16,355. The 2030 projected AIC population level utilizes 85.6 percent of these available beds.

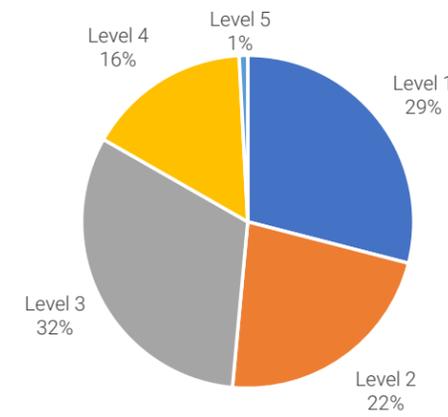
Current Classification System

Male

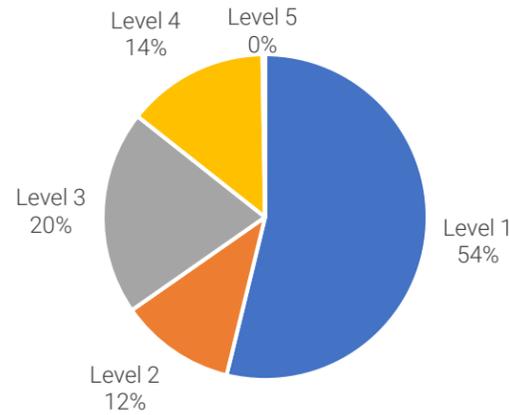


New Classification System

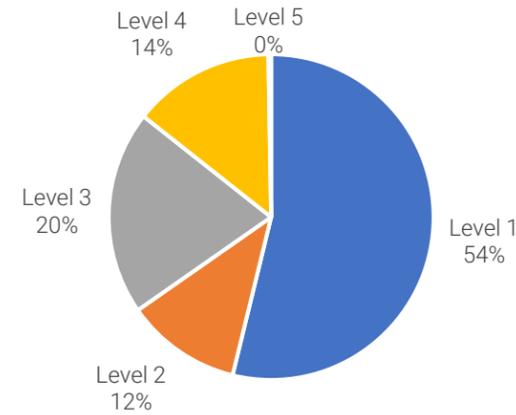
Male



Female



Female



Projected Bed Use of Available Capacity

Figure 5

Current Projections	Male	Female	Total
2030 Projected Population	12,899	1,097	13,997
Current Budgeted Capacity	13,449	1,253	14,702
Emergency Beds	670	20	690
Deer Ridge Unbudgeted Capacity	963	-	963
Total Available Capacity	15,082	1,273	16,355
Projected Population as % of Current Capacity	85.50%	86.20%	85.60%

Projected Change in General Population Capacity

Figure 6

	Current General Population Capacity	Projected Population	Difference
Male Minimum-Level 1/2	4,322	7,277	(2,955)
Female Minimum-Level 1/2	533	830	(297)

Program & Services Gaps

The need for specialized programs and housing in correctional systems has increased in the last several decades, significantly straining existing physical plants. Imperative to the development of a 10-Year Strategic Plan for the Oregon Department of Corrections is an understanding of the existing demand for programming/treatment and assess the capability of the system to meet that demand.

Any assessment of the program and treatment needs of AICs must be conducted with an understanding of the correctional system environment. This understanding includes:

- AIC populations across the country typically have significant treatment and program needs that are much greater than what is found in the general public.
- Gaps in the demand and supply of programs/treatment are not uncommon in correctional systems.
- Often the gaps are a function of both a lack of space and lack of funds/resources. Treatment and programs can be costly to operate.
- Oregon's correctional system is unique given Ballot Measure 17 that requires AICs to either work or be involved in education programs. Oregon Correctional Enterprises was established to help ODOC meet the requirements of this measure

Arriving at the gap between demand for services and available supply is a complicated undertaking. In our assessment, we relied on a variety of information and data sources. These sources included:

Table 3: Data Sources

Data Source	Data Provided
George Mason University – 2018 "Risk-Need-Responsivity in Oregon" Report	Gap between substance abuse treatment needs and available programming.
Oregon Corrections Enterprises. Summary Report for 10-Year Master Plan Study	Average # of AIC work assignments in OCE
Adult Basic Skills Development Report, Enrollment by Education Need and Institution (as of 02-28-20)	Number of AIC's enrolled in ESL, ABE, GED and Literacy Programs.
July 2019 Education Data developed by Chris Marston	Work-based, training and college slots.
Health Services Interviews	Needs for Medical Infirmary, Mental Health and Geriatric Housing

Treatment Needs: In January 2018, George Mason University issued a study titled "Risk-Need-Responsivity in Oregon: A Report to the Oregon Department of Corrections." This report analyzed whether there existed gaps between AIC's need for services and treatment capacity in ODOC.

The analysis identified existing needs of the AIC population per ODOC's use of the Level of Service/Case Management Inventory instrument (LS/CMI). This instrument is a risk/need assessment system for AIC treatment planning, placement and case management. The study also used the Recidivism Needs Responsivity (RNR) Simulation Tool to help identify gaps in services. The RNR Simulation Tool classifies programs into 6 different groups. These groups are:

- Group A - Severe Substance Abuse: Programs that target dependence on illicit drugs (not including marijuana). This includes residential drug treatment, therapeutic communities, specialty courts or intensive outpatient treatment.
- Group B – Criminal Lifestyle/Thinking: Programs that target criminal lifestyle and thinking interventions. These include criminal thinking curriculum, therapeutic communities, behavior interventions and intensive supervision paired with treatment to change lifestyle patterns.
- Group C – Self-Improvement/Management: Programs that focus on self-improvement and management skills. These include programs that have a moderate amount of clinical hours such as individual or group counseling to address substance abuse or mental health, or outpatient treatment.
- Group D – Interpersonal Skills: Interventions targeting social or interpersonal skill development. These programs focus on building social and interpersonal skills. This can include group counseling, individual counseling and family counseling.
- Group E – Life Skills: Programs focused on life skills development interventions. These programs target education, employment, financial management etc. and therefore include employment services, education classes, vocational training and any offering assistance in obtaining support or entitlement services.
- Group F – Punishment Only: Punishment/supervision only intervention. This group requires little programming or services for individuals with no primary criminogenic need. Program examples include probation, electronic monitoring etc.

The study assessed the percent of the AIC population that needed programming in each of these areas. Also, since AICs often have multiple needs, justice agencies must prioritize their programming. As a result, the study also identified the primary programmatic need of each AIC. The following table displays the percentage of the ODOC population that had a need in each group, as well as a percentage breakdown of the primary need of each AIC.

Table 4: Primary & Overall Program Needs of ODOC AIC Population

Program Group	Description	Percent Breakdown of Primary Need	Percent AICs with Need in this Area
Group A	Interventions that Address Severe Substance Use Disorders	55%	55%
Group B	Interventions that Address Criminal Cognitions/Lifestyle	33%	87%
Group C	Self-Improvement and Management	3%	71%
Group D	Interpersonal Skill	3%	94%
Group E	Life Skills Development	5%	99%
Group F	Supervision/Punishment Only	1%	1%

Fifty-five percent of the AICs were identified to have a primary need of intensive substance abuse treatment (Group A). While Group B (Interventions that address criminal cognitions/lifestyle) was identified as a need of 87 percent of the population, 33 percent had these programmatic services as their primary need. By comparison, 99 percent of the population needed educational and vocational programming to develop their life skills, but only 5 percent had that as their primary need.

The study then contrasted this demand for treatment (Primary Need) vs. the ODOC system capacity. This provided an assessment of existing programming gaps. The following table displays this comparison and identifies the existing capacity gaps.

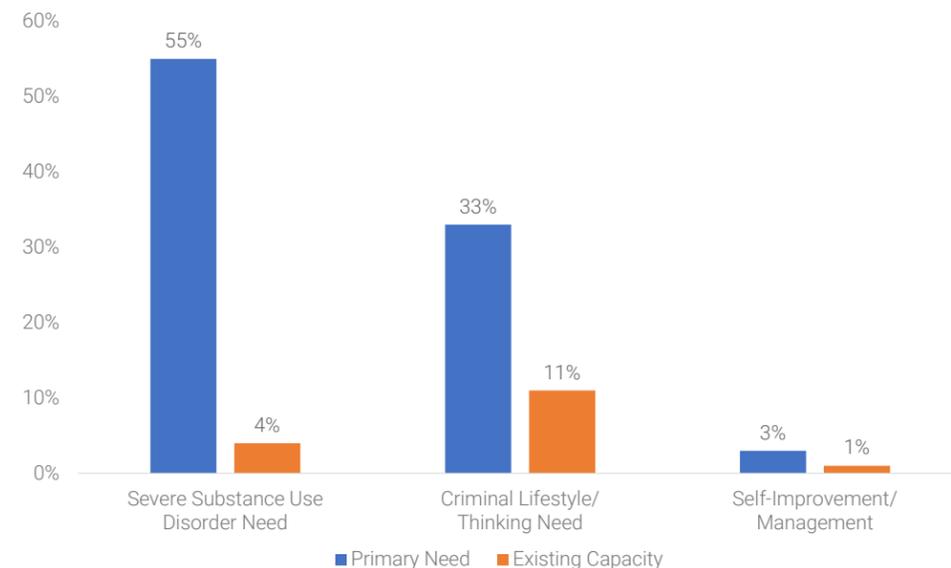
The study only assessed gaps in ODOC capacity for Groups, A, B and C.

When compared to AICs primary need, there was a significant lack of capacity of programs for severe substance use disorders (Group A) as 55% of the population had a primary need for these services, but ODOC only had the capacity to treat 4 percent of the population at one time. The second largest gap was in the criminal thinking/lifestyle program area. Thirty-three percent of AICs had a primary need for this programming but ODOC's capacity was limited to 11 percent of the population.

Table 5: Outcomes of George Mason University Study

Program Group	Description	Estimated ODOC Capacity	Percent of AICs with Primary Need	Capacity Gap
Group A	Interventions that Address Severe Substance Use Disorders	4%	55%	-51%
Group B	Interventions that Address Criminal Cognitions/Lifestyle	11%	33%	-22%
Group C	Self-Improvement and Management	1%	3%	-2%
Group D	Interpersonal Skill	Not Measured	3%	N/A
Group E	Life Skills Development	Not Measured	5%	N/A
Group F	Supervision/Punishment Only	Not Measured	1%	N/A

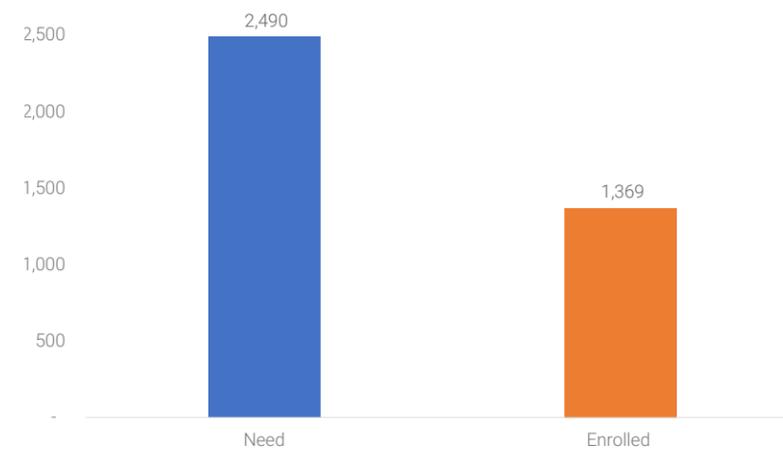
Figure 7: George Mason Treatment Study Outcome



Basic Education: As noted in Table 5, the George Mason University study did not address capacity in Groups C, D or F. Group E, specifically includes educational and vocational programming in the development of life-skills. This can include basic, secondary and college level courses as well as vocational training and industries employment.

ODOC tracks basic education need (ESL, ABE, GED) versus enrollment and reported this information in the "Education Enrollment by USL Intervention" report dated February 28, 2020. This information is shown in figure 8. Seventeen percent (2,490) of the AIC population was in need of basic education, while 55 percent of those AICs with need (1,369) were enrolled.

Figure 8: Basic Education Needs vs. Enrollment



Work-Based, College and Vocational Training: Additional information regarding work-based education and college opportunities as well as Oregon Corrections Enterprises assignments was provided through the following documents:

- July 2019 summary of work-based education (WBE), training and college education slots
- Oregon Correctional Enterprises documentation provided during interview on March 4, 2020.

Program Availability

Need	Available Slots	Percent of Total Population
WBE/Training/College	621	4.3%
OCE Slots	1,450	10.0%

Note: Assumes AIC Population of 14,435

The total number of assignments for work-based education, training and college was reported to be 621. Additionally, OCE has a significant number of available assignments to the AIC population (1,450).

Combining the treatment, basic education, WBE, college and OCE slots from these various sources provides an approximation of the existing total capacity of these programs when compared to the overall population.

Program Capacities

Education Need	Program Capacity as Percent of Total Population
Severe Substance Interventions	4%
Criminal Lifestyle/Thinking Programs	11%
Self-Improvement/Management Programs	1%
Basic Education	9%
WBE/Training/College	4%
OCE Assignments	10%
TOTAL Treatment/Education/OCE	39%

ODOC has the capacity to have nearly 40 percent of the AIC population participate in treatment, education and OCE programming at any time. The project team has worked in most other state correctional systems and found a wide difference between the amount of programming offered. For example, a study completed for the Florida Department of Corrections (FDC) in 2015 found total program capacity for basic education, vocational and substance abuse treatment only represented 14 percent of the FDC population. This compares to 29 percent for those categories in ODOC. Our estimate of basic education, vocational and industries capacity for the State of Washington Department of Corrections found program capacity that could serve 34 percent of their offender population at any one time. This compares to 23 percent for these groups in ODOC.

While ODOC does have gaps between the program/treatment capacity and AIC needs, we note this analysis overstates the disparity. The fact is that simply comparing available slots to AIC needs for those programs does not take into account the duration of the program and the fact that an AIC might have multiple opportunities over the course of their incarceration to participate in a specific program.

Medical, Mental Health, and Geriatric Program Needs

Throughout our interviews with key ODOC stakeholders we were told of the lack of medical and mental health capacity in the system to meet current demand. We know that correctional systems across the country have faced increased expectations for the treatment of those with serious mental health needs and that litigation and changing societal expectations have increased the medical and mental health standards of care in a correctional setting. Additionally as AICs age, their need for specialized medical service increases. ODOC has reported it has the fourth oldest in-custody population in the United States.

Mental Health: ODOC categorizes its population based on mental health needs and publishes this information in its monthly population profile. Table 6 provides the population profile for March 1, 2020.

Nearly 25 percent of the AIC population fall into the highest need categories. Bed counts across the ODOC system shown in Table 7.

Interviews with ODOC health care administration indicated that a previous assessment they had completed identified the need for 231 total mental health beds in a consolidated facility in the Willamette Valley. The type of beds needed in this facility are shown in Table 8.

Medical Housing Capacity: Currently there are 86 medical beds in the system spread across five facilities (CCCF, EOCI, OSP, SRCI, TRCI). Best practices in correctional healthcare generally dictates that approximately 2 percent of a system's AIC population is in need of medical housing. The AIC population totaled 14,458 as of April 1, 2020, thus bringing the need of medical housing to 289 at that time, 203 more than currently exists. Interviews with ODOC health care administration supported the need for these additional medical beds.

Table 6: AIC Mental Health Need Level

Mental Health Level of Need	Number of AICs	Percent of Total Population
Highest Treatment Need	1,134	7.9%
Severe Mental Health Problems	2,397	16.6%
Moderate Treatment Needs	1,638	11.3%
Would Benefit from Treatment	3,227	22.4%
No Need/No Reported Need	6,037	41.8%

Source: ODOC Inmate Population Profile for 03/01/2020

Table 7: ODOC Existing Mental Health Beds

Bed Type	# of Beds
Mental Health Infirmary	133
Emergency Mental Health Unit	8
Mental Health Unit	569
Day Treatment Unit	79
Behavioral Health Unit	49
Intermediate Care Housing	40
TOTAL	878

Table 8: Mental Health Beds Needed in Valley

Bed Type	Additional Beds	Notes
Mental Health Infirmary	133	Relocated beds to improve facilities/treatment: Move existing MHI housing from following facilities: CCCF (10), EOCI (74) and OSP (49)
Day Treatment Unit	58	New capacity
Intermediate Care Housing	40	Relocated beds: Move ICH housing from OSP
TOTAL	231	

Geriatric Housing Capacity: The more aggressive sentencing practices of the late 20th century and early 2000s have led to an increased number of older persons incarcerated. In 1999, 3.3 percent (43,300 inmates) of the U.S. prison population was 55 years of age or older. By 2016, this population had grown to 164,400 and represented 11.3 percent of the total U.S. prison population. ODOC regularly reports the age groupings of its population and as of April 1, 2020, 7.8 percent of its AICs were over the age of 61. AIC population projections forecast that by 2029 nearly 10 percent of the AIC population will be 61 years of age or older. A 2015 Pew Foundation national study found that ODOC had the fourth-oldest prison population in the U.S. with 12.6 percent being 55 years of age or older.

The needs of geriatric AICs are significantly greater than those of their younger counterparts. However, findings suggest that AICs can experience "accelerated aging" as evidenced by the disproportionately high rates of medical and functional limitations found in prisoners. As a result, the cost to manage and treat aging AICs can be two to three times higher than younger offenders.

Health issues, dementia, general mobility issues and hearing loss make finding suitable housing within a prison difficult and often cause individuals in this classification to be more vulnerable in general population. Additionally, many of these AICs are best served in a community where a higher level of support can be regularly provided. A specialized housing unit for geriatric AICs could provide hospice care, dementia care, care for those requiring oxygen as well as assisted living.

The project team was informed that the best method of identifying the number of AICs that could be served in a geriatric housing facility is to identify the number who were 60 years of age or older and who have a medical acuity level of M4 or M5. As of April 6, 2020, there were 148 M5s and 319 M4s in the system who were 60 years of age or older. This results in 467 AICs who would meet this criteria for placement in a geriatric unit. We note that some of these AICs may already be in specialized medical or mental health housing. Conversely, there likely are AICs under the age of 60 who also may need housing in a specialized unit. Many states have defined the "geriatric" age as beginning at age 50 or 55.

¹ Bureau of Justice Statistics.

² Aging Prison Populations Drive Up Costs, Pew Charitable Trusts, February 20, 2018

³ Addressing the Needs of Elderly, Chronically Ill and Terminally Ill Inmates, National Institute of Corrections, U.S. Department of Justice, 2004.

Stakeholder Interviews

During the week of March 3, 2020, the project team conducted interviews with the Oregon Department of Corrections leadership and key divisions within the agency with the purpose of understanding their current strategic goals as well as their operational challenges. Interviews were with selected individuals from the following groups:

- ODOC Executive Team
- Operations Division
- Correctional Services Division
- Health Services Division
- Oregon Corrections Enterprises
- Community Corrections Division
- Facilities and Distribution Services
- Office of Communications
- Office of the Inspector General
- Research and Evaluation Unit
- Information Technology Services

Subsequent follow-up interviews were conducted during the remainder of the project to clarify operational practices and further define future needs.

Throughout these interviews stakeholders identified three factors that impact ODOC's ability to meet its goals and provide quality services to Adults in Custody (AICs):

- **Space:** There is an identified lack of space in the agency to provide needed programs and services and meet ODOC goals as well as national standards and best practices. Key areas where space was inadequate included the medical, mental health and program (classroom) functions. Additionally, there are space limitations that hinder ODOC's ability to improve staff wellness.
- **Staffing levels:** Staffing levels in several areas are lacking, impacting supervision and care. From the security perspective the last staffing study was conducted in 2013.
- **Technology:** Access to technology is limited, impacting the efficiency of services provided and restricting AIC access to real-world training and education.

Our interviews with agency stakeholders led the project team to begin formulating potential physical plant needs for the 10-Year Strategic Plan. The following represent these initial priorities:

- **Consolidated Medical/Mental Health/Geriatric Facility/Unit:** The system has a substantial need for a modern consolidated facility or unit that provides medical and mental health treatment to those AICs with the greatest need, as well as providing housing and support to its aging population. With litigation that correctional systems have experienced concerning medical mental health services in the last 30 years, the basic standards of care for AICs have increased resulting in the need for increased clinical and treatment provisions that require additional spaces and more modern layouts than found in most of ODOC's facilities.

The "tough on crime" practices that most states experienced in the late 20th century have resulted in an aging offender population that has heightened medical needs and could benefit from special housing that provides appropriate treatment options. The project team identified the need for a consolidated unit that would combine housing and treatment for AICs with the most serious medical and mental health needs as well as housing and treatment for its geriatric AICs. This could be a stand-alone facility or could be constructed on the grounds of an existing facility.

- **Expansion of Minimum-Security Capacity:** ODOC's demand for minimum security beds currently exceeds its supply by approximately 1,500 AICs. Currently these AICs are backed up into medium security facilities. The demand for minimum security beds is expected to grow larger when the new classification instruments are implemented. As a result, the system must expand minimum security capacity either through the conversion of other existing beds or through construction of new housing or facilities. It was also reported that the majority of programs are provided at medium security institutions. This is counter to what is needed as correctional systems should create an incentive for AICs to move to lower security levels. AICs should clearly understand that minimum security will provide them with enhanced programming opportunities, fewer restrictions and a more normalized environment that will better prepare them for release. Additionally, from a financial perspective, minimum security facilities are typically less costly to operate. However, the lack of minimum security beds in the system coupled with the limited availability of program opportunities at minimums creates a disincentive for AICs to positively move through the system. The project team will assess the current population projections and develop an estimate of bed needs by custody level.

- **Expansion of Program Spaces:** The expectation for increased programming in correctional systems has created a shortage of available space. Per our interviews, there is a clear lack of available program and treatment space throughout the agency in areas such as education, vocational training, industries, substance abuse treatment as well as recreation. The 10-Year Strategic Plan should identify space expansion to meet these needs.
- **Address Deferred Maintenance:** The most recent facility conditions assessments focused on "observable" conditions and as a result, ODOC believes it severely underestimates the actual maintenance needs of the agency as many systems are below ground or otherwise not "observable." These limited facility conditions assessments conducted in 2015/2016, identified approximately \$260+ million in deferred maintenance. In the last biennium ODOC received \$14 million to begin addressing this maintenance backlog. While any amount helps, funding at this level is not sufficient, and if it continues the deferred maintenance needs will continue to grow at an accelerated rate.

Benchmarking Analysis

In planning for the future needs of the Oregon Department of Corrections, it is helpful to measure the total system needs against similar facilities and the best practices of other agencies for the purpose of improving the efficiency of operations, enhancing the opportunities for rehabilitation, improving working conditions for staff, and reducing potential space deficiencies throughout the State facilities.

A comparison was conducted of the total spaces throughout all ODOC facilities with several other systems across the United States. The comparison facilities all meet today's American Correctional Association space standards as well as best practices throughout the Country. By comparison, the ODOC facilities do not have the amount of benchmarked space that other systems around the country would have to house the population of AICs that are currently in the State's custody.

Numerous comparison facilities were chosen for this benchmarking exercise. Each of these facilities houses more than 1,000 inmates, and all are located throughout the United States. The oldest facility was constructed in 1998, while the newest facility is just two years old.

The complete space program for each comparison facility was divided into nine categories to determine the percentage of total space that was allocated to each category. These percentages were then compared with the current spaces in the ODOC system and will be used in planning future space needs. The table shows the breakdown of categories used in our benchmarking analysis.

A key calculation for systems that is used in the analysis is the total amount of building gross square footage (bgsf) per bed. Of the comparison systems, there was a wide range of the amount of space allocated per bed. Some of this range is due to facility operations as they vary from facility to facility. However, the average amount of space allocated per bed is 329.6 sf for male-only facilities, 370.3 sf for female-only facilities, and 358.0 sf for facilities housing both males and females. These benchmark numbers were used to compare space at each ODOC facility. The benchmark percentages are applied to the total square footage of each facility to gather the per bed sf for each facility, the major institutions, as well as the entire ODOC system to assist in our space needs analysis.

Total ODOC System Benchmark Total System Beds

15,352 *Actual SF/Bed* 286.98

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	342.2	5,252,687		
1 Male Housing	51.0%	2,678,870	1,819,576	(859,294)
2 Female Housing	10.5%	551,532	174,886	(376,646)
3 Administration	5.0%	262,634	405,919	143,285
4 Programs	9.0%	472,742	709,227	236,485
5 Services	4.0%	210,107	462,506	252,399
6 Intake/Release/Transfer	5.7%	299,403	33,287	(266,116)
7 Health Care	4.5%	236,371	142,247	(94,124)
8 Support Services	10.0%	525,269	657,994	132,725
Total	100%	5,236,929	4,405,642	(831,287)
9 Outdoor Recreation		767,600	2,170,940	1,403,340

Major ODOC Institutions (Male) Total Beds

9,970 *Actual SF/Bed* 264.45

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	3,286,112		
1 Male Housing	65.4%	2,149,117	1,250,734	(898,383)
2 Female Housing	0.0%	-	0	0
3 Administration	5.0%	164,306	185,119	20,813
4 Programs	7.0%	230,028	525,576	295,548
5 Services	5.0%	164,306	303,436	139,130
6 Intake/Release/Transfer	3.1%	101,869	3,590	(98,279)
7 Health Care	3.3%	108,442	77,626	(30,816)
8 Support Services	10.7%	351,614	290,535	(61,079)
Total	100%	3,269,681	2,636,616	(633,065)
9 Outdoor Recreation		498,500	1,789,224	1,290,724

Benchmarking Analysis

Coffee Creek (Female/Intake) Total Facility Beds

1,705 Actual SF/Bed 243.73

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	358.0	610,390		
1 Male Housing	10.5%	64,091	62,972	(1,119)
2 Female Housing	51.0%	311,299	174,886	(136,413)
3 Administration	5.0%	30,520	40,615	10,096
4 Programs	9.0%	54,935	71,715	16,780
5 Services	4.0%	24,416	32,009	7,593
6 Intake/Release/Transfer	5.7%	34,792	11,705	(23,087)
7 Health Care	4.5%	27,468	11,705	(15,763)
8 Support Services	10.0%	61,039	9,948	(51,091)
Total	100%	608,559	415,555	(193,004)
9 Outdoor Recreation		85,250	83,083	(2,167)

Oregon State Pen Total Facility Beds

2,124 Actual SF/Bed 276.09

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	700,070		
1 Male Housing	65.4%	457,846	254,639	(203,207)
2 Female Housing	0.0%	-	0	0
3 Administration	5.0%	35,004	20,986	(14,018)
4 Programs	7.0%	49,005	144,968	95,963
5 Services	5.0%	35,004	63,403	28,399
6 Intake/Release/Transfer	3.1%	21,702	0	(21,702)
7 Health Care	3.3%	23,102	15,937	(7,165)
8 Support Services	10.7%	74,908	86,481	11,573
Total	100%	696,570	586,414	(110,156)
9 Outdoor Recreation		106,200	145,691	39,491

Warner Creek Total Facility Beds

496 Actual SF/Bed 266.14

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	163,482		
1 Male Housing	65.4%	106,917	50,389	(56,528)
2 Female Housing	0.0%	-	0	0
3 Administration	5.0%	8,174	10,049	1,875
4 Programs	7.0%	11,444	17,890	6,446
5 Services	5.0%	8,174	8,492	318
6 Intake/Release/Transfer	3.1%	5,068	4,230	(838)
7 Health Care	3.3%	5,395	24,510	19,115
8 Support Services	10.7%	17,493	16,446	(1,047)
Total	100%	162,664	132,006	(30,658)
9 Outdoor Recreation		24,800	5,059	(19,741)

Mill Creek Total Facility Beds

290 Actual SF/Bed 89.14

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	95,584		
1 Male Housing	65.4%	62,512	14,005	(48,507)
2 Female Housing	0.0%	-	0	0
3 Administration	5.0%	4,779	4,053	(726)
4 Programs	7.0%	6,691	2,196	(4,495)
5 Services	5.0%	4,779	4,533	(246)
6 Intake/Release/Transfer	3.1%	2,963	0	(2,963)
7 Health Care	3.3%	3,154	273	(2,881)
8 Support Services	10.7%	10,227	790	(9,437)
Total	100%	95,106	25,850	(69,256)
9 Outdoor Recreation		14,500	15,577	1,077

Benchmarking Analysis

Shutter Creek
Total Facility Beds **302** *Actual SF/Bed 265.68*

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	99,539		
1 Male Housing	65.4%	65,099	32,680	(32,419)
2 Female Housing	0.0%	-	0	0
3 Administration	5.0%	4,977	3,685	(1,292)
4 Programs	7.0%	6,968	10,747	3,779
5 Services	5.0%	4,977	13,381	8,404
6 Intake/Release/Transfer	3.1%	3,086	3,010	(76)
7 Health Care	3.3%	3,285	3,044	(241)
8 Support Services	10.7%	10,651	13,688	3,037
Total	100%	99,042	80,235	(18,807)
9 Outdoor Recreation		15,100	27,976	12,876

Two Rivers
Total Facility Beds **1,999** *Actual SF/Bed 246.78*

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	658,870		
1 Male Housing	65.4%	430,901	245,690	(185,211)
2 Female Housing	0.0%	-	0	0
3 Administration	5.0%	32,944	49,000	16,056
4 Programs	7.0%	46,121	54,627	8,506
5 Services	5.0%	32,944	37,784	4,840
6 Intake/Release/Transfer	3.1%	20,425	3,171	(17,254)
7 Health Care	3.3%	21,743	20,385	(1,358)
8 Support Services	10.7%	70,499	82,664	12,165
Total	100%	655,576	493,321	(162,255)
9 Outdoor Recreation		99,950	139,248	39,298

Eastern Oregon CI
Total Facility Beds **1,766** *Actual SF/Bed 261.65*

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	582,074		
1 Male Housing	65.4%	380,676	210,798	(169,878)
2 Female Housing	0.0%	-	0	0
3 Administration	5.0%	29,104	25,703	(3,401)
4 Programs	7.0%	40,745	132,853	92,108
5 Services	5.0%	29,104	66,590	37,486
6 Intake/Release/Transfer	3.1%	18,044	0	(18,044)
7 Health Care	3.3%	19,208	7,935	(11,273)
8 Support Services	10.7%	62,282	18,192	(44,090)
Total	100%	579,163	462,071	(117,092)
9 Outdoor Recreation		88,300	296,950	208,650

Oregon State CI
Total Facility Beds **940** *Actual SF/Bed 187.86*

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	309,824		
1 Male Housing	65.4%	202,625	87,325	(115,300)
2 Female Housing	0.0%	-	0	0
3 Administration	5.0%	15,491	23,366	7,875
4 Programs	7.0%	21,688	23,110	1,422
5 Services	5.0%	15,491	38,463	22,972
6 Intake/Release/Transfer	3.1%	9,605	0	(9,605)
7 Health Care	3.3%	10,224	1,235	(8,989)
8 Support Services	10.7%	33,151	3,091	(30,060)
Total	100%	308,275	176,590	(131,685)
9 Outdoor Recreation		47,000	361,475	314,475

Benchmarking Analysis

Snake River
Total Facility Beds **3,141** *Actual SF/Bed* 292.33

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	1,035,274		
1 Male Housing	65.4%	677,069	452,282	(224,787)
2 Female Housing	0.0%	-	0	0
3 Administration	5.0%	51,764	66,064	14,300
4 Programs	7.0%	72,469	170,018	97,549
5 Services	5.0%	51,764	97,196	45,432
6 Intake/Release/Transfer	3.1%	32,093	419	(31,674)
7 Health Care	3.3%	34,164	32,134	(2,030)
8 Support Services	10.7%	110,774	100,107	(10,667)
Total	100%	1,030,097	918,220	(111,877)
9 Outdoor Recreation		157,050	845,860	688,810

Santiam
Total Facility Beds **440** *Actual SF/Bed* 202.04

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	145,024		
1 Male Housing	65.4%	94,846	35,733	(59,113)
2 Female Housing	0.0%	-	0	0
3 Administration	5.0%	7,251	26,122	18,871
4 Programs	7.0%	10,152	5,416	(4,736)
5 Services	5.0%	7,251	7,636	385
6 Intake/Release/Transfer	3.1%	4,496	0	(4,496)
7 Health Care	3.3%	4,786	0	(4,786)
8 Support Services	10.7%	15,518	13,992	(1,526)
Total	100%	144,299	88,899	(55,400)
9 Outdoor Recreation		22,000	10,349	(11,651)

Deer Ridge
Total Facility Beds **986** *Actual SF/Bed* 515.57

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	324,986		
1 Male Housing	65.4%	212,541	291,395	78,854
2 Female Housing	0.0%	-	0	0
3 Administration	5.0%	16,249	37,822	21,573
4 Programs	7.0%	22,749	45,436	22,687
5 Services	5.0%	16,249	69,095	52,846
6 Intake/Release/Transfer	3.1%	10,075	7,742	(2,333)
7 Health Care	3.3%	10,725	23,289	12,564
8 Support Services	10.7%	34,773	33,570	(1,203)
Total	100%	323,361	508,349	184,988
9 Outdoor Recreation		49,300	111,932	62,632

Powder River CF
Total Facility Beds **366** *Actual SF/Bed* 156.17

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	120,634		
1 Male Housing	65.4%	78,894	13,244	(65,650)
2 Female Housing	0.0%	-	0	0
3 Administration	5.0%	6,032	7,965	1,933
4 Programs	7.0%	8,444	10,360	1,916
5 Services	5.0%	6,032	9,537	3,505
6 Intake/Release/Transfer	3.1%	3,740	3,010	(730)
7 Health Care	3.3%	3,981	1,800	(2,181)
8 Support Services	10.7%	12,908	11,243	(1,665)
Total	100%	120,030	57,159	(62,871)
9 Outdoor Recreation		18,300	71,893	53,593

Benchmarking Analysis

Columbia River
Total Facility Beds

593

Actual SF/Bed 166,21

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	105,453		
1 Male Housing	65.4	127,826	52,146	(75,680)
2 Female Housing		-	0	0
3 Administration	5.0%	9,773	18,078	8,305
4 Programs	7.0%	13,682	13,173	(509)
5 Services	5.0%	9,773	7,426	(2,347)
6 Intake/Release/Transfer	3.1%	6,059	0	(6,059)
7 Health Care	3.3%	6,450	0	(6,059)
8 Support Services	10.7%	20,913	7,740	(13,173)
Total	100%	194,476	98,563	(95,913)
9 Outdoor Recreation		29,650	53,866	24,216

South Fork Forest Camp
Total Facility Beds

204

Actual SF/Bed 189.53

Component	Benchmark	Space Needs	Existing Spaces	Required GSF
Building Gross SF	178.3	36,373		
1 Male Housing	73.9%	26,863	16,278	(10,585)
2 Female Housing		-	0	0
3 Administration	5.0%	1,819	7,473	5,654
4 Programs	4.9%	1,769	6,718	4,949
5 Services	4.0%	1,471	6,961	5,490
6 Intake/Release/Transfer	1.0%	364	0	(364)
7 Health Care	1.0%	355	0	(355)
8 Support Services	10.8%	3,914	1,234	(2,680)
Total	100%	36,554	38,664	2,110
9 Outdoor Recreation		8,160	1,981	(6,179)

Benchmarking Analysis cont.

Housing (Male | Female)

The amount of space dedicated to housing inmates, not surprisingly, accounts for the majority of the space in a facility and/or system.

The American Correctional Association (ACA) publishes standards for adult correctional facilities. These standards provide guidance for facilities concerning safety, security, order, care, program and activity, justice, and administration and management. While adherence to the ACA standards is not mandatory, they are recognized by the corrections field as the professional "rule of thumb" when not superseded by state statute or standard.

When referencing the benchmark percentages, male and female housing combined accounts for nearly 66 percent of the total space in a system. Currently, the ODOC system is lacking 1.2 million sf of space allocated for AIC housing.

This equates to the greatest need for additional benchmark space.

Administration

The amount of space dedicated to Administration in the ODOC System is higher than the benchmark amount we would typically see in systems of this size. With so many different facilities that comprise the ODOC System, there are many administrative areas that are replicated throughout the state.

While this is necessary to an extent, there may be opportunities to consolidate and reclaim some of these spaces for other functions over time. Another note to consider is that even though the system has adequate administration space it may not be the right type of space to allow for operation to function in an efficient manner for the system.

Programs

The ACA standards do not specify spatial requirements for inmate programming. But there are standards that address the provision of programs. ACA standards states, "Inmate programs and services are available and include, but are not limited to, social services, religious services, recreation, and leisure time activities." And ACA also states, "Inmates have access to educational program and, when available, to vocational counseling and vocational training. Educational and vocational programs address the needs of the inmate population." In addition to constructively occupying much of the inmates' time, programs can greatly reduce the rate of inmate recidivism when planned and administered appropriately. ODOC has substantially more space than our benchmarked facilities, but Oregon is one of the few states that mandates its AICs have a job while they are in the ODOC system.

In newer facilities, multi-purpose rooms and classrooms are often built as a part of, or adjacent to, housing units minimizing the need for inmate movement for certain at-risk classifications. This is not the case in the majority of ODOC facilities. While they may have ample space for vocational activities and adequate space in programs, most facilities lack the necessary education space to assist in the treatment process before AICs are released. A substantial portion of the new space this plan proposes adding at the major institutions is to assist in the education process.

AIC Services

The AIC Services portion of space in the ODOC System is more than adequate to handle the needs of the AICs who are housed in the State's facilities. While the Central Distribution Center is a sizable operation, the facilities at the center are aging and the preventative maintenance and upgrades proposed should be done as soon as feasible to allow this centralized operation to continue to serve the operational needs of the ODOC.

As we did not have the opportunity to tour the facilities in the ODOC system we could not verify if additional service space at other facilities could be used more efficiently or re-purposed to support the needs of other operations.

Intake/Transfer/Release

The amount of space required for an Intake/Transfer/Release (ITR) area is very subjective and varies depending upon the components and operations of the system. The ITR is the entry point to the system. This "first impression" will set the expectation of an AIC for the time they will spend in the ODOC System. Most modern ITRs incorporate open waiting spaces and concurrent activities to speed the intake process as well as adequate beds to support the housing of AICs while they are going through intake and waiting to be housed throughout the State.

Currently ODOC is lacking space at its major intake center located at CCCF. We did not tour CCCF and did not hear in our interviews that the intake function is inefficient at this facility. More investigation into the ITR process should occur before any definitive recommendation could be made for this system component and the effect it may have on the ODOC System.

Health Care

The amount of space currently dedicated to Health Care services in ODOC facilities varies greatly from facility to facility. As a system ODOC currently has a need of an additional 94,000 SF of health care at its major institutions, ODOC is lacking 50,000 SF of health care space. As the AIC population continues to age, the amount of health care space will need to continue to grow.

For a large system like ODOC with multiple housing facilities, it is not unusual to have varying amounts of space in the differing facilities for health care. Often, there will be one facility that will house the specialized medical and mental health needs for the system. The other facilities will have smaller clinics to treat minor medical cases and limit AIC movement to the main health care facility to those with a greater medical need.

The Strategic Plan will consider not only the total amount of space needed for health services, but also the distribution of these spaces to properly deliver these services to the inmates, while keeping movement to a minimum as well as the recommendation that ODOC add to its system a new specialized medical/mental health treatment facility.

Support Services

The Support Services section is another category of spaces in which ODOC exceeds the benchmark. The benchmark facilities allocates 10 percent of space for support services. Currently, however, ODOC has an additional 132,725 SF, or 14 percent of the space, dedicated to support services. It is projected that the strategic plan need for support services space will not change substantially according to our benchmark comparison. ODOC should continue to perform the preventive maintenance and upgrades to keep these spaces operational and efficient.

Outdoor Recreation

Outdoor recreation is the most difficult space to quantify and can vary substantially from state to state. Weather and geographic location have the greatest effect on the use of outdoor recreation. We would typically see in our benchmarked facilities anywhere from 25 SF per AIC to 120 SF per AIC. For ODOC we used a number that is typical of to the Northern US geographic location of the state. For ODOC that number is 50 SF of outdoor recreation space per AIC.

ODOC facilities have substantial outdoor recreation space and far exceed the benchmark needs. What is lacking is the recreation space that is indoors. Gymnasiums, health and fitness rooms, and small indoor recreation spaces are drastically needed throughout all the major institutions. Our strategic plan is recommending that ODOC investigate adding multiple recreation buildings to its system at multiple facilities.

Total ODOC System Space Needs

Component		Required SF Needs
Building Gross SF		
1	Male Housing	(859,294)
2	Female Housing	(376,646)
3	Administration	143,285
4	Programs	236,485
5	Services	252,399
6	Intake/Release/Transfer	(266,116)
7	Health Care	(94,124)
8	Support Services	132,725
Total		(831,287)
9	Outdoor Recreation	1,403,340

Benchmarking Conclusion

Benchmarking spaces for systems is not an exact science. It is simply the consideration of the standard practices in other agencies and jurisdictions as a guide or measuring stick for your own system. The strategic planning process will not only consider the amount of spaces that will be required, but how they should be distributed.

Facility Benchmark Diagrams and Strategic Plan Scope Summary

The following pages contain diagrams outlining the facility use benchmarking at the Big Six major institutions and CCCF as well as the strategic plan scope summary diagrams and costing for these facilities.

STRATEGIC PLAN

Overview of Strategic Plan	33
Critical Strategic Plan Options	33
Strategic Plan Staffing Recommendations	34
Strategic Plan Budget Overview	35
Consolidated Medical/Mental Health/ Geriatric Facility at Santiam	40
Big 6 Major Institutions Recommendations	45
Other Institution Recommendations	74
Beyond 2030	102

Overview of Strategic Plan

- Fund and facilitate system wide deferred maintenance through 2023
- New medical/mental health/geriatric facility on state owned land adjacent to SCI
- New Norway Model Pilot Facility as an adaptive reuse of SCI
- Additions/renovations at major facilities to meet programming benchmarks for AICs
- Addition/renovation of staff wellness spaces to meet Oregon Way goals at major facilities.
- New Headquarters Building on state owned land adjacent to SCI

Critical Strategic Plan Options

Medical/Mental Health/Geriatric (MMH&G)

The population data that has been shared by ODOC, as well as growing treatment needs, has identified a need for a specialized facility to treat the most acute populations, specifically serving medical, mental health, and geriatric (MMH&G) AICs. The creation of a colocated MMH&G facility will enable ODOC to provide consistent high-level care.

This facility should be in a location where there is available qualified staff. This strategic plan locates a 300-bed MMH&G facility on the State owned land next to Santiam Correctional Institution (SCI). This facility will also require a small contingent of 32 AIC workers to maintain the facility. These AICs will be housed at a renovated SCI. Each new facility at this site is master planned to be able to double in size.

The Norway Model Pilot Project

As ODOC strives to provide a more restorative and normative experience for both staff and AICs, they have looked to the model that Norway has created. One method of infusing the system with a physical plant that reflects this model would be to renovate and build new facilities that meet the specifications of what Norway has done. Another approach, which this strategic plan recommends, is to create a pilot facility that ODOC can run and measure to discern components that are appropriate for Oregon. This pilot facility should be at SCI and house about 64 AICs that are randomly selected from general population to be included in the pilot program. The renovation of SCI into Oregon's version of a Norway Model facility is critical to understanding the best way to deploy this model in the system. Metrics and data collection should be put in place in advance of opening the facility to ensure data collection systems are successful.

AIC Program and Staff Spaces

The deployment of new or renovated spaces for both AIC programming and staff amenities are included in this strategic plan. Throughout interviews and information collection efforts it was made clear to the project team that these two areas were where space limitations were the most evident. The recommended spaces focus on the larger institutions to provide a positive impact for the most people. Through benchmarking we have determined how much space should be added/renovated at the major institutions for both staff and AICs.

Headquarters Building

The future ODOC headquarters complex would be located on the south of the property. This development has been detailed in a 2018 study (included in the appendix).

Strategic Plan Staffing Recommendations

This strategic plan also calls for additional AIC program and staff amenities space as well as the reconfiguration of existing program space at the six major facilities. The staffing impact of these additional and reconfigured spaces is unknown at this time and will be dependent upon their ultimate design. Once further due diligence and design is completed, ODOC could follow its own staffing protocols to determine staffing needs for these changes. It is expected the staffing impact would be minimal.

The DLR Group/CGL team developed a high-level staffing needs analysis for the reconfigured Santiam facility with a medical/mental health/geriatric unit, Norway Pilot housing and Support housing. Developing a definitive staffing analysis for this facility cannot be completed until a final design is developed. We therefore are providing an estimate of staff needed based on current practices in ODOC and other states. Specifically staffing was developed for three functions defined in the departments 2019-2021 budget:

- Operations staff: Staff responsible for all security, housing and daily operations for Oregon’s adult felony population.
- Offender Management and Rehabilitation staff: Staff “responsible for carrying the Department’s mission of reducing the risk of future criminal behavior”
- Health Service staff: Staff responsible for the provision of medical and mental health care in ODOC.

The analysis assumes completion of Phase 1 of the project which includes:

- 300-bed Medical/Mental Health/Geriatric Unit.
 - » 100-bed infirmary (85 male beds, 15 female beds)
 - » 100 mental health beds (85 male beds, 15 female beds)
 - 70-bed Mental Health Infirmary
 - 15-bed Day Treatment Unit
 - 15-bed Intermediate Care Unit
 - » 100-bed Geriatric Unit (85 male beds, 15 female beds)
- 32-bed Support Unit
 - » 5 female beds
 - » 27 male beds
- 32 -bed Norway Model Unit

Operations Staff Needs: ODOC’s current ratio of budgeted operations staff to AICs is 1:4.22 (14,502 budgeted AICs ÷ 3,428 budgeted operations staff). This represents the average across all institutions. It is assumed that portions of the new campus (Norway Pilot Model and Support Unit) could be staffed less intensively at a 1:5.00 ratio while the medical/mental/health/geriatric section would require more intensive security and operations staff needs closer to a 1:3.00 ratio. We therefore will develop operational staff needed separately for each of these sections of the facility:

- The Norway Pilot and Support Unit total 64 AIC’s in Phase 1. At a 1:5.00 ratio of staff to AICs this results in the need for 12.80 operations staff.
- The Medical/Mental Health/Geriatric facility totals 300 AICs in Phase 1. At a 1:3.00 ratio of operations staff to AICs this results the need for 100.00 operations staff.

In total we estimate 113 operations staff would be needed to manage this 364-bed facility.

Offender Management and Rehabilitation Staff Needs: ODOC’s current ratio of budgeted offender management and rehabilitation staff to AICs is 1:66.22 (14,502 budgeted AICs ÷ 219 offender management and rehabilitation staff). We assume this ratio would be consistent with what is needed at this 364 bed facility. Therefore, we estimate offender management and rehabilitation staff needs of 5.49.

Health Care Staff Needs: The Project Team used experience in other state correctional health care systems as staffing model for this specialized facility. This analysis resulted in an estimated need for 106 FTEs, which includes 98 professional FTEs and 8 administrative/support staff. The breakdown by function is as follows:

- Administrative/Support Staff – 8 FTEs
- 100-Bed Medical Infirmary: 49 FTEs
 - » 1:12 nurse/patient ratio=8 nurses per shift x 5.55 RF=44 Nurse FTEs
 - » 1 MD
 - » 1 NP
 - » 1 Pharmacist
 - » 2 Pharmacy Assistants
- 70-Bed Mental Health Infirmary: 18 FTEs
 - » 7 clinician FTEs
 - » 11 Nurse FTEs
- 15-Bed Day Treatment Unit: 2 FTEs
 - » 2 clinicians
- 15-Bed Intermediate Care Unit: 2 FTEs
 - » 2 clinicians
- 100-Bed Geriatric Unit: 27 FTEs
 - » 5 Nurse FTE
 - » 22 CNA FTE

Based on this high-level review we estimate a total of 224 total staff are needed to operate the renovated and expanded Santiam facility in Phase 1.

Estimated Staff Needed

Function	Estimated FTEs Needed
Operations Staff	113
Offender Management and Rehab Staff	5
Health Care Staff	106
TOTAL	224

Strategic Plan Budget Overview

Strategic Plan Budget

The Strategic Plan analysis has identified approximately \$1.2 billion in budget needs for facility improvements within the 10-year planning window. Of this amount, nearly one half is designated for deferred maintenance and capital renewal projects already identified by ODOC and the State of Oregon for the facilities and institutions. The remainder would be targeted at specific capital improvement projects driven by program needs, reconfiguration and remodeling needs, and seismic upgrades.

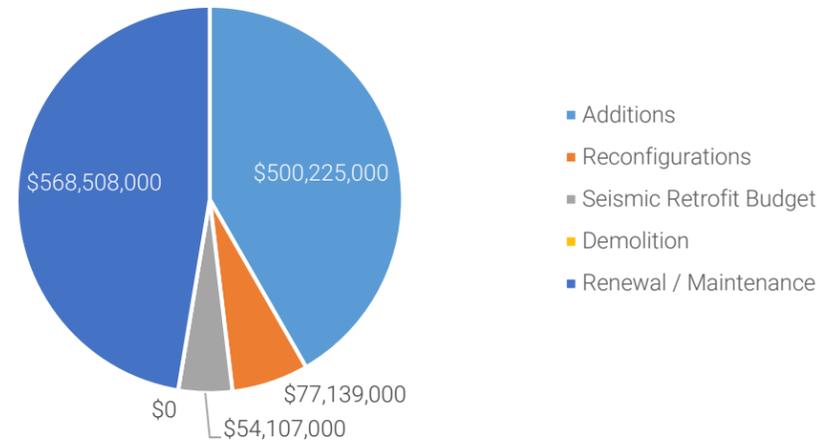
Budget Focus – New Construction

Approximately \$500,000,000 is dedicated new construction. Fifty percent of that budget would be focused on two co-located projects, a new Headquarters Facility and a new consolidated Medical/Mental Health Geriatric facility on the available property next to Santiam Correctional Institution. The remainder is targeted for program based additions at the six major institutions. Lastly the strategic plan recommends a budget for construction of a bus facility at the CDC campus.

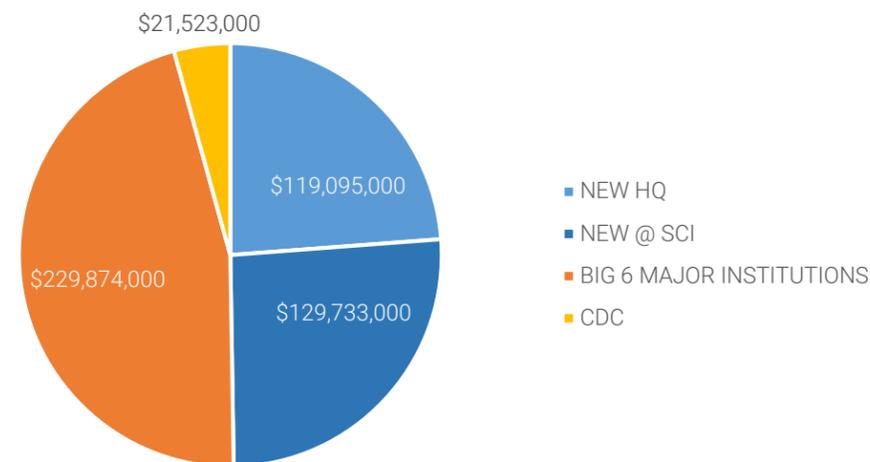
Budget Focus – Reconfigurations

Approximately \$77,000,000 is targeted for program driven reconfigurations and remodeling at SCI, EOIC, OSCI, OSP, SRCI and TRCI.

Strategic Plan Budget Elements
\$1,200,000,000



Strategic Plan New Construction
\$500,225,000



Budget Value Analysis

As previously highlighted the significant deferred maintenance backlog creates budget pressure but also gives some ability to clarify which investments in existing facilities will be of long-term value. Considerations of the Facility Condition Needs Index and the deferred maintenance investment per bed help direct next steps and long term thinking for ODOC.

- Opportunities Resulting from Investment in Program Driven Bed Capacity: Investment in new bed capacity based on program needs and operational efficiency leads to considerations of limiting or ceasing operations at selected existing institutions. MCCF, SCCI, WCCF and OSCI are the highest investment in comparison to replacement value – in the 26 percent to 37 percent range for Facility Condition Needs Index. While this does not in and of itself indicate that the facilities should be replaced it does indicate that these facilities should receive detailed scrutiny and targeted application of deferred maintenance investments in case the opportunity arises to cease operations and focus those operational and maintenance dollars on other institutions or simply avoid the costs all together.
- Too Big to Fail: While the big institutions such as OSP, SRCI and TRCI have significant deferred maintenance needs there is no near-term view of populations and bed counts that would create an opportunity to cease operations at these facilities. We recommend that significant investments be considered at these facilities to maintain their programmatic and functional value for ODOC.
- Value of Reconfigurations: When reconfiguration costs are blended into the Facility Conditions Needs analysis it can indicate that total investments, including seismic and deferred maintenance are approaching the value of new construction. This consideration is worth a deeper dive for some of the facilities:
 - » SCI: Since SCI is identified as a good geographic location for implementation of the program focused improvements the proposed investment in SCI is high. The reconfiguration budget brings the FCNI for SCI to 77 percent of replacement value. This is high and warrants significant investigation in the next phases of due diligence. As a result, it may be a better solution to entirely replace SCI rather than re-purpose it. Budget models should be compared for building new vs reconfiguration. We currently estimate the additional cost for replacing SCI rather that remodeling at \$13,000,000. Detailed study of these options can prove out the best value approach.

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Phase 1 Budget Recommendations

The strategic planning exercise is to identify the path and then take appropriate first steps. From a budget perspective we recommend:

- Invest in Near Term Deferred Maintenance: The majority of deferred maintenance is identified for action inside the 2021-2023 biennium and equates to \$480,142,000. Funding these needs is recommended. While this would be a dramatic increase in relationship to past funding levels it is necessary to get moving and catch up to preserve the value of needed facilities.
 - » Exception: MCCF, SCCI, WCCF and OSCI action items should be scrutinized and prioritized to avoid over investing should the opportunity be available to cease operations at these locations.
- Invest in Due Diligence Steps: For the proposed development and reconfiguration at the SCI site and adjacent property (SCI, New at SCI and New HQ), we recommend funding a due diligence step in the amount of \$4,204,000. This equates to 2% of the master plan project budget to initiate programming, planning and preliminary design. This would allow for development and confirmation of design direction, probable construction cost, project budget, and give ODOC the opportunity in two years to request the remainder of the funds for these projects with more backup, confidence and clarity as to the scope and budget needs for the project.
- Consider Investment in Additional Due Diligence Steps: While not identified in the phase 1 funding calculation in this report, any other projects which ODOC anticipates or desires to be funded in the next biennium should include a request at this time for due diligence funds. We recommend adding 2 percent of any strategic plan budget for those elements into the funding request for 2021-2023.

Budget Categories for Deferred Maintenance and Capital Renewal

Facility	MP Maint Plus Cap	Ph 1 2020 to 2023 Maint Plus Cap	Ph 1 2020 to 2023 % of MP	Ph 1 2020 to 2023 Maintenance	Ph 1 2020 to 2023 Capital
CDC	\$15,777,000	\$13,797,000	87%	\$1,224,000	\$12,573,000
CCCF	\$43,140,000	\$36,770,000	85%	\$4,649,000	\$32,121,000
CRCI	\$17,684,000	\$14,642,000	83%	\$8,625,000	\$6,017,000
DRCI	\$36,636,000	\$25,809,000	70%	\$14,746,000	\$11,063,000
EOCI	\$61,441,000	\$56,813,000	92%	\$18,546,000	\$38,267,000
MCCF	\$7,871,000	\$7,645,000	97%	\$5,651,000	\$1,994,000
OSCI	\$48,582,000	\$43,050,000	89%	\$33,648,000	\$9,402,000
OSP	\$83,403,000	\$77,252,000	93%	\$51,323,000	\$25,929,000
PRCF	\$6,970,000	\$2,698,000	39%	\$657,000	\$2,041,000
SCCI	\$9,160,000	\$7,813,000	85%	\$2,109,000	\$5,704,000
SCI	\$7,399,000	\$7,089,000	96%	\$3,695,000	\$3,394,000
SFFC	\$3,830,000	\$1,973,000	52%	\$286,000	\$1,687,000
SRCI	\$122,264,000	\$105,058,000	86%	\$48,280,000	\$56,778,000
TRCI	\$89,492,000	\$73,367,000	82%	\$16,404,000	\$56,963,000
WCCF	\$14,859,000	\$6,366,000	43%	\$341,000	\$6,025,000
	\$568,508,000	\$480,142,000	84%	\$210,184,000	\$269,958,000
				44%	56%

 Review & Avoid Over Investment

Key: Strategic Plan Scope Components



New Construction and Additions

Includes scope and budgets for new buildings and projects and additions to existing buildings.



Seismic

Includes scope and budgets for potential seismic upgrades. Budget currently targets building stock older than 1974.



Reconfigurations and Remodels

Includes scope and budgets for program based renovation and remodeling withing existing structures. Projects target changing the way existing spaces function and serve program needs.



Deferred Maintenance and Capital Renewal

Includes scope and budgets to implement action items identified on ODOC current data base from year 2020 - 2029.

Phase 1 Budget Summary

Phase 1 Totals (Year 2023 Dollars)									
	New HQ	CDC	CCCF	CRCI	DRCI	EOCI	MCCF	OSCI	OSP
Additions	\$2,382,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reconfigurations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seismic Retrofit Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Demolition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal / Maintenance	\$0	\$13,797,000	\$36,770,000	\$14,642,000	\$25,809,000	\$56,813,000	\$7,645,000	\$43,050,000	\$77,252,000
Phase 1 Totals (Year 2023 Dollars)	\$2,382,000	\$13,797,000	\$36,770,000	\$14,642,000	\$25,809,000	\$56,813,000	\$7,645,000	\$43,050,000	\$77,252,000
Phase 2 Totals (Year 2023 Dollars)									
	New HQ	CDC	CCCF	CRCI	DRCI	EOCI	MCCF	OSCI	OSP
Additions	\$116,713,000	\$21,523,000	\$38,162,000	\$0	\$0	\$32,243,000	\$0	\$16,165,000	\$45,267,000
Reconfigurations	\$0	\$0	\$0	\$0	\$0	\$9,653,000	\$0	\$5,264,000	\$6,400,000
Seismic Retrofit Budget	\$0	\$10,011,000	\$0	\$0	\$0	\$13,136,000	\$734,000	\$8,146,000	\$18,219,000
Demolition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal / Maintenance	\$0	\$1,980,000	\$6,370,000	\$3,042,000	\$10,827,000	\$4,628,000	\$226,000	\$5,532,000	\$6,151,000
Phase 2 Totals (Year 2023 Dollars)	\$116,713,000	\$33,514,000	\$44,532,000	\$3,042,000	\$10,827,000	\$59,660,000	\$960,000	\$35,107,000	\$76,037,000
MP Facilities Condition Needs Index Analysis									
FCNI	0%	14%	10%	19%	10%	17%	34%	24%	18%
FCNI INCL SEISMIC BUDGET	0%	23%	10%	19%	10%	20%	37%	28%	23%
FCNI INCL SEISMIC AND RECONFIG	0%	23%	10%	19%	10%	23%	37%	31%	24%
MP Totals (Year 2023 Dollars)									
	New HQ	CDC	CCCF	CRCI	DRCI	EOCI	MCCF	OSCI	OSP
Additions	\$119,095,000	\$21,523,000	\$38,162,000	\$0	\$0	\$32,243,000	\$0	\$16,165,000	\$45,267,000
Reconfigurations	\$0	\$0	\$0	\$0	\$0	\$9,653,000	\$0	\$5,264,000	\$6,400,000
Seismic Retrofit Budget	\$0	\$10,011,000	\$0	\$0	\$0	\$13,136,000	\$734,000	\$8,146,000	\$18,219,000
Demolition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal / Maintenance	\$0	\$15,777,000	\$43,140,000	\$17,684,000	\$36,636,000	\$61,441,000	\$7,871,000	\$48,582,000	\$83,403,000
MP Totals (Year 2023 Dollars)	\$119,095,000	\$47,311,000	\$81,302,000	\$17,684,000	\$36,636,000	\$116,473,000	\$8,605,000	\$78,157,000	\$153,289,000

Phase 1 Budget Summary

Phase 1 Totals (Year 2023 Dollars)	PRCF	SCCI	SCI	NEW @ SCI	SFFC	SRCI	TRCI	WCCF	Totals
Additions	\$0	\$0	\$0	\$2,595,000	\$0	\$0	\$0	\$0	\$4,977,000
Reconfigurations	\$0	\$0	\$730,000	\$0	\$0	\$0	\$0	\$0	\$730,000
Seismic Retrofit Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Demolition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal / Maintenance	\$2,698,000	\$7,813,000	\$7,089,000	\$0	\$1,973,000	\$105,058,000	\$73,367,000	\$6,366,000	\$480,142,000
Phase 1 Totals (Year 2023 Dollars)	\$2,698,000	\$7,813,000	\$7,819,000	\$2,595,000	\$1,973,000	\$105,058,000	\$73,367,000	\$6,366,000	\$485,849,000
Phase 2 Totals (Year 2023 Dollars)	PRCF	SCCI	SCI	NEW @ SCI	SFFC	SRCI	TRCI	WCCF	Totals
Additions	\$0	\$0	\$0	\$127,138,000	\$0	\$50,455,000	\$47,582,000	\$0	\$495,248,000
Reconfigurations	\$0	\$0	\$35,760,000	\$0	\$0	\$13,510,000	\$5,822,000	\$0	\$76,409,000
Seismic Retrofit Budget	\$0	\$1,153,000	\$2,708,000	\$0	\$0	\$0	\$0	\$0	\$54,107,000
Demolition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal / Maintenance	\$4,272,000	\$1,347,000	\$310,000	\$0	\$1,857,000	\$17,206,000	\$16,125,000	\$8,493,000	\$88,366,000
Phase 2 Totals (Year 2023 Dollars)	\$4,272,000	\$2,500,000	\$38,778,000	\$127,138,000	\$1,857,000	\$81,171,000	\$69,529,000	\$8,493,000	\$714,130,000
MP Facilities Condition Needs Index Analysis									
FCNI	15%	23%	12%	0%	20%	16%	17%	29%	
FCNI INCL SEISMIC BUDGET	15%	26%	17%	0%	20%	16%	17%	29%	
FCNI INCL SEISMIC AND RECONFIG	15%	26%	77%	0%	20%	18%	18%	29%	
MP Totals (Year 2023 Dollars)	PRCF	SCCI	SCI	NEW @ SCI	SFFC	SRCI	TRCI	WCCF	Totals
Additions	\$0	\$0	\$0	\$129,733,000	\$0	\$50,455,000	\$47,582,000	\$0	\$500,225,000
Reconfigurations	\$0	\$0	\$36,490,000	\$0	\$0	\$13,510,000	\$5,822,000	\$0	\$77,139,000
Seismic Retrofit Budget	\$0	\$1,153,000	\$2,708,000	\$0	\$0	\$0	\$0	\$0	\$54,107,000
Demolition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal / Maintenance	\$6,970,000	\$9,160,000	\$7,399,000	\$0	\$3,830,000	\$122,264,000	\$89,492,000	\$14,859,000	\$568,508,000
MP Totals (Year 2023 Dollars)	\$6,970,000	\$10,313,000	\$46,597,000	\$129,733,000	\$3,830,000	\$186,229,000	\$142,896,000	\$14,859,000	\$1,199,979,000

Consolidated Medical/Mental Health/Geriatric Facility at Santiam

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$129,733,000



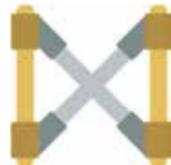
- CONSTRUCTION OF A 139,000 SF EXPANSION ADJACENT TO SCI.

STRATEGIC PLAN RECONFIGURATION BUDGET - \$36,490,000



- BUDGET FOR PROBABLE RECONFIGURATIONS PLANNED

STRATEGIC PLAN SEISMIC BUDGET - \$2,708,000



- BUDGET FOR PROBABLE SEISMIC UPGRADES NEEDED

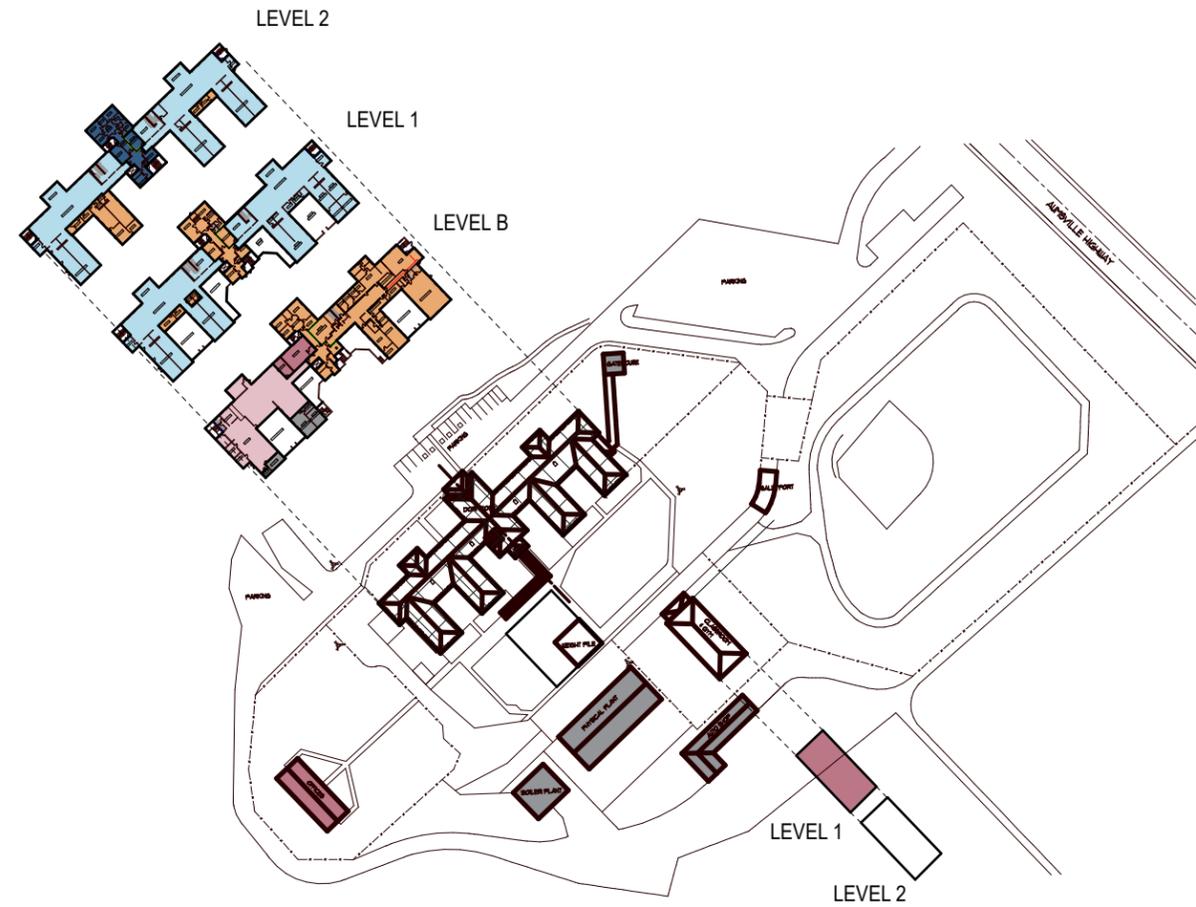
STRATEGIC PLAN DEFERRED MAINTENANCE BUDGET - \$7,399,000



- BUDGET FOR DEFERRED MAINTENANCE & CAPITAL RENEWAL

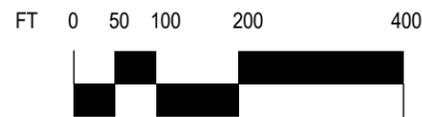
Consolidated Medical/Mental Health/Geriatric Facility at Santiam

Conceptual Diagram



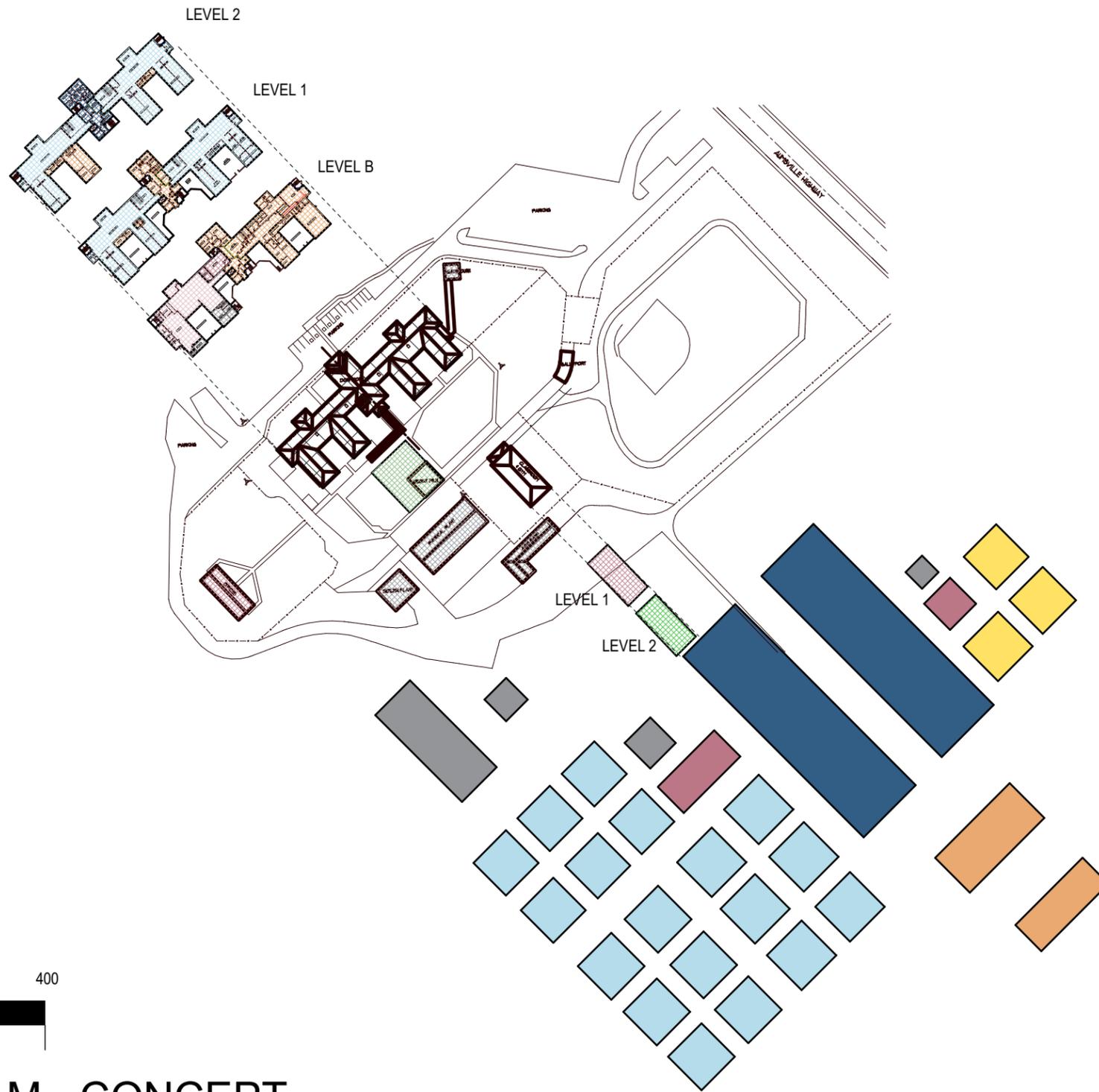
BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- AIC SERVICES
- HEALTH CARE
- SUPPORT SERVICES



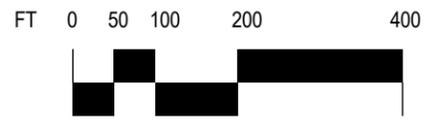
EXISTING SITE DIAGRAM

<p>DLR Group © DLR Group</p>	<p>CGL A Hunt Company</p>	<p>E13.1 Project Number Issue Date</p>	<p>SANTIAM CI ODOC 10 YR STRATEGIC PLAN 06/15/2020</p>
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BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- AIC SERVICES
- HEALTH CARE
- SUPPORT SERVICES
- INDOOR REC AREA
- OUTDOOR REC
- HOUSING MALE - NEW CONSTRUCTION
- HOUSING FEMALE - NEW CONSTRUCTION
- ADMINISTRATION - NEW CONSTRUCTION
- PROGRAMS - NEW CONSTRUCTION
- HEALTH CARE - NEW CONSTRUCTION
- SUPPORT SERVICES - NEW CONSTRUCTION



SITE DIAGRAM - CONCEPT

 © DLR Group	 A Hunt Company	13.1 <small>Project Number</small> <small>Issue Date</small>	SANTIAM CI ODOC 10 YR STRATEGIC PLAN <small>06/15/2020</small>
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Santiam Correctional Institution Budget Model

FCNI	SCI	None				SF / QTY	% OF FACILITY MP	\$ MP (2023 Dollars)	% OF MP PH 1	\$ PH1 (2023 Dollars)	% of MP PH 2	\$ PH 2 (2023 Dollars)
		Std	Medium	High								
FCNI SCI												
					Facility Condition Needs Index (Institution)							
					98,662		\$60,412,000	140% of 2020 FCA Report Values				
					Existing Built Area Replacement Cost							
Subtotal							\$60,412,000					
							\$7,399,000					
							12%	(0%-5% Good / 5% - 10% Fair / >10% Poor / >60% Very Poor)				
							\$2,708,000					
							17%					
							\$36,490,000					
							77%					
SCI Facilities Capital Improvements												
x					0	100%	\$0	0%	\$0	100%	\$0	
X					0	100%	\$0	0%	\$0	100%	\$0	
X					0	100%	\$0	0%	\$0	100%	\$0	
		X			98,662	90%	\$36,490,000	2%	\$730,000	98%	\$35,760,000	
X					98,662	100%	\$0	0%	\$0	100%	\$0	
x					98,662	100%	\$0	0%	\$0	100%	\$0	
			X		98,662	86%	\$2,708,000	0%	\$0	100%	\$2,708,000	
x					98,662	0%	\$0	0%	\$0	100%	\$0	
Subtotal							\$39,198,000		\$730,000		\$38,468,000	
Capital Renewal / Deferred Maintenance												
140% of 2020 FCA Report Values												
					\$2,755,139	100%	\$2,755,000	100%	\$2,755,000	0%	\$0	
					\$971,044	100%	\$971,000	97%	\$940,000	3%	\$31,000	
					\$0	100%	\$0	0%	\$0	100%	\$0	
					\$0	100%	\$0	0%	\$0	100%	\$0	
					\$3,535,798	100%	\$3,536,000	92%	\$3,257,000	8%	\$279,000	
					\$46,994	100%	\$47,000	100%	\$47,000	0%	\$0	
					\$89,921	100%	\$90,000	100%	\$90,000	0%	\$0	
Subtotal							\$7,399,000		\$7,089,000		\$310,000	
SCI	Institution Totals						\$46,597,000		\$7,819,000		\$38,778,000	

Big 6 Major Institutions Recommendations

In our analysis of relevant data to develop a current replacement value for all facilities two important steps in the valuation process must be completed before the applicable approaches to value are applied. Each facility must be analyzed beyond the costs that we know need to happen (deferred maintenance and seismic upgrades). Additional costs including operations, and the cost to house AICs must be in the highest and best use analysis. Also, a component of the analysis is the number of AICs a facility can house. Our analysis relies on empirical data to support our recommendations. The analysis begins with narrowing the focus from a broader macro view, to granular data that is especially pertinent to each facility consistent with its highest and best use. This approach maximizes the state's effective return on investment in ODOC facilities.

Fundamentals of Highest and Best Use

Highest and best use analysis uses the following criteria in evaluation:

1. Is the use physically possible?
2. Is the use legally permitted?
3. Would the use be financially feasible?
4. Would the use be maximally productive?

Additionally, we must be able to answer these two questions:

1. Should the existing improvements on the property be maintained in their current state, or should they be altered in some manner to make them more valuable, or demolished to create a vacant site for a different use?
2. If renovation or redevelopment is warranted, when should this work commence?

Our analysis of ODOC existing facilities supports a recommendation that system capital development resources should primarily be directed to the big 6 facilities. These facilities make up over 76.8 percent of system housing capacity and support an even larger share of system program resources. The following facilities offer the highest value to the ODOC:

1. Oregon State Penitentiary (OSP)
2. Snake River Correctional Institution (SRCI)
3. Oregon State Correctional Institution (OSCI)
4. Eastern Oregon Correctional Institution (EOCI)
5. Two Rivers Correctional Institution (TRCI)
6. Coffee Creek Correctional Facility (CCCF)

Of the six facilities, five are male facilities. CCCF houses mostly females and additionally provides the intake beds for the entire correctional system. The intake function in all systems is very crucial for efficient operations and smooth transitions into the other system institutions and must be maintained to allow your system to function.

Highest and Best Use Findings

Our analysis, consistent with the empirical data for the highest and best use, supports a strategy for prioritizing capital projects at the six major institutions cited above. Tax payer monies invested in these facilities will generate the greatest long-term benefits for AIC's, ODOC staff and the taxpayers.

Oregon State Penitentiary (OSP)

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$45,267,000



- 5,000 SF
STAFF AMENITIES
- 50,780 SF
PROGRAMING/EDUCATION
MEDICAL/MENTAL HEALTH
RECREATION

STRATEGIC PLAN RECONFIGURATION BUDGET - \$6,400,000



- 15,610 SF (TBD)
PROGRAMING/EDUCATION
MEDICAL/MENTAL HEALTH
RECREATION

STRATEGIC PLAN SEISMIC BUDGET - \$18,219,000



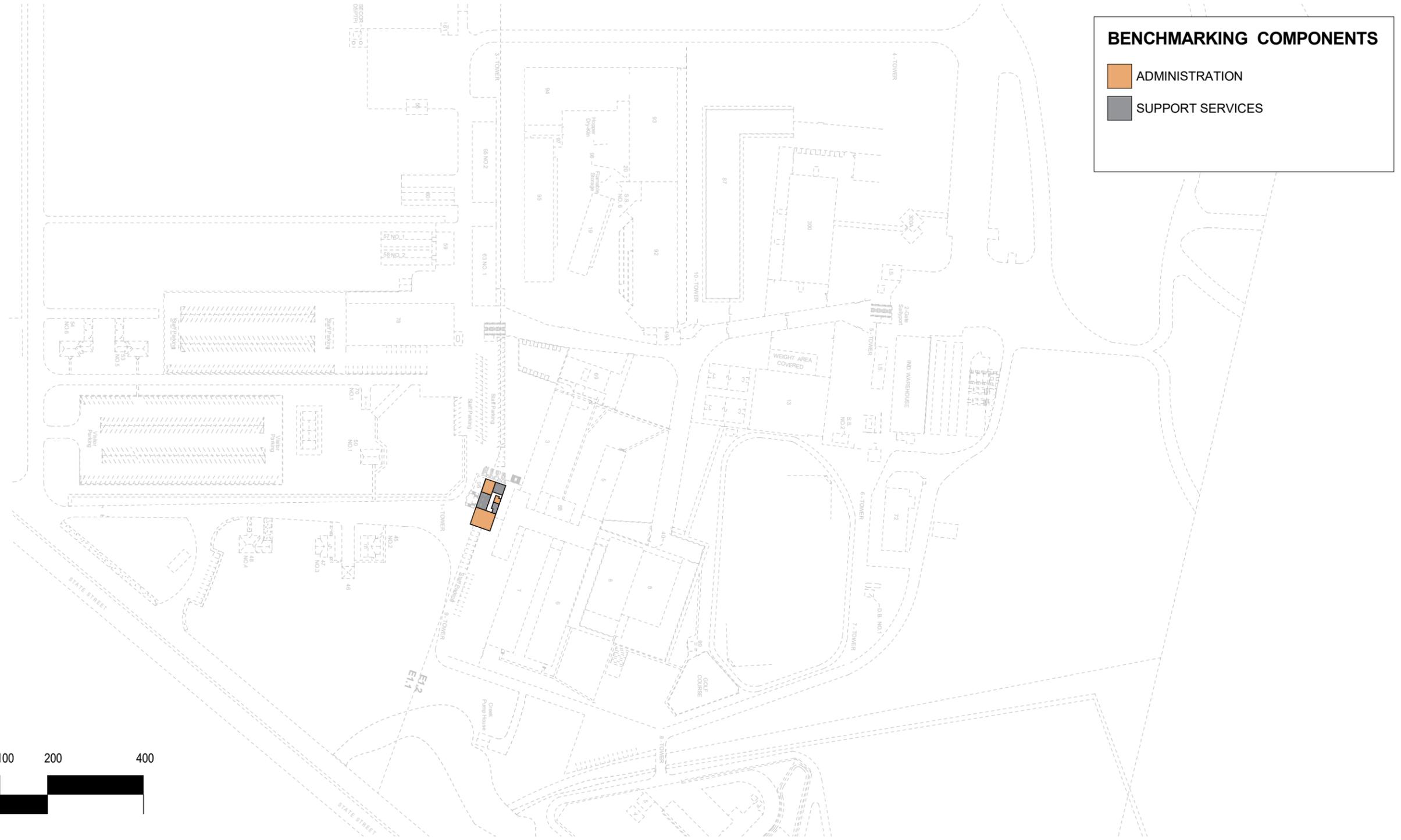
- BUDGET FOR PROBABLE SEISMIC UPGRADES

STRATEGIC PLAN DIFFERED MAINTENANCE BUDGET - \$88,403,000



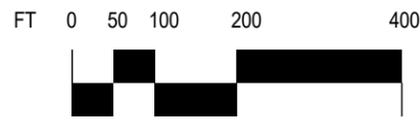
- BUDGET FOR DIFFERED MAINTENANCE & CAPITAL RENEWAL

Oregon State Penitentiary (OSP) Benchmark Diagram



BENCHMARKING COMPONENTS

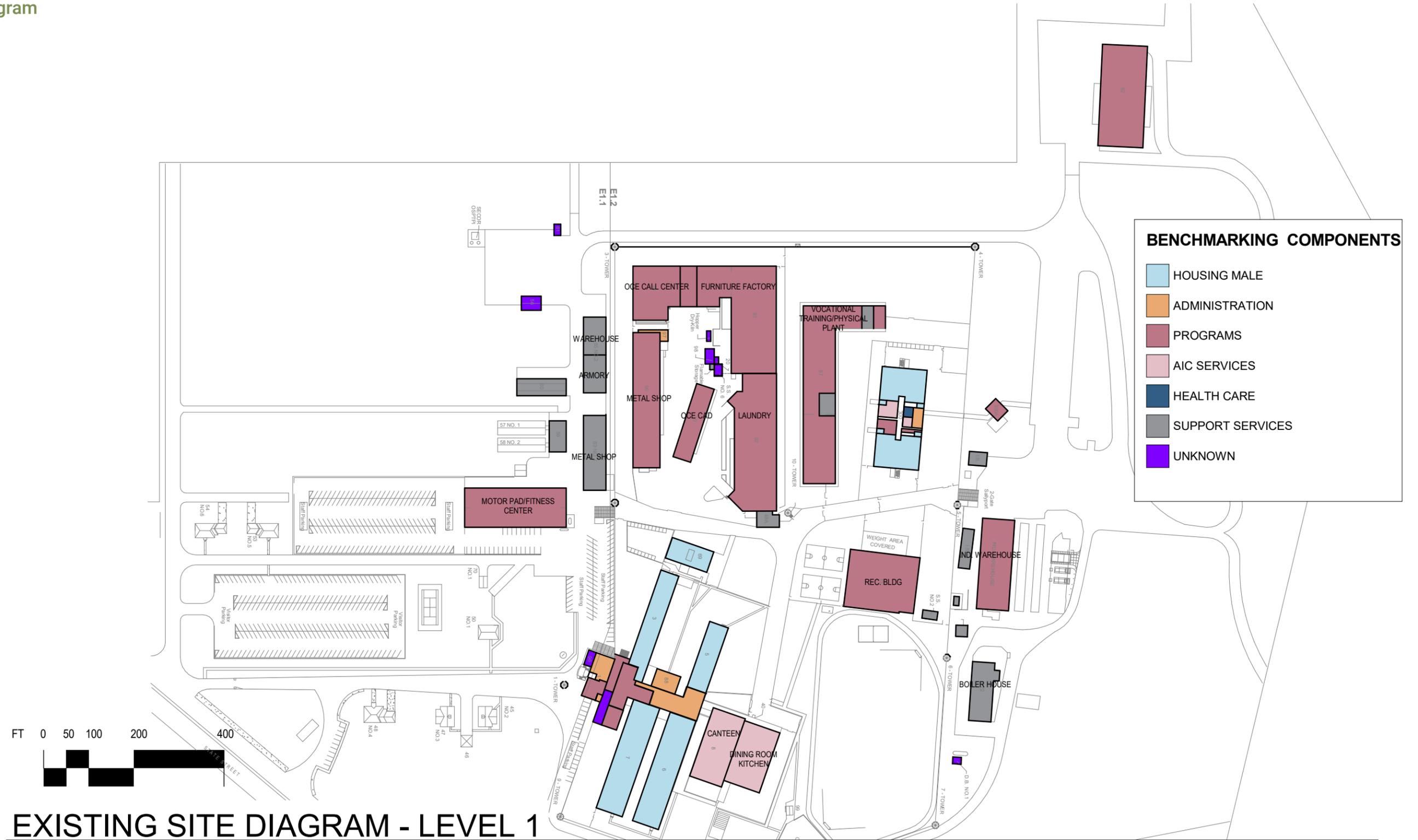
- ADMINISTRATION
- SUPPORT SERVICES



EXISTING SITE DIAGRAM - LEVEL 00

 <p>DLR Group © DLR Group</p>	 <p>CGL A Hunt Company</p>	<p>E05.0 Project Number Issue Date</p>	<p>OREGON STATE PENITENTIARY - L00 ODOC 10 YR STRATEGIC PLAN 06/15/2020</p>
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Oregon State Penitentiary (OSP) Benchmark Diagram



BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- AIC SERVICES
- HEALTH CARE
- SUPPORT SERVICES
- UNKNOWN

EXISTING SITE DIAGRAM - LEVEL 1



<p>DLR Group © DLR Group</p>	<p>CGL A Hunt Company</p>	<p>E05.1 Project Number Issue Date</p>	<p>OREGON STATE PENITENTIARY - L1 ODOC 10 YR STRATEGIC PLAN 06/15/2020</p>
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Oregon State Penitentiary (OSP) Benchmark Diagram



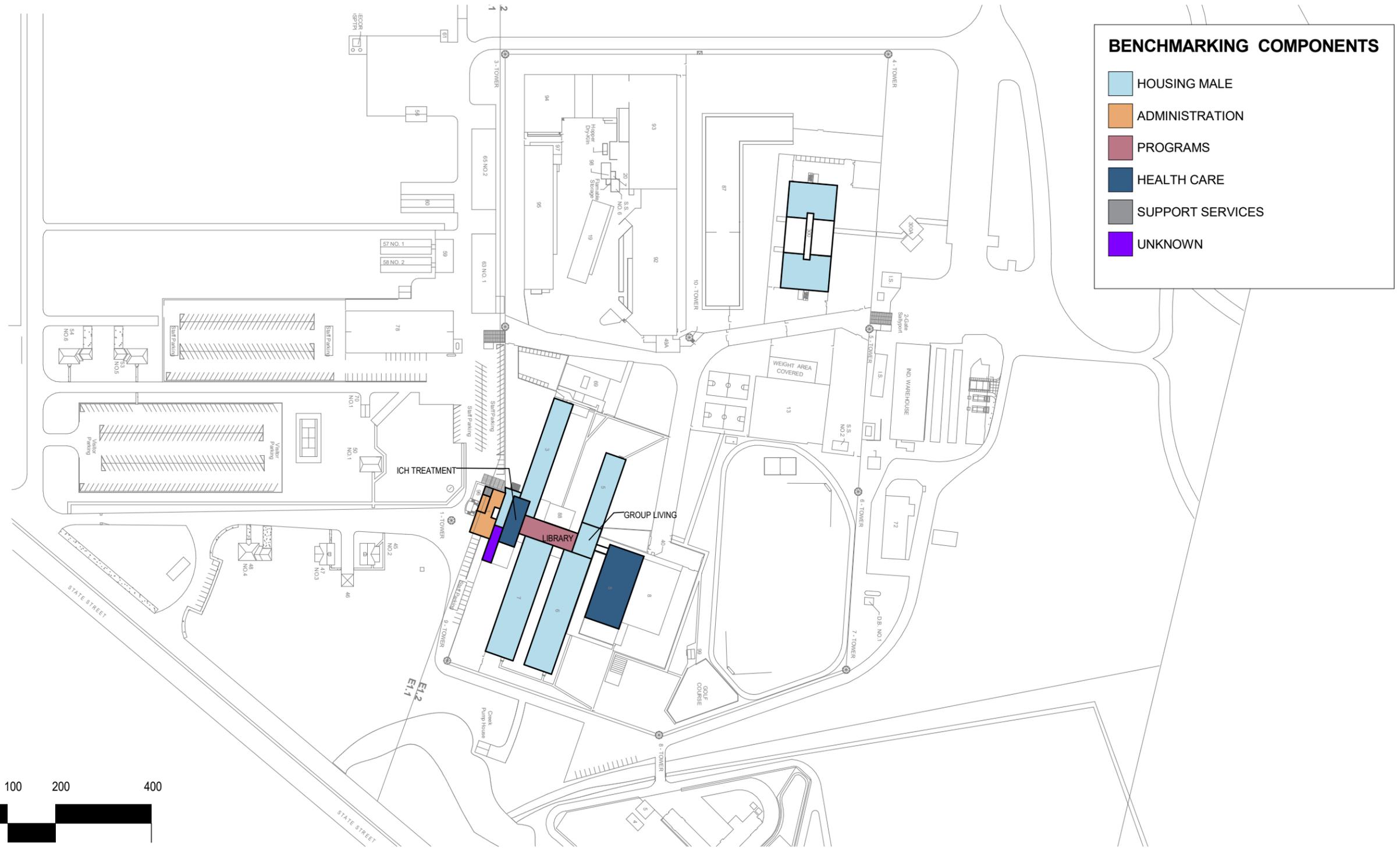
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EXISTING SITE DIAGRAM - LEVEL 2

<p>DLR Group © DLR Group</p>	<p>CGL A Hunt Company</p>	<p>E05.2 Project Number Issue Date</p>	<p>OREGON STATE PENITENTIARY - L2 ODOC 10 YR STRATEGIC PLAN 06/15/2020</p>
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Oregon State Penitentiary (OSP) Benchmark Diagram



BENCHMARKING COMPONENTS

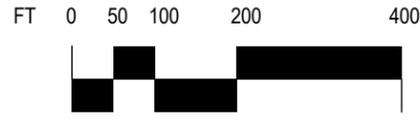
- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- HEALTH CARE
- SUPPORT SERVICES
- UNKNOWN



EXISTING SITE DIAGRAM - LEVEL 3

 © DLR Group	 A Hunt Company	E05.3 <small>Project Number</small> <small>Issue Date</small>	OREGON STATE PENITENTIARY - L3 ODOC 10 YR STRATEGIC PLAN 06/15/2020
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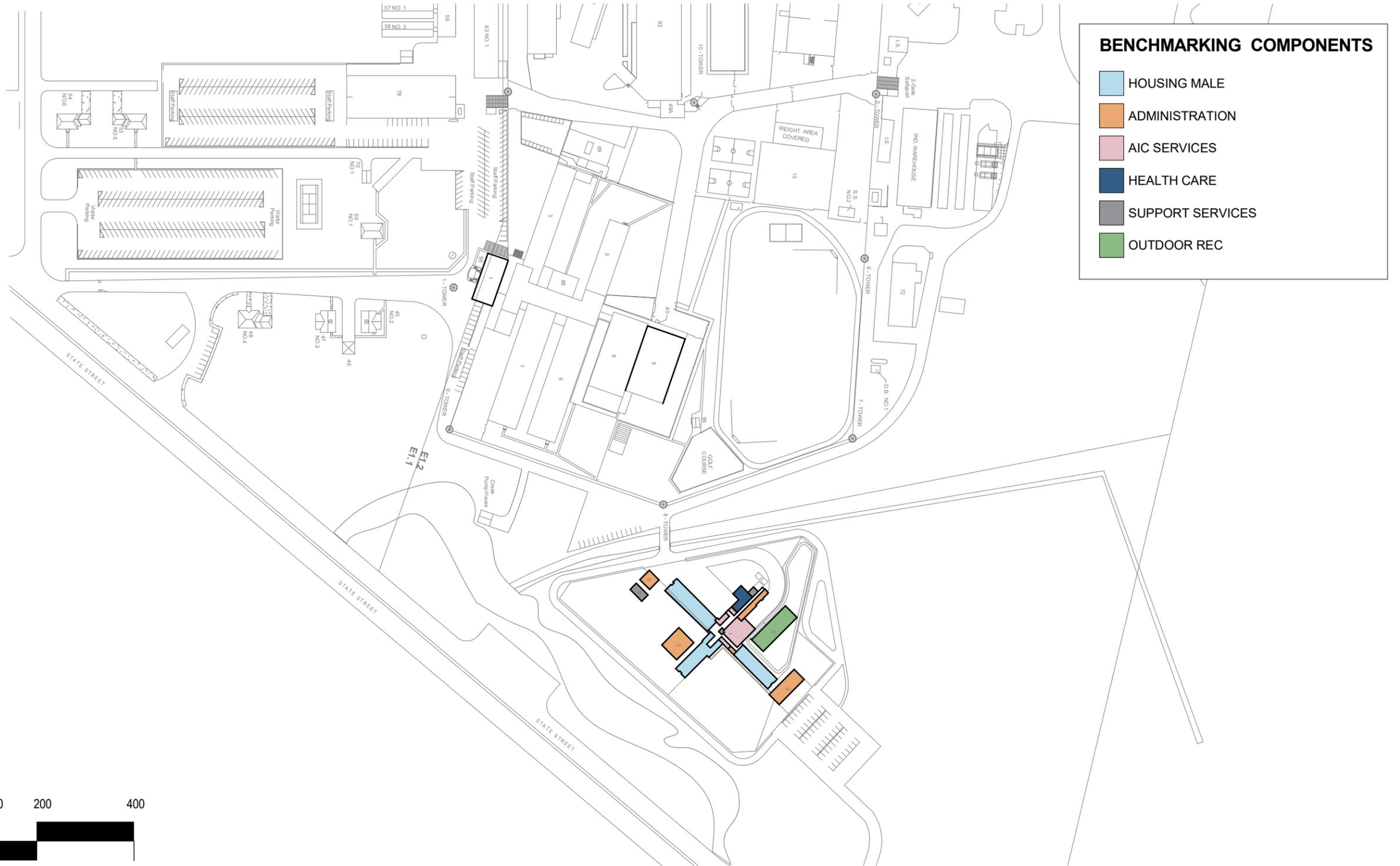
Oregon State Penitentiary (OSP) Benchmark Diagram



EXISTING SITE DIAGRAM - LEVEL 4

 <p>DLR Group © DLR Group</p>	 <p>E05.4 Project Number Issue Date</p>	<p>OREGON STATE PENITENTIARY - L4 ODOC 10 YR STRATEGIC PLAN 06/15/2020</p>
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Oregon State Penitentiary (OSP) Minimum Benchmark Diagram



FT 0 50 100 200 400

EXISTING SITE DIAGRAM



NORTH

DLR Group
© DLR Group

CGL
A Hunt Company

E16.1
Project Number
Issue Date

OREGON STATE PENITENTIARY MINIMUM
ODOC 10 YR STRATEGIC PLAN
06/15/2020

Snake River Correctional Institution (SRCI) Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$50,455,000



- 5,000 SF
STAFF AMENITIES
- 57,100 SF
PROGRAMING/EDUCATION
MEDICAL/MENTAL HEALTH
RECREATION

STRATEGIC PLAN RECONFIGURATION BUDGET - \$13,510,000



- 32,950 SF (TBD)
PROGRAMING/EDUCATION
MEDICAL/MENTAL HEALTH
RECREATION

STRATEGIC PLAN SEISMIC BUDGET - \$0

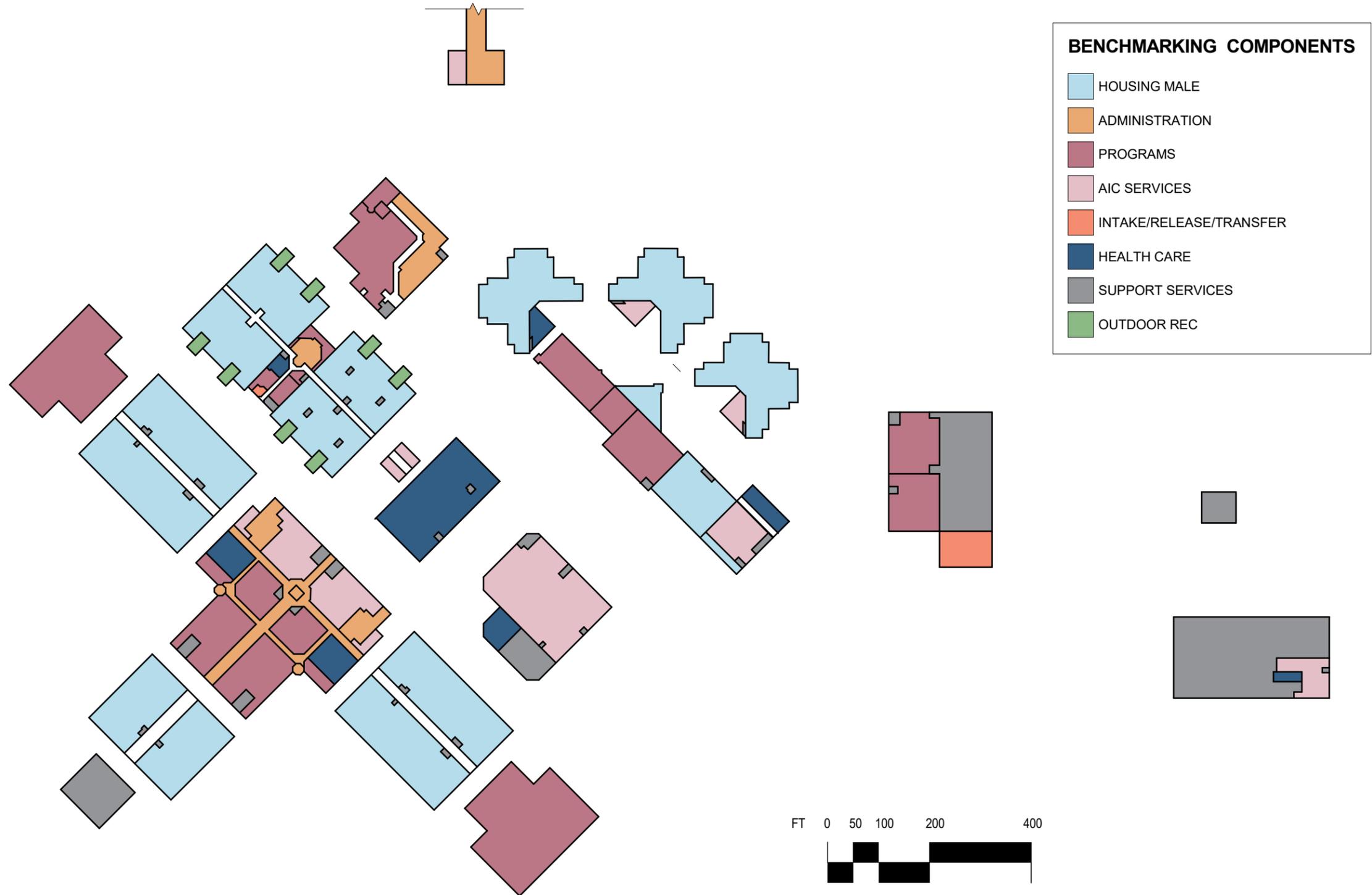


STRATEGIC PLAN DIFFERED MAINTENANCE BUDGET - \$122,264,000



- BUDGET FOR DIFFERED MAINTENANCE & CAPITAL RENEWAL

Snake River Correctional Institution (SRCI)
Benchmark Diagram

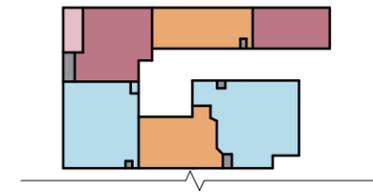


BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- AIC SERVICES
- INTAKE/RELEASE/TRANSFER
- HEALTH CARE
- SUPPORT SERVICES
- OUTDOOR REC

EXISTING SITE DIAGRAM - LEVEL 1

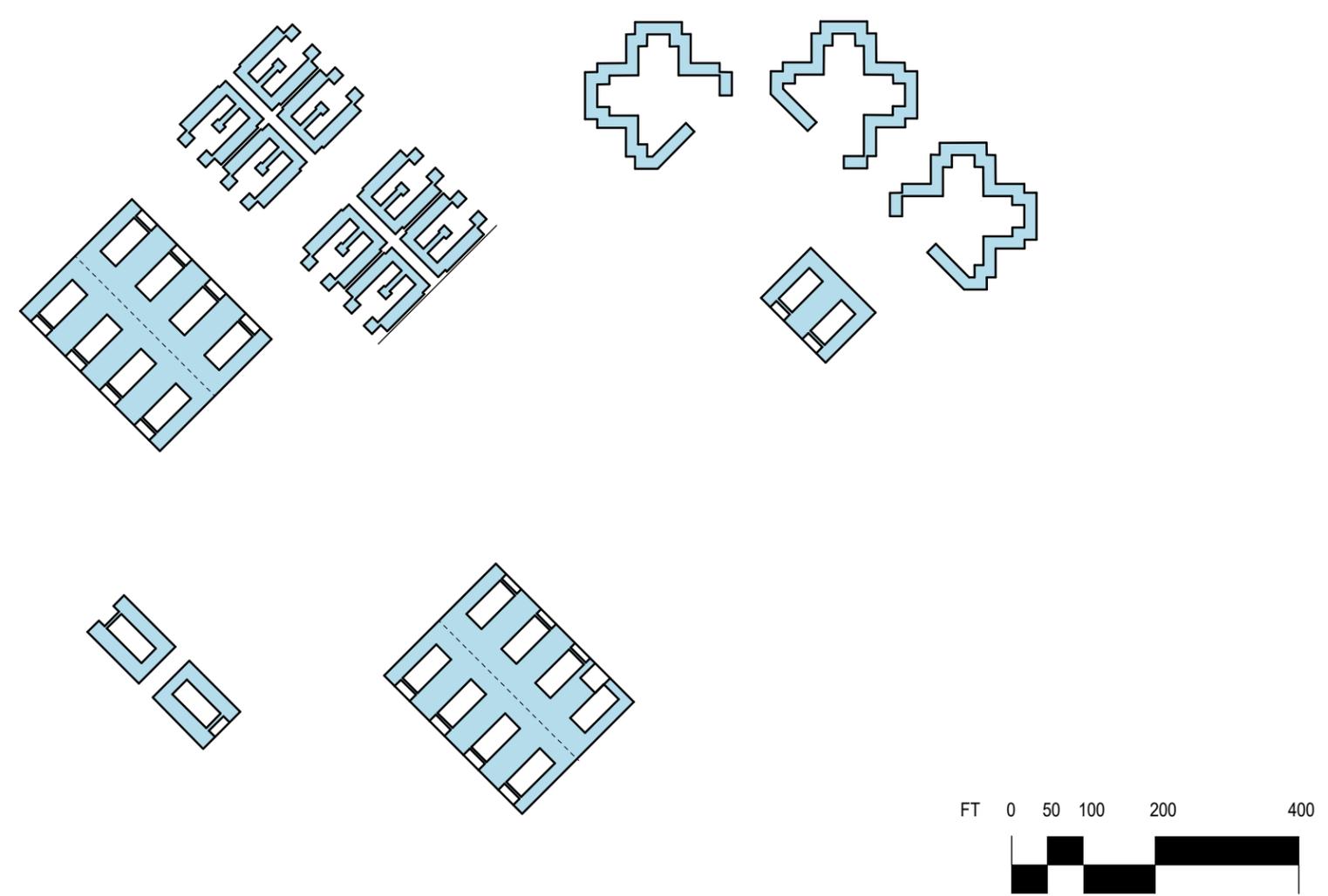
<p>DLR Group © DLR Group</p>	<p>CGL A Hill Company</p>	<p>E11.1 <small>Project Number</small> <small>Issue Date</small></p>	<p>SNAKE RIVER CI - L1 ODOC 10 YR STRATEGIC PLAN 06/15/2020</p>
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Snake River Correctional Institution (SRCI)
Benchmark Diagram

BENCHMARKING COMPONENTS

 HOUSING MALE



 NORTH **EXISTING SITE DIAGRAM - LEVEL 2**

 DLR Group © DLR Group	 CGL A Hunt Company	E11.2 Project Number Issue Date	SNAKE RIVER CI - L2 ODOC 10 YR STRATEGIC PLAN 06/15/2020
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Two Rivers Correctional Institution (TRCI)

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$47,582,000



- 5,000 SF
STAFF AMENITIES
- 53,600 SF
PROGRAMING/EDUCATION
MEDICAL/MENTAL HEALTH
RECREATION

STRATEGIC PLAN RECONFIGURATION BUDGET - \$57,850,000



- 14,200 SF (TBD)
PROGRAMING/EDUCATION
MEDICAL/MENTAL HEALTH
RECREATION

STRATEGIC PLAN SEISMIC BUDGET - \$0



- NO ADDITIONAL PROBABLE SEISMIC UPGRADES NEEDED

STRATEGIC PLAN DIFFERED MAINTENANCE BUDGET - \$89,492,000



- BUDGET FOR DIFFERED MAINTENANCE & CAPITAL RENEWAL

Two Rivers Correctional Institution (TRCI) Benchmark Diagram



Two Rivers Correctional Institution Budget Model

FCNI	TRCI	None	Std	Medium	High	SF / QTY	% OF FACILITY MP	\$ MP (2023 Dollars)	% OF MP PH 1	\$ PH1 (2023 Dollars)	% of MP PH 2	\$ PH 2 (2023 Dollars)	
FCNI TRCI													
						Facility Condition Needs Index (Institution)							
						Existing Built Area Replacement Cost	881,864	\$520,626,000	140% of 2020 FCA Report Values				
Subtotal		Current Replacement Value						\$520,626,000					
		Renewal / Maint						\$89,492,000					
		FCNI (Total Institution)						17%	(0%-5% Good / 5% - 10% Fair / >10% Poor / >60% Very Poor)				
		Seismic Retrofit Budget						\$0					
		FCNI Incl. Seismic						17%					
		Reconfiguration / Adaptation Budget						\$5,822,000					
		FCNI Incl Seismic and Reconfig						18%					
TRCI Facilities Capital Improvements													
				X		Addition / New Construction - Program	53,600	100%	\$43,995,000	0%	\$0	100%	\$43,995,000
		X				Addition / New Construction - Program	5,000	100%	\$3,587,000	0%	\$0	100%	\$3,587,000
		X				Addition / New Construction - Program	0	100%	\$0	0%	\$0	100%	\$0
				X		Reconfiguration / Adaptation - Program	881,864	2%	\$5,822,000	0%	\$0	100%	\$5,822,000
		X				Reconfiguration / Adaptation - Program	881,864	100%	\$0	0%	\$0	100%	\$0
		x				Reconfiguration / Adaptation - Program	881,864	100%	\$0	0%	\$0	100%	\$0
		X				Seismic Retrofit Budget	881,864	0%	\$0	0%	\$0	100%	\$0
		x				Demolition Budget	881,864	0%	\$0	0%	\$0	100%	\$0
Subtotal		TRCI Facilities Capital Improvements						\$53,404,000		\$0		\$53,404,000	
Capital Renewal / Deferred Maintenance													
							140% of 2020 FCA Report Values						
						Deferred Maintenance	\$9,953,092	100%	\$9,953,000	96%	\$9,599,000	4%	\$354,000
						Routine Maintenance	\$7,330,426	100%	\$7,330,000	93%	\$6,805,000	7%	\$525,000
						Seismic	\$0	100%	\$0	0%	\$0	100%	\$0
						ADA	\$0	100%	\$0	0%	\$0	100%	\$0
						Capital Renewal	\$63,030,355	100%	\$63,030,000	76%	\$47,784,000	24%	\$15,246,000
						Energy & Sustainability	\$8,864,091	100%	\$8,864,000	100%	\$8,864,000	0%	\$0
						Functionality	\$314,910	100%	\$315,000	100%	\$315,000	0%	\$0
Subtotal		Capital Renewal / Deferred Maintenance						\$89,492,000		\$73,367,000		\$16,125,000	
TRCI		Institution Totals						\$142,896,000		\$73,367,000		\$69,529,000	

Coffee Creek Correctional Facility (CCCF)

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$38,162,000



- 5,000 SF
STAFF AMENITIES
- 42,124 SF
PROGRAMING/EDUCATION
MEDICAL/MENTAL HEALTH
RECREATION

STRATEGIC PLAN RECONFIGURATION BUDGET - \$0



- NO RECONFIGURATION IS BEING PLANNED

STRATEGIC PLAN SEISMIC BUDGET - \$0



- NO ADDITIONAL PROBABLE SEISMIC UPGRADES
NEEDED

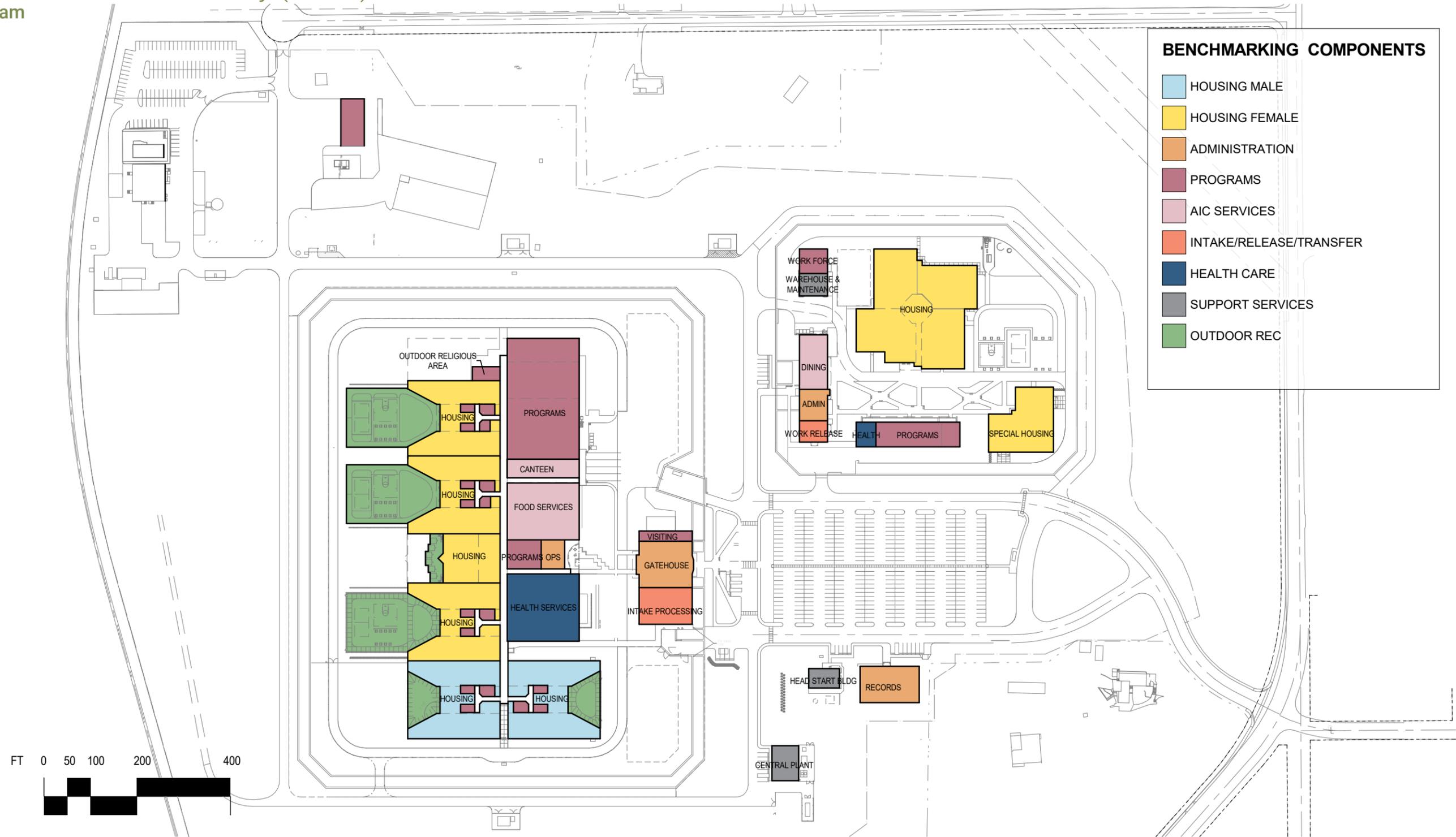
STRATEGIC PLAN DIFFERED MAINTENANCE BUDGET - \$43,140,000



- BUDGET FOR DIFFERED MAINTENANCE & CAPITAL
RENEWAL

Coffee Creek Correctional Facility (CCCF)

Benchmark Diagram



BENCHMARKING COMPONENTS

- HOUSING MALE
- HOUSING FEMALE
- ADMINISTRATION
- PROGRAMS
- AIC SERVICES
- INTAKE/RELEASE/TRANSFER
- HEALTH CARE
- SUPPORT SERVICES
- OUTDOOR REC

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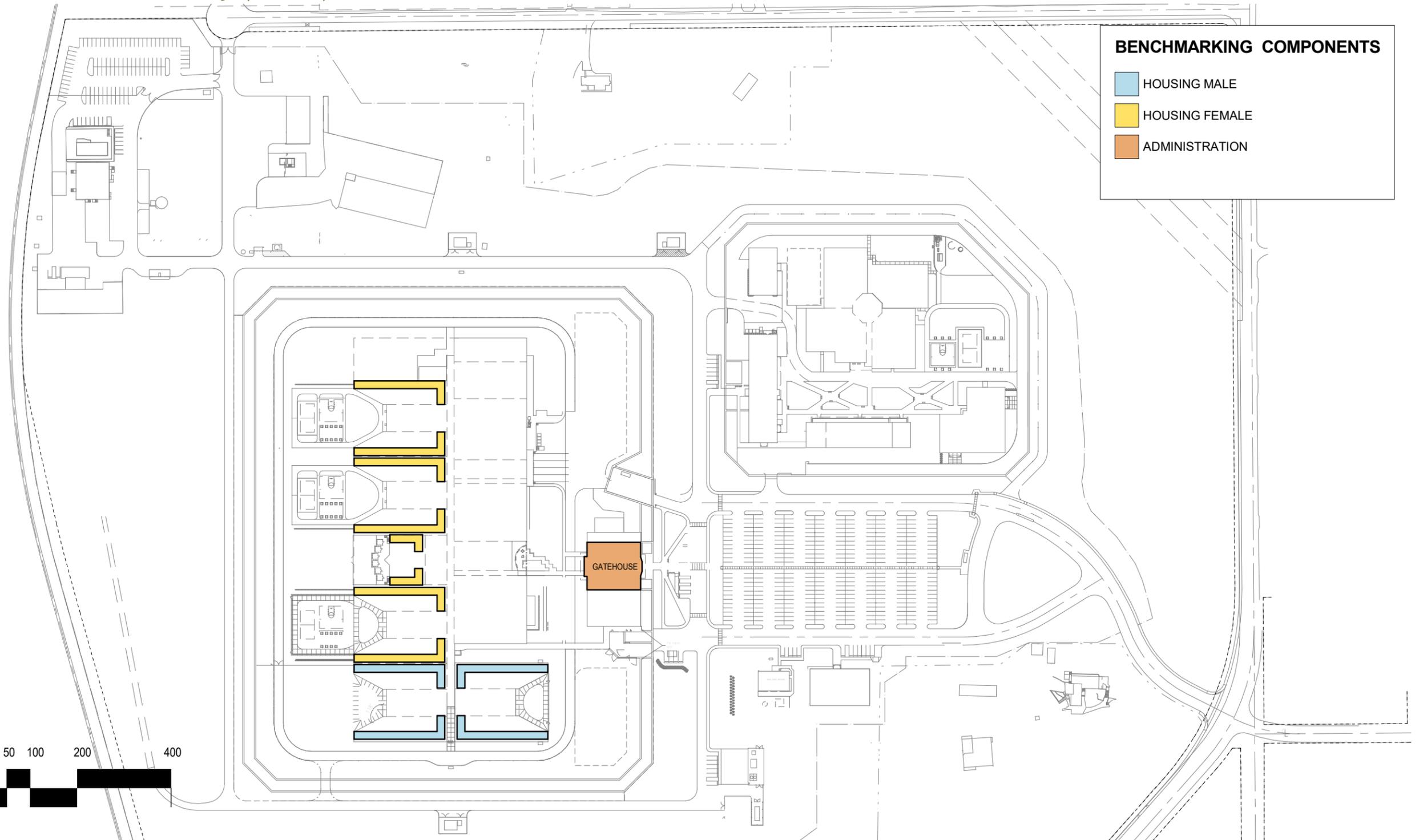


EXISTING SITE DIAGRAM - LEVEL 1

 © DLR Group	 A Hunt Company	E03.1 <small>Project Number</small> <small>Issue Date</small>	COFFEE CREEK - L1 ODOC 10 YR STRATEGIC PLAN 06/15/2020
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Coffee Creek Correctional Facility (CCCF)

Benchmark Diagram



EXISTING SITE DIAGRAM - LEVEL 2

<p>DLR Group © DLR Group</p>	<p>CGL A Hall Company</p>	<p>E03.2 Project Number Issue Date</p>	<p>COFFEE CREEK - L2 ODOC 10 YR STRATEGIC PLAN 06/15/2020</p>
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Eastern Oregon Correctional Facility (EOCI) Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$32,243,000



- 5,000 SF
STAFF AMENITIES
- 34,912 SF
PROGRAMING/EDUCATION
MEDICAL/MENTAL HEALTH
RECREATION

STRATEGIC PLAN RECONFIGURATION BUDGET - \$9,653,000



- 23,544 SF (TBD)
PROGRAMING/EDUCATION
MEDICAL/MENTAL HEALTH
RECREATION

STRATEGIC PLAN SEISMIC BUDGET - \$13,136,000



- BUDGET FOR PROBABLE SEISMIC UPGRADES

STRATEGIC PLAN DIFFERED MAINTENANCE BUDGET - \$61,441,000



- BUDGET FOR DIFFERED MAINTENANCE & CAPITAL RENEWAL

Eastern Oregon Correctional Institution (EOCI) Benchmark Diagram

BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- AIC SERVICES
- HEALTH CARE
- SUPPORT SERVICES



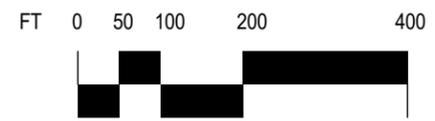
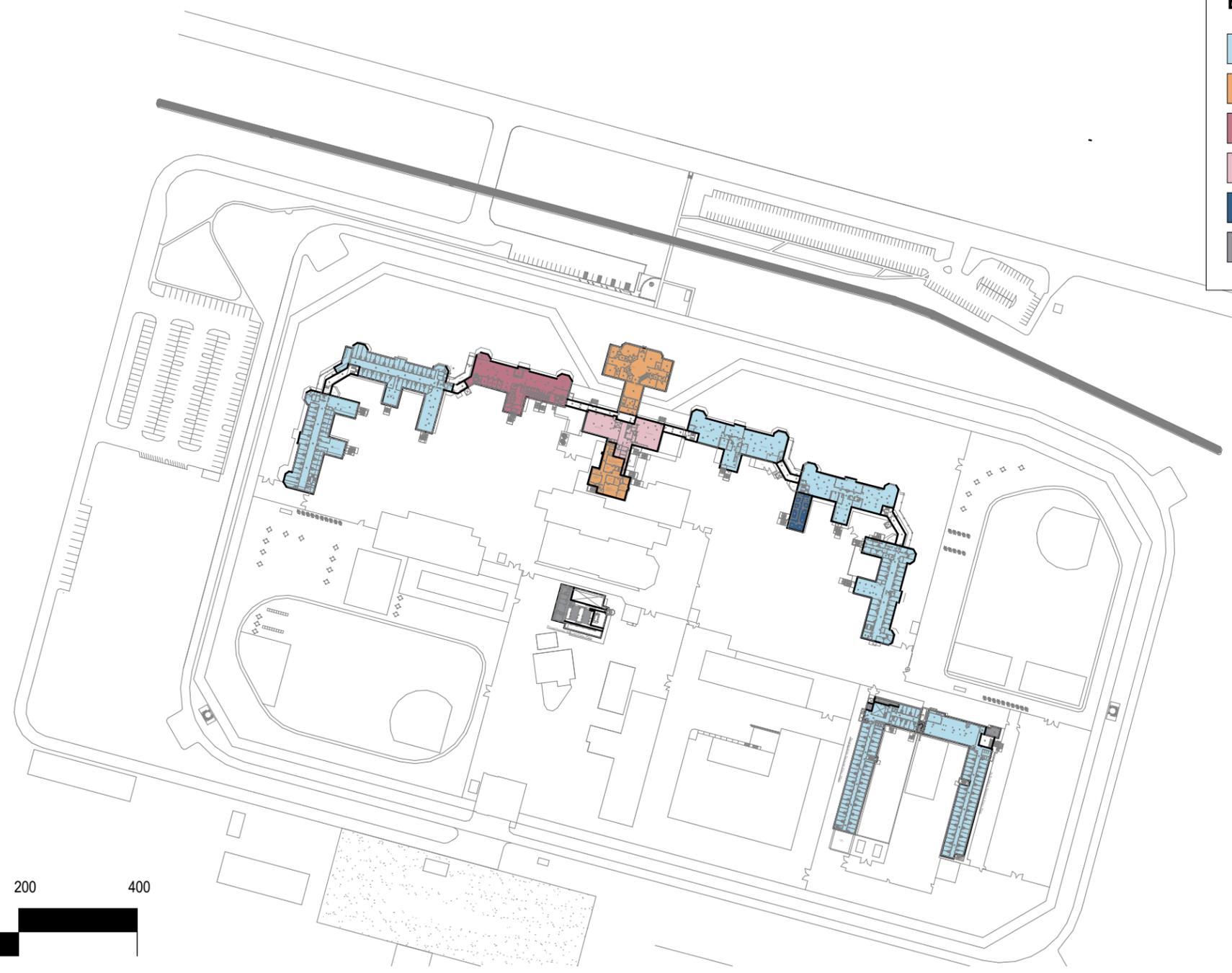
EXISTING SITE DIAGRAM - LEVEL 1

 © DLR Group	 A Hunt Company	E08.1 <small>Project Number</small> <small>Issue Date</small>	EASTERN OREGON CI - L1 ODOC 10 YR STRATEGIC PLAN 06/15/2020
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Eastern Oregon Correctional Institution (EOCI) Benchmark Diagram

BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- AIC SERVICES
- HEALTH CARE
- SUPPORT SERVICES



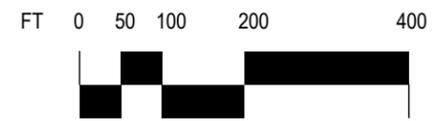
EXISTING SITE DIAGRAM - LEVEL 2

 © DLR Group	 A Hunt Company	E08.2 <small>Project Number</small> <small>Issue Date</small>	EASTERN OREGON CI - L2 ODOC 10 YR STRATEGIC PLAN <small>06/15/2020</small>
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Eastern Oregon Correctional Institution (EOCI) Benchmark Diagram

BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- HEALTH CARE
- SUPPORT SERVICES



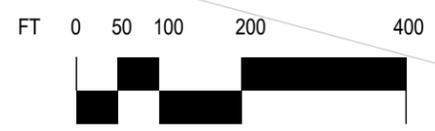
EXISTING SITE DIAGRAM - LEVEL 3

 © DLR Group	 A Fluor Company	E08.3 Project Number Issue Date	EASTERN OREGON CI - L3 ODOC 10 YR STRATEGIC PLAN 06/15/2020
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Eastern Oregon Correctional Institution (EOCI) Benchmark Diagram

BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- SUPPORT SERVICES



EXISTING SITE DIAGRAM - LEVEL 4

 © DLR Group	 A Hunt Company	E08.4 <small>Project Number</small> <small>Issue Date</small>	EASTERN OREGON CI - L4 ODOC 10 YR STRATEGIC PLAN <small>06/15/2020</small>
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Oregon State Correctional Institution (OSCI)

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$16,165,000



- 5,000 SF
STAFF AMENITIES
- 15,324 SF
PROGRAMING/EDUCATION
MEDICAL/MENTAL HEALTH
RECREATION

STRATEGIC PLAN RECONFIGURATION BUDGET - \$5,264,000



- 12,838 SF (TBD)
PROGRAMING/EDUCATION
MEDICAL/MENTAL HEALTH
RECREATION

STRATEGIC PLAN SEISMIC BUDGET - \$8,146,000



- BUDGET FOR PROBABLE SEISMIC UPGRADES

STRATEGIC PLAN DIFFERED MAINTENANCE BUDGET - \$48,582,000



- BUDGET FOR DIFFERED MAINTENANCE & CAPITAL RENEWAL

Oregon State Correctional Institution (OSCI) Benchmark Diagram



EXISTING SITE DIAGRAM

<p>DLR Group © DLR Group</p>	<p>CGL A Hill Company</p>	<p>E10.1 Project Number Issue Date</p>	<p>OREGON STATE CI ODOC 10 YR STRATEGIC PLAN 06/15/2020</p>
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Oregon State Correctional Institution Budget Model

FCNI	OSCI	None Std Medium High	SF / QTY	% OF FACILITY MP	\$ MP (2023 Dollars)	% OF MP PH 1	\$ PH1 (2023 Dollars)	% of MP PH 2	\$ PH 2 (2023 Dollars)	
FCNI OSCI										
			Facility Condition Needs Index (Institution)							
			Existing Built Area Replacement Cost	311,553	\$202,300,000				140% of 2020 FCA Report Values	
Subtotal										
			Current Replacement Value		\$202,300,000					
			Renewal / Maint		\$48,582,000					
			FCNI (Total Institution)			24%			(0%-5% Good / 5% - 10% Fair / >10% Poor / >60% Very Poor)	
			Seismic Retrofit Budget		\$8,146,000					
			FCNI Incl. Seismic			28%				
			Reconfiguration / Adaptation Budget		\$5,264,000					
			FCNI Incl Seismic and Reconfig			31%				
OSCI Facilities Capital Improvements										
		X	Addition / New Construction - Program	5,000	100%	\$3,587,000	0%	\$0	100%	\$3,587,000
			Addition / New Construction - Program	15,324	100%	\$12,578,000	0%	\$0	100%	\$12,578,000
		X	Addition / New Construction - Program	0	100%	\$0	0%	\$0	100%	\$0
			Reconfiguration / Adaptation - Program	311,553	4%	\$5,264,000	0%	\$0	100%	\$5,264,000
		X	Reconfiguration / Adaptation - Program	311,553	100%	\$0	0%	\$0	100%	\$0
		x	Reconfiguration / Adaptation - Program	311,553	100%	\$0	0%	\$0	100%	\$0
			Seismic Retrofit Budget	311,553	82%	\$8,146,000	0%	\$0	100%	\$8,146,000
		x	Demolition Budget	311,553	0%	\$0	0%	\$0	100%	\$0
Subtotal OSCI Facilities Capital Improvements										
						\$29,575,000		\$0		\$29,575,000
Capital Renewal / Deferred Maintenance										
140% of 2020 FCA Report Values										
			Deferred Maintenance	\$29,715,887	100%	\$29,716,000	100%	\$29,713,000	0%	\$3,000
			Routine Maintenance	\$5,168,085	100%	\$5,168,000	76%	\$3,935,000	24%	\$1,233,000
			Seismic	\$0	100%	\$0	0%	\$0	100%	\$0
			ADA	\$7,821	100%	\$8,000	100%	\$8,000	0%	\$0
			Capital Renewal	\$12,083,837	100%	\$12,084,000	65%	\$7,811,000	35%	\$4,273,000
			Energy & Sustainability	\$1,532,954	100%	\$1,533,000	99%	\$1,512,000	1%	\$21,000
			Functionality	\$72,537	100%	\$73,000	97%	\$71,000	3%	\$2,000
Subtotal Capital Renewal / Deferred Maintenance										
						\$48,582,000		\$43,050,000		\$5,532,000
OSCI Institution Totals										
						\$78,157,000		\$43,050,000		\$35,107,000

Other Institutions: New Headquarters Building - HQ

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$119,095,000



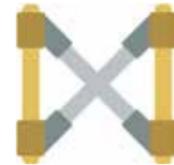
- 166,000 SF NEW HEADQUARTERS BUILDING & ASSOCIATED FUNCTIONS

STRATEGIC PLAN RECONFIGURATION BUDGET - \$0



- NO RECONFIGURATIONS PLANNED

STRATEGIC PLAN SEISMIC BUDGET - \$0



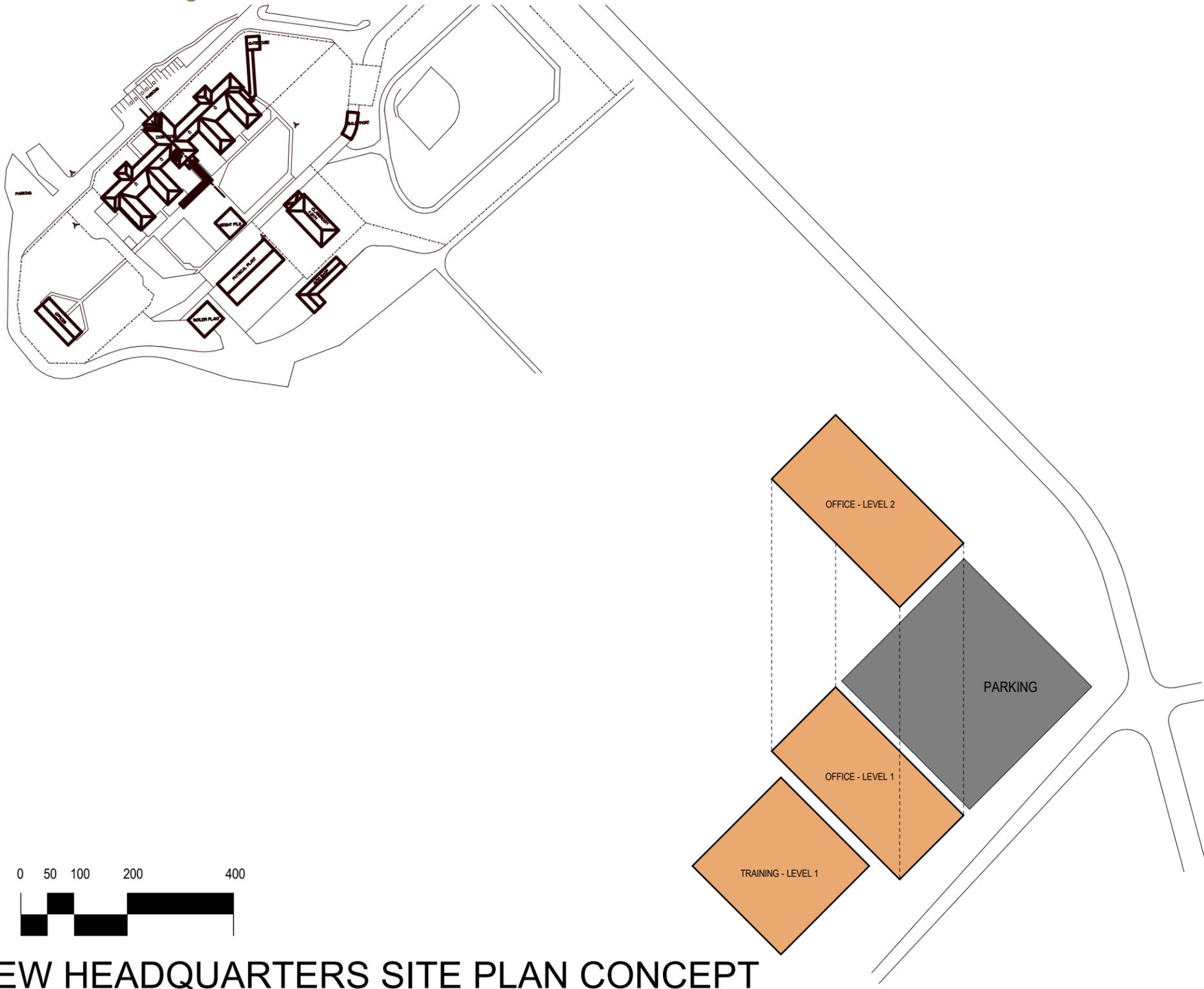
- NO ADDITIONAL PROBABLE SEISMIC UPGRADES NEEDED

STRATEGIC PLAN DEFERRED MAINTENANCE BUDGET - \$0



- NO DEFERRED MAINTENANCE & CAPITAL RENEWAL

New Headquarters Building - HQ
Diagram



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NEW HEADQUARTERS SITE PLAN CONCEPT

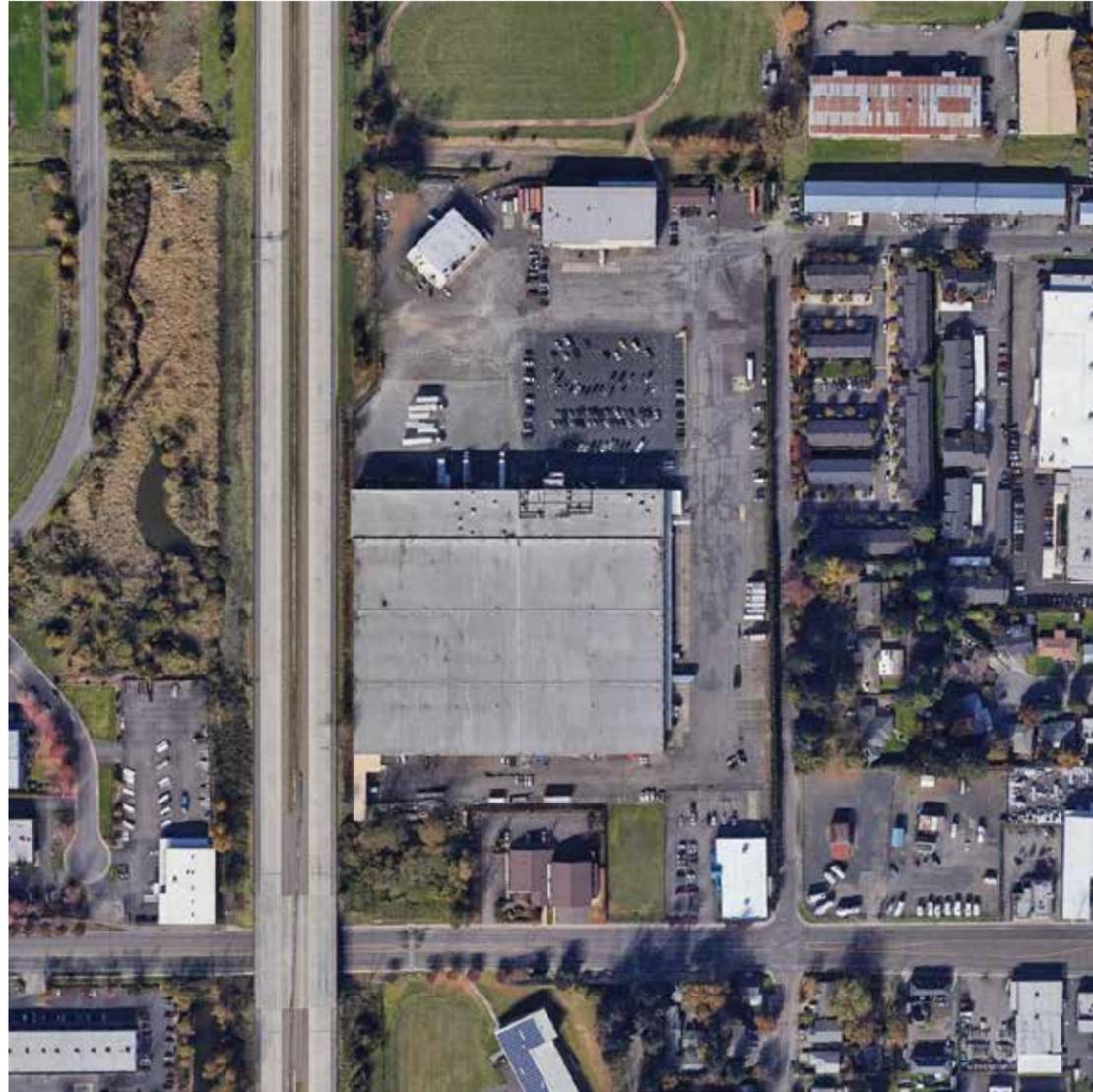
 <p>DLR Group © DLR Group</p>	 <p>CGL A Hunt Company</p>	<p>17.1 Project Number Issue Date</p>	<p>NEW HEADQUARTERS ODOC 10 YR STRATEGIC PLAN 06/15/2020</p>
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New Headquarters Budget Model

FCNI	NEW HQ	Risk Level				SF / QTY	% OF FACILITY MP	\$ MP (2023 Dollars)	% OF MP PH 1	\$ PH1 (2023 Dollars)	% of MP PH 2	\$ PH 2 (2023 Dollars)
		None	Std	Medium	High							
Capital Improvements												
						0 sf						
		<input checked="" type="checkbox"/>				166,000	100%	\$119,095,000	2%	\$2,382,000	98%	\$116,713,000
		<input checked="" type="checkbox"/>				0	100%	\$0	0%	\$0	100%	\$0
		<input checked="" type="checkbox"/>				0	100%	\$0	0%	\$0	100%	\$0
		<input checked="" type="checkbox"/>				0	0%	\$0	0%	\$0	100%	\$0
		<input checked="" type="checkbox"/>				0	0%	\$0	0%	\$0	100%	\$0
Subtotal		Capital Improvements						\$119,095,000		\$2,382,000		\$116,713,000
Capital Renewal / Deferred Maintenance												
						140% of 2015 FCA Report Values						
					None	\$0	100%	\$0	0%	\$0	100%	\$0
Subtotal		Capital Renewal / Deferred Maintenance						\$0		\$0		\$0
NEW HQ		Institution Totals						\$119,095,000		\$2,382,000		\$116,713,000

Central Distribution Center - CDC

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$21,523,000



- BUDGET FOR CONSTRUCTION OF A BUS OPERATIONS FACILITY ON THIS CAMPUS

STRATEGIC PLAN RECONFIGURATION BUDGET - \$0



- NO RECONFIGURATIONS PLANNED

STRATEGIC PLAN SEISMIC BUDGET - \$10,011,000



- BUDGET FOR PROBABLE SEISMIC UPGRADES NEEDED

STRATEGIC PLAN DEFERRED MAINTENANCE BUDGET - \$15,777,000



- BUDGET FOR DEFERRED MAINTENANCE & CAPITAL RENEWAL

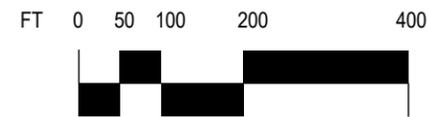
Central Distribution Center - CDC

Benchmarking Diagram



BENCHMARKING COMPONENTS

- ADMINISTRATION
- SUPPORT SERVICES

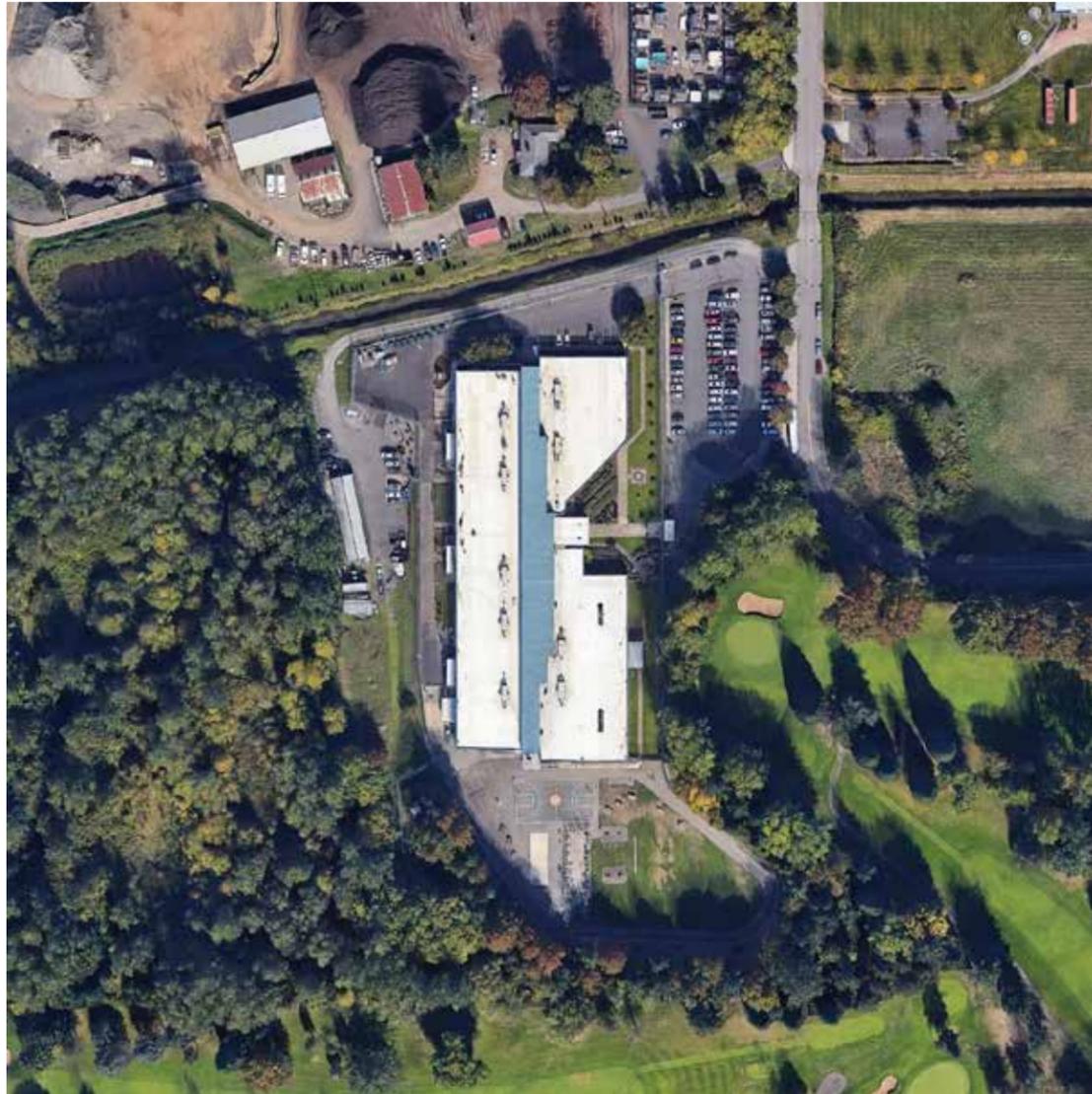


EXISTING SITE DIAGRAM

<p>DLR Group © DLR Group</p>	<p>CGL A Fluor Company</p>	<p>E01.1 Project Number Issue Date</p>	<p>CENTRAL DISTRIBUTION CENTER ODOC 10 YR STRATEGIC PLAN 06/15/2020</p>
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Columbia River Correctional Institution - CRCI

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$0



- NO ADDITIONS PLANNED

STRATEGIC PLAN RECONFIGURATION BUDGET - \$0



- NO RECONFIGURATIONS PLANNED

STRATEGIC PLAN SEISMIC BUDGET - \$0



- NO ADDITIONAL PROBABLE SEISMIC UPGRADES NEEDED

STRATEGIC PLAN DEFERRED MAINTENANCE BUDGET - \$17,684,000



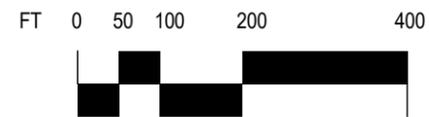
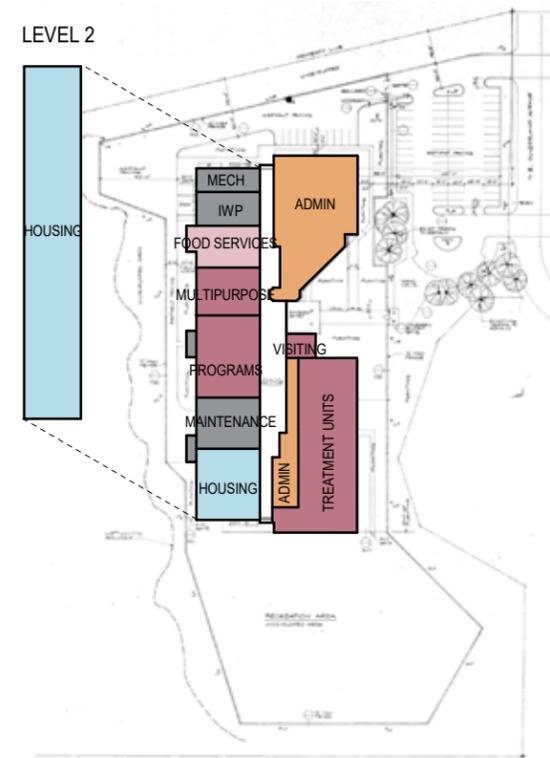
- BUDGET FOR DEFERRED MAINTENANCE & CAPITAL RENEWAL

Columbia River Correctional Institution - CRCI

Benchmark Diagram

BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- AIC SERVICES
- SUPPORT SERVICES



EXISTING SITE DIAGRAM

 © DLR Group	 A Hunt Company	E04.1 <small>Project Number</small> <small>Issue Date</small>	COLUMBIA RIVER CI ODOC 10 YR STRATEGIC PLAN 06/15/2020
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Deer Ridge Correctional Institution - DRCI

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$0



- NO ADDITIONS PLANNED

STRATEGIC PLAN RECONFIGURATION BUDGET - \$0



- NO RECONFIGURATIONS PLANNED

STRATEGIC PLAN SEISMIC BUDGET - \$0



- NO ADDITIONAL PROBABLE SEISMIC UPGRADES NEEDED

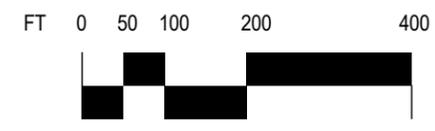
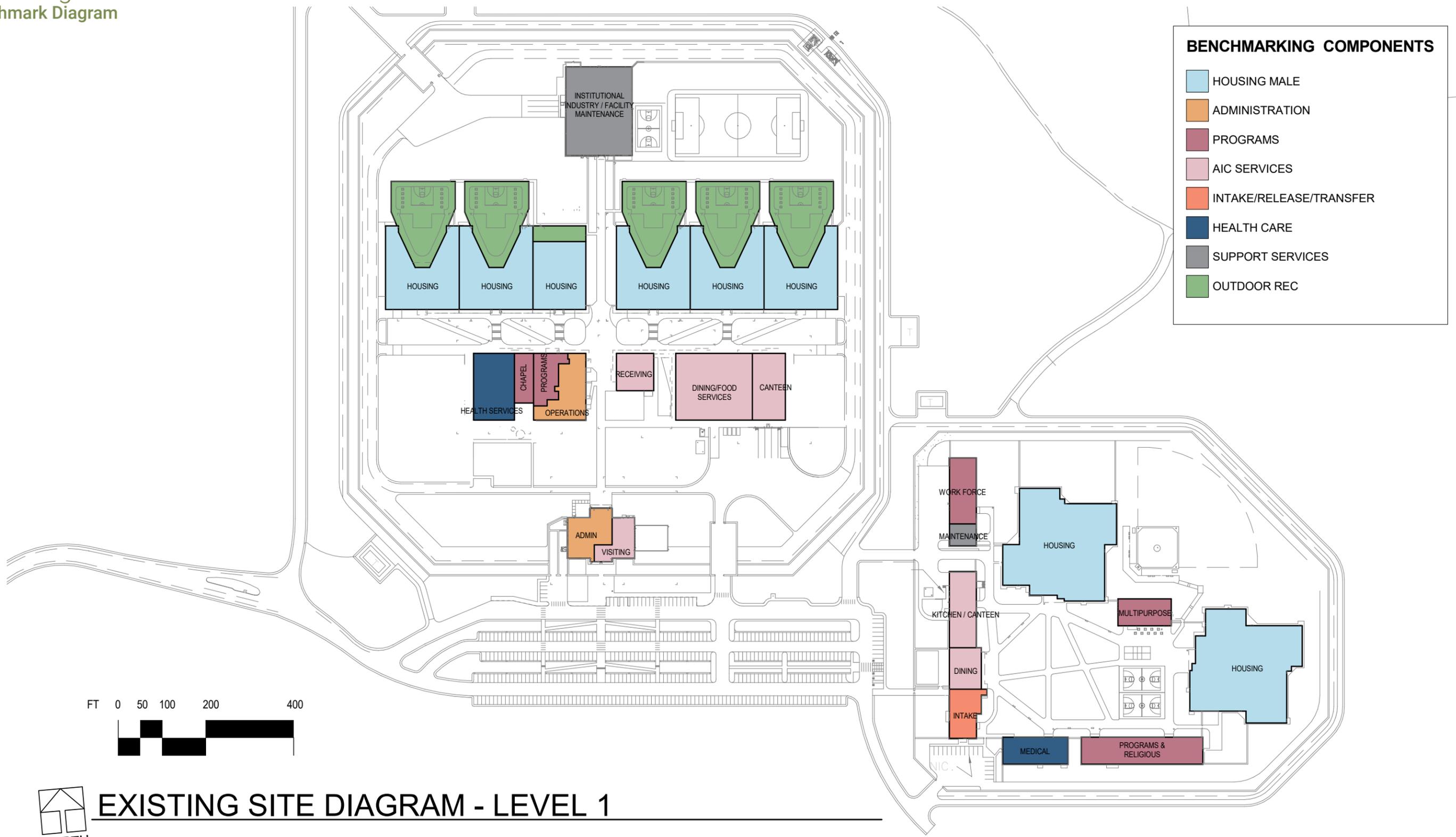
STRATEGIC PLAN DEFERRED MAINTENANCE BUDGET - \$36,636,000



- BUDGET FOR DEFERRED MAINTENANCE & CAPITAL RENEWAL

Deer Ridge Correctional Institution - DRCI

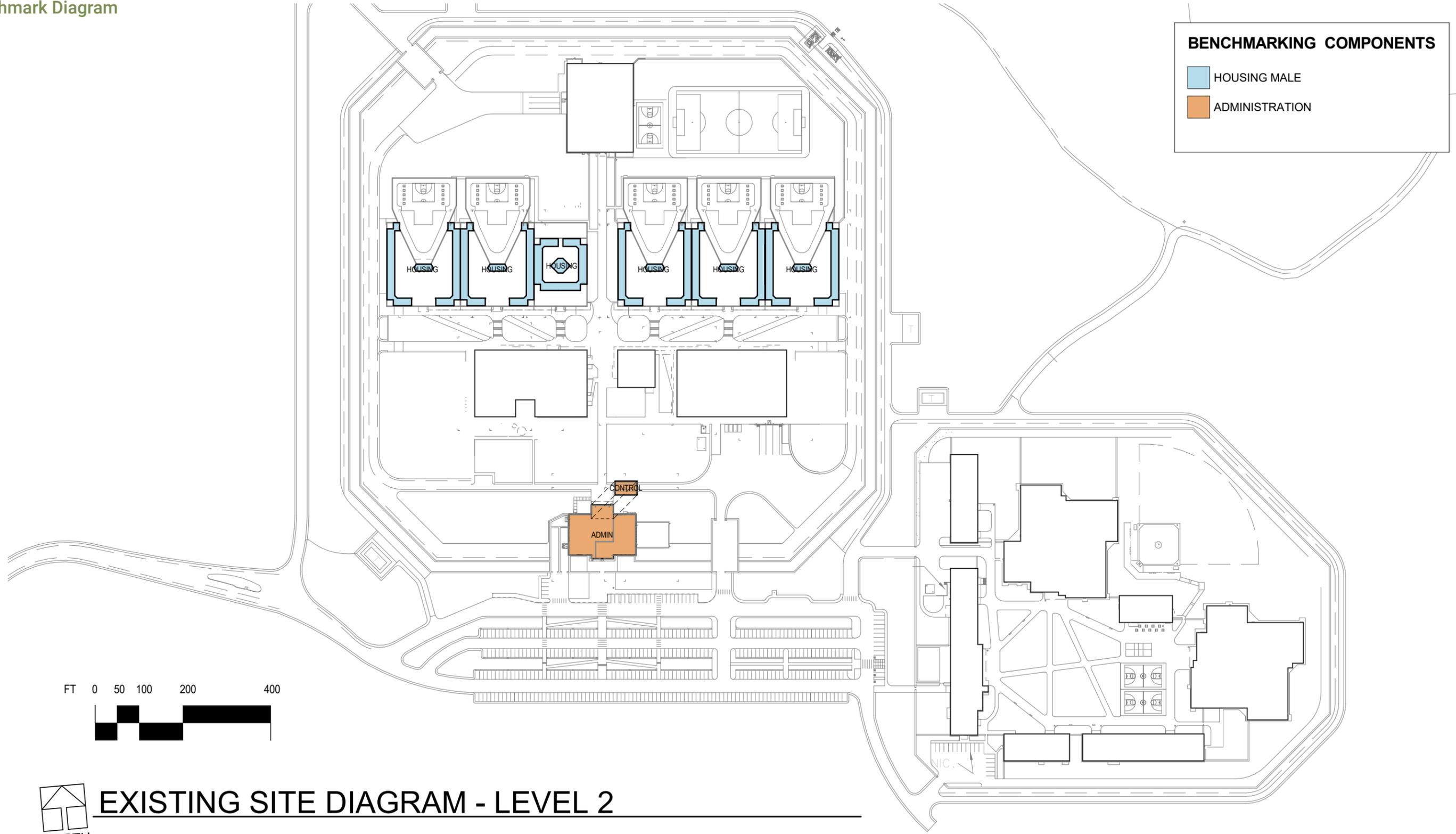
Benchmark Diagram



EXISTING SITE DIAGRAM - LEVEL 1

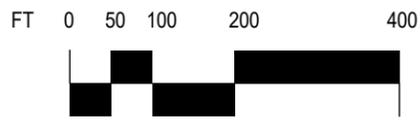
<p>DLR Group © DLR Group</p>	<p>CGL A Hill Company</p>	<p>E12.1 Project Number Issue Date</p>	<p>DEER RIDGE CI - L1 ODOC 10 YR STRATEGIC PLAN 06/15/2020</p>
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Deer Ridge Correctional Institution - DRCI
Benchmark Diagram



BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION



EXISTING SITE DIAGRAM - LEVEL 2

 DLR Group <small>© DLR Group</small>	 CGL <small>A Hill Company</small>	E12.2 <small>Project Number</small> <small>Issue Date</small>	DEER RIDGE CI - L2 ODOC 10 YR STRATEGIC PLAN <small>06/15/2020</small>
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Mill Creek Correctional Facility - MCCF

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$0



- NO ADDITIONS PLANNED

STRATEGIC PLAN RECONFIGURATION BUDGET - \$0



- NO RECONFIGURATIONS PLANNED

STRATEGIC PLAN SEISMIC BUDGET - \$734,000



- BUDGET FOR PROBABLE SEISMIC UPGRADES

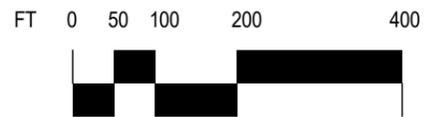
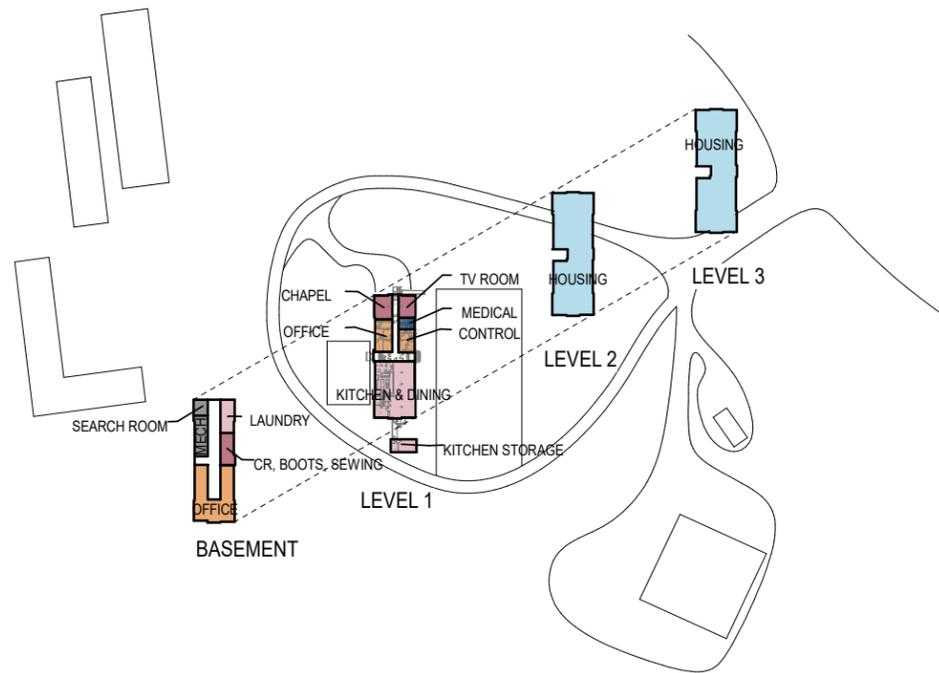
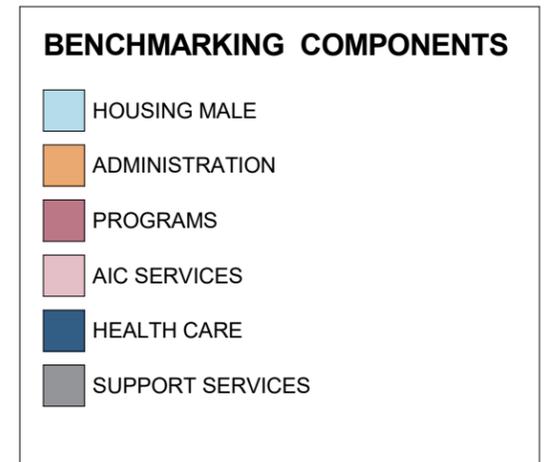
STRATEGIC PLAN DEFERRED MAINTENANCE BUDGET - \$7,871,000



- BUDGET FOR DEFERRED MAINTENANCE & CAPITAL RENEWAL

Mill Creek Correctional Facility - MCCF

Benchmark Diagram



EXISTING SITE DIAGRAM

 © DLR Group	 A Hunt Company	E06.1 <small>Project Number</small> <small>Issue Date</small>	MILL CREEK CF ODOC 10 YR STRATEGIC PLAN 06/15/2020
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Powder River Correctional Facility - PRCF

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$0



- NO ADDITIONS PLANNED

STRATEGIC PLAN RECONFIGURATION BUDGET - \$0



- NO RECONFIGURATIONS PLANNED

STRATEGIC PLAN SEISMIC BUDGET - \$0



- NO ADDITIONAL PROBABLE SEISMIC UPGRADES NEEDED

STRATEGIC PLAN DEFERRED MAINTENANCE BUDGET - \$6,970,000



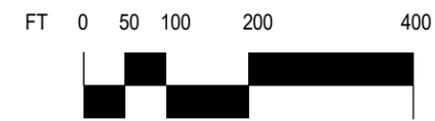
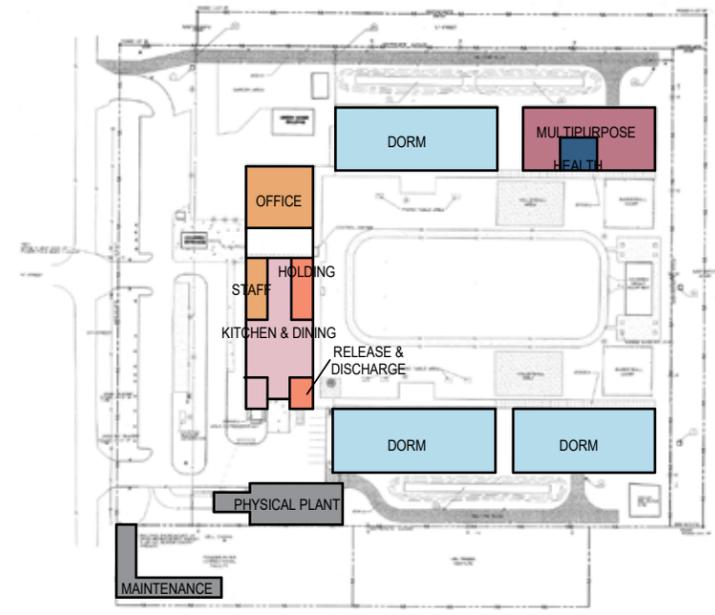
- BUDGET FOR DEFERRED MAINTENANCE & CAPITAL RENEWAL

Powder River Correctional Facility - PRCF

Benchmark Diagram

BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- AIC SERVICES
- INTAKE/RELEASE/TRANSFER
- HEALTH CARE
- SUPPORT SERVICES



EXISTING SITE DIAGRAM

 © DLR Group	 A Hunt Company	E14.1 <small>Project Number</small> <small>Issue Date</small>	POWDER RIVER CF ODOC 10 YR STRATEGIC PLAN <small>06/15/2020</small>
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Shutter Creek Correctional Institution - SCCI

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$0



- NO ADDITIONS PLANNED

STRATEGIC PLAN RECONFIGURATION BUDGET - \$0



- NO RECONFIGURATIONS PLANNED

STRATEGIC PLAN SEISMIC BUDGET - \$1,153,000



- BUDGET FOR PROBABLE SEISMIC UPGRADES NEEDED

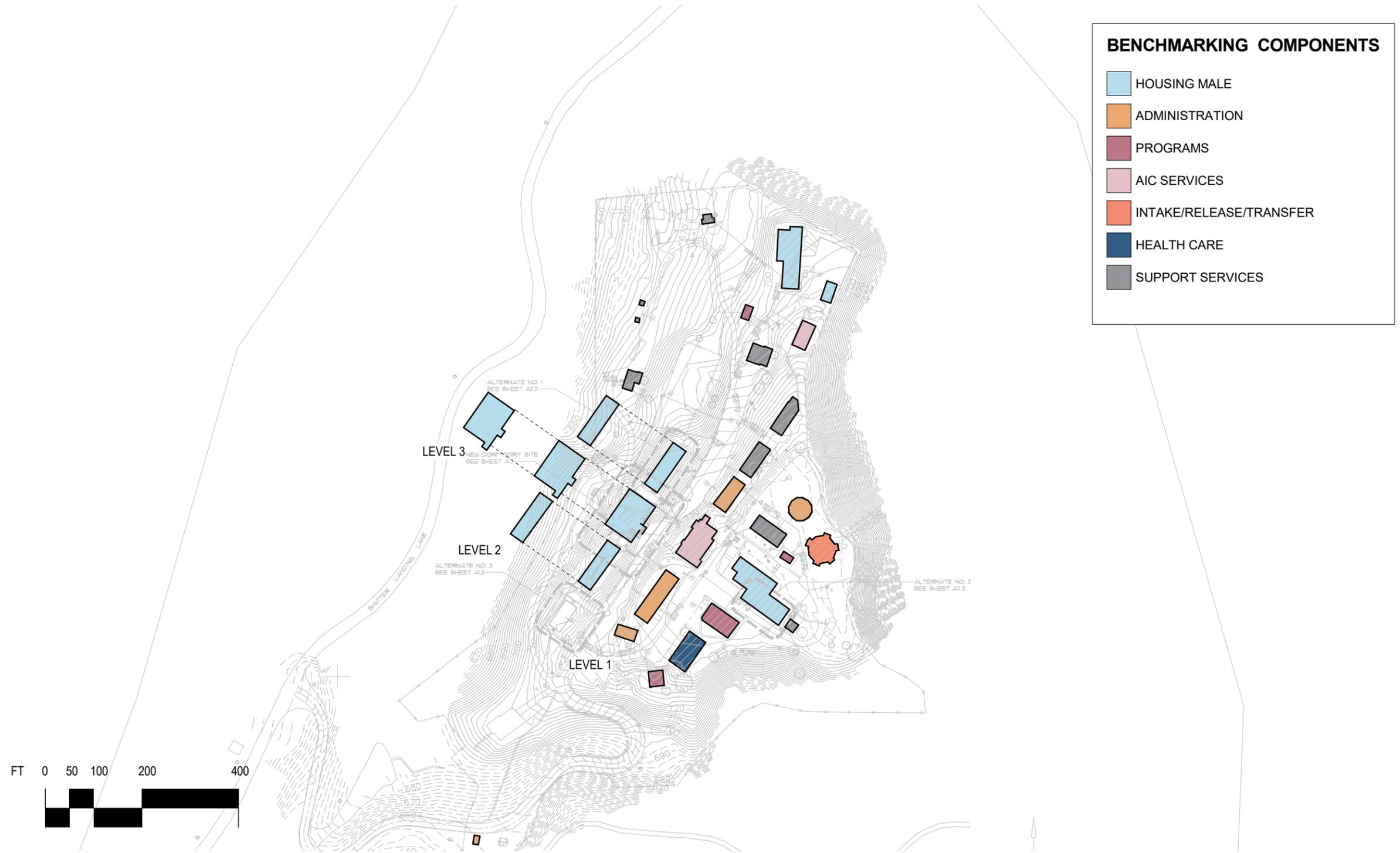
STRATEGIC PLAN DEFERRED MAINTENANCE BUDGET - \$9,160,000



- BUDGET FOR DEFERRED MAINTENANCE & CAPITAL RENEWAL

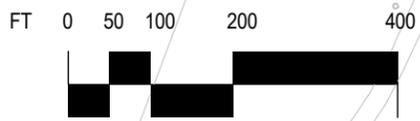
Shutter Creek Correctional Institution - SCCI

Benchmark Diagram



BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- AIC SERVICES
- INTAKE/RELEASE/TRANSFER
- HEALTH CARE
- SUPPORT SERVICES



EXISTING SITE DIAGRAM

 © DLR Group	 A Hunt Company	E07.1 <small>Project Number</small> <small>Issue Date</small>	SHUTTER CREEK CI ODOC 10 YR STRATEGIC PLAN 06/15/2020
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Shutter Creek Correctional Institution Budget Model

FCNI	SCCI	None	Std	Medium	High	SF / QTY	% OF FACILITY MP	\$ MP (2023 Dollars)	% OF MP PH 1	\$ PH1 (2023 Dollars)	% of MP PH 2	\$ PH 2 (2023 Dollars)
FCNI SCCI												
						Facility Condition Needs Index (Institution)						
						73,023		\$39,330,000	140% of 2020 FCA Report Values			
Subtotal								\$39,330,000				
								\$9,160,000				
								23%	(0%-5% Good / 5% - 10% Fair / >10% Poor / >60% Very Poor)			
								\$1,153,000				
								26%				
								\$0				
								26%				
SCCI Facilities Capital Improvements												
x						0	100%	\$0	0%	\$0	100%	\$0
X						0	100%	\$0	0%	\$0	100%	\$0
X						0	100%	\$0	0%	\$0	100%	\$0
X						73,023	100%	\$0	0%	\$0	100%	\$0
X						73,023	100%	\$0	0%	\$0	100%	\$0
x						73,023	100%	\$0	0%	\$0	100%	\$0
				X		73,023	49%	\$1,153,000	0%	\$0	100%	\$1,153,000
x						73,023	0%	\$0	0%	\$0	100%	\$0
Subtotal								\$1,153,000		\$0		\$1,153,000
Capital Renewal / Deferred Maintenance												
140% of 2020 FCA Report Values												
						\$1,645,989	100%	\$1,646,000	99%	\$1,631,000	1%	\$15,000
						\$687,095	100%	\$687,000	69%	\$473,000	31%	\$214,000
						\$4,552	100%	\$5,000	100%	\$5,000	0%	\$0
						\$41,698	100%	\$42,000	97%	\$41,000	3%	\$1,000
						\$6,411,843	100%	\$6,412,000	83%	\$5,316,000	17%	\$1,096,000
						\$195,266	100%	\$195,000	100%	\$195,000	0%	\$0
						\$173,127	100%	\$173,000	88%	\$152,000	12%	\$21,000
Subtotal								\$9,160,000		\$7,813,000		\$1,347,000
SCCI								\$10,313,000		\$7,813,000		\$2,500,000

South Fork Forest Camp - SFFC

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$0



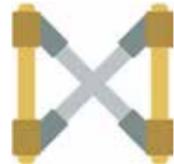
- NO ADDITIONS PLANNED

STRATEGIC PLAN RECONFIGURATION BUDGET - \$0



- NO RECONFIGURATIONS PLANNED

STRATEGIC PLAN SEISMIC BUDGET - \$0



- NO ADDITIONAL PROBABLE SEISMIC UPGRADES NEEDED

STRATEGIC PLAN DEFERRED MAINTENANCE BUDGET - \$3,830,000



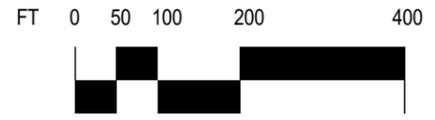
- BUDGET FOR DEFERRED MAINTENANCE & CAPITAL RENEWAL

South Fork Forest Camp - SFFC

Benchmark Diagram

BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- AIC SERVICES
- INTAKE/RELEASE/TRANSFER
- SUPPORT SERVICES
- OUTDOOR REC



EXISTING SITE DIAGRAM

 © DLR Group	 A Fluor Company	E15.1 <small>Project Number</small> <small>Issue Date</small>	SOUTH FORK FOREST CAMP ODOC 10 YR STRATEGIC PLAN <small>06/15/2020</small>
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South Fork Forest Camp Budget Model

FCNI	SFFC	None Std Medium High	SF / QTY	% OF FACILITY MP	\$ MP (2023 Dollars)	% OF MP PH 1	\$ PH1 (2023 Dollars)	% of MP PH 2	\$ PH 2 (2023 Dollars)	
FCNI SFFC										
			Facility Condition Needs Index (Institution)							
			Existing Built Area Replacement Cost	47,544		\$18,999,000	140% of 2020 FCA Report Values			
Subtotal			Current Replacement Value			\$18,999,000				
			Renewal / Maint			\$3,830,000				
			FCNI (Total Institution)			20%	(0%-5% Good / 5% - 10% Fair / >10% Poor / >60% Very Poor)			
			Seismic Retrofit Budget			\$0				
			FCNI Incl. Seismic			20%				
			Reconfiguration / Adaptation Budget			\$0				
			FCNI Incl Seismic and Reconfig			20%				
SFFC Facilities Capital Improvements										
x			Addition / New Construction - Program	0	100%	\$0	0%	\$0	100%	\$0
X			Addition / New Construction - Program	0	100%	\$0	0%	\$0	100%	\$0
X			Addition / New Construction - Program	0	100%	\$0	0%	\$0	100%	\$0
X			Reconfiguration / Adaptation - Program	47,544	100%	\$0	0%	\$0	100%	\$0
X			Reconfiguration / Adaptation - Program	47,544	100%	\$0	0%	\$0	100%	\$0
x			Reconfiguration / Adaptation - Program	47,544	100%	\$0	0%	\$0	100%	\$0
X			Seismic Retrofit Budget	47,544	0%	\$0	0%	\$0	100%	\$0
x			Demolition Budget	47,544	0%	\$0	0%	\$0	100%	\$0
Subtotal			SFFC Facilities Capital Improvements			\$0		\$0		\$0
Capital Renewal / Deferred Maintenance										
140% of 2020 FCA Report Values										
			Deferred Maintenance	\$100,841	100%	\$101,000	81%	\$82,000	19%	\$19,000
			Routine Maintenance	\$193,128	100%	\$193,000	95%	\$184,000	5%	\$9,000
			Seismic	\$20,486	100%	\$20,000	100%	\$20,000	0%	\$0
			ADA	\$0	100%	\$0	0%	\$0	100%	\$0
			Capital Renewal	\$3,515,609	100%	\$3,516,000	48%	\$1,687,000	52%	\$1,829,000
			Energy & Sustainability	\$0	100%	\$0	0%	\$0	100%	\$0
			Functionality	\$0	100%	\$0	0%	\$0	100%	\$0
Subtotal			Capital Renewal / Deferred Maintenance			\$3,830,000		\$1,973,000		\$1,857,000
SFFC			Institution Totals			\$3,830,000		\$1,973,000		\$1,857,000

Warner Creek Correctional Facility - WCCF

Strategic Plan Scope Summary



STRATEGIC PLAN ADDITIONS BUDGET - \$0



- NO ADDITIONS PLANNED

STRATEGIC PLAN RECONFIGURATION BUDGET - \$0



- NO RECONFIGURATIONS PLANNED

STRATEGIC PLAN SEISMIC BUDGET - \$0



- NO ADDITIONAL PROBABLE SEISMIC UPGRADES NEEDED

STRATEGIC PLAN DEFERRED MAINTENANCE BUDGET - \$14,859,000



- BUDGET FOR DEFERRED MAINTENANCE & CAPITAL RENEWAL

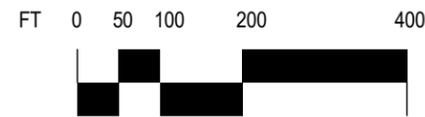
Warner Creek Correctional Institution - WCCF

Benchmark Diagram



BENCHMARKING COMPONENTS

- HOUSING MALE
- ADMINISTRATION
- PROGRAMS
- AIC SERVICES
- INTAKE/RELEASE/TRANSFER
- HEALTH CARE
- SUPPORT SERVICES
- OUTDOOR REC



EXISTING SITE DIAGRAM

 © DLR Group	 A Hunt Company	E02.1 <small>Project Number</small> <small>Issue Date</small>	WARNER CREEK CF ODOC 10 YR STRATEGIC PLAN <small>06/15/2020</small>
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Warner Creek Correctional Facility Budget Model

FCNI	WCCF	None Std Medium High	SF / QTY	% OF FACILITY MP	\$ MP (2023 Dollars)	% OF MP PH 1	\$ PH1 (2023 Dollars)	% of MP PH 2	\$ PH 2 (2023 Dollars)	
FCNI WCCF										
			Facility Condition Needs Index (Institution)							
			Existing Built Area Replacement Cost	123,057	\$50,610,000	140% of 2020 FCA Report Values				
Subtotal										
			Current Replacement Value		\$50,610,000					
			Renewal / Maint		\$14,859,000					
			FCNI (Total Institution)		29%	(0%-5% Good / 5% - 10% Fair / >10% Poor / >60% Very Poor)				
			Seismic Retrofit Budget		\$0					
			FCNI Incl. Seismic		29%					
			Reconfiguration / Adaptation Budget		\$0					
			FCNI Incl Seismic and Reconfig		29%					
WCCF Facilities Capital Improvements										
x			Addition / New Construction - Program	0	100%	\$0	0%	\$0	100%	\$0
X			Addition / New Construction - Program	0	100%	\$0	0%	\$0	100%	\$0
X			Addition / New Construction - Program	0	100%	\$0	0%	\$0	100%	\$0
X			Reconfiguration / Adaptation - Program	123,057	100%	\$0	0%	\$0	100%	\$0
X			Reconfiguration / Adaptation - Program	123,057	100%	\$0	0%	\$0	100%	\$0
x			Reconfiguration / Adaptation - Program	123,057	100%	\$0	0%	\$0	100%	\$0
X			Seismic Retrofit Budget	123,057	0%	\$0	0%	\$0	100%	\$0
x			Demolition Budget	123,057	0%	\$0	0%	\$0	100%	\$0
Subtotal WCCF Facilities Capital Improvements										
					\$0		\$0		\$0	
Capital Renewal / Deferred Maintenance										
140% of 2020 FCA Report Values										
			Deferred Maintenance	\$426,896	100%	\$427,000	33%	\$142,000	67%	\$285,000
			Routine Maintenance	\$207,818	100%	\$208,000	91%	\$190,000	9%	\$18,000
			Seismic	\$9,448	100%	\$9,000	100%	\$9,000	0%	\$0
			ADA	\$0	100%	\$0	0%	\$0	100%	\$0
			Capital Renewal	\$14,215,340	100%	\$14,215,000	42%	\$6,025,000	58%	\$8,190,000
			Energy & Sustainability	\$0	100%	\$0	0%	\$0	100%	\$0
			Functionality	\$0	100%	\$0	0%	\$0	100%	\$0
Subtotal Capital Renewal / Deferred Maintenance										
					\$14,859,000		\$6,366,000		\$8,493,000	
WCCF Institution Totals										
					\$14,859,000		\$6,366,000		\$8,493,000	

Beyond 2030

The 10-Year Strategic Plan focuses on providing a stable foundation for the future of the Oregon Department of Corrections. It is not a plan, however, that seeks to transform the entire system in 10 years. On the contrary, this plan realistically concentrates on addressing ODOC's most critical AIC, staff and physical plant needs, which includes: a medical/mental health/geriatric facility, increased and improve program spaces, improved staff environments, and confronting its rapidly expanding deferred maintenance needs.

This plan is based on the known and expected future environment in which the correctional system operates. However, it cannot address the unknown changes in the environment that may occur overtime. For example, ODOC needs could significantly change due to sentencing changes, litigation or national mandates. The COVID-19 virus alone was unforeseen and will likely have a significant impact on future prison operational practices and design.

To that end, ODOC should regularly update this strategic plan to reflect new realities and ensure it is fully planning for the challenges ahead. When updating this plan the department should consider:

- As soon as the correctional response to COVID-19 is understood, in terms of best practices, ODOC should update this strategic plan. Work-groups and committees are being assembled in the wake of the pandemic and will be offering best practices regarding physical environment impacts that should be considered by the agency.
- Further defining and evaluating the impact The Oregon Way and Destination 2026 have on staff, AICs and the system as a whole by determining how these initiatives have influenced staff retention and recruitment, AIC performance and recidivism, and the number of individuals incarcerated in Oregon.
- Determining how to continue to resolve the massive level of deferred maintenance in the correctional system. This may include assessing whether the gravity of some institution's deferred maintenance needs should lead to closures or significant operational changes, or whether there would be a benefit to consolidating select facilities.
- Assessing the costs and benefits of this strategic plan's Norway Model Pilot Project recommendation to determine its overall societal return on investment, and using that analysis to plan for project expansion.
- Evaluating the continued operation of its oldest facility – the Oregon State Penitentiary. At the end of this strategic plan's 10-year period (2030), OSP will be 179 years old. It was designed to meet the 1800's correctional philosophy which centered on creating solitude so that inmates could be penitent for their crimes. As a result, its original design and layout are vastly inappropriate for contemporary correctional needs and operations. Consideration must be given to whether this outdated facility can be aligned with ODOC's goals.

This list is not all-inclusive, but it does shine a light on the current goals and mission of the organization. It reflects where the Oregon Department of Corrections wants to be if the resources are available. The agency is making strides toward these goals everyday. There is hope that creating and maintaining a strategic plan will increase what ODOC can accomplish.

APPENDIX

Headquarters Study (2018)	102
Memos - Stakeholder Interviews	137
Meeting Minutes	149
Due Diligence Study	175

PUBLIC SAFETY CENTER CAMPUS Conceptual Masterplan Development

OREGON DEPARTMENT OF CORRECTIONS
September 7, 2018



 DLR Group

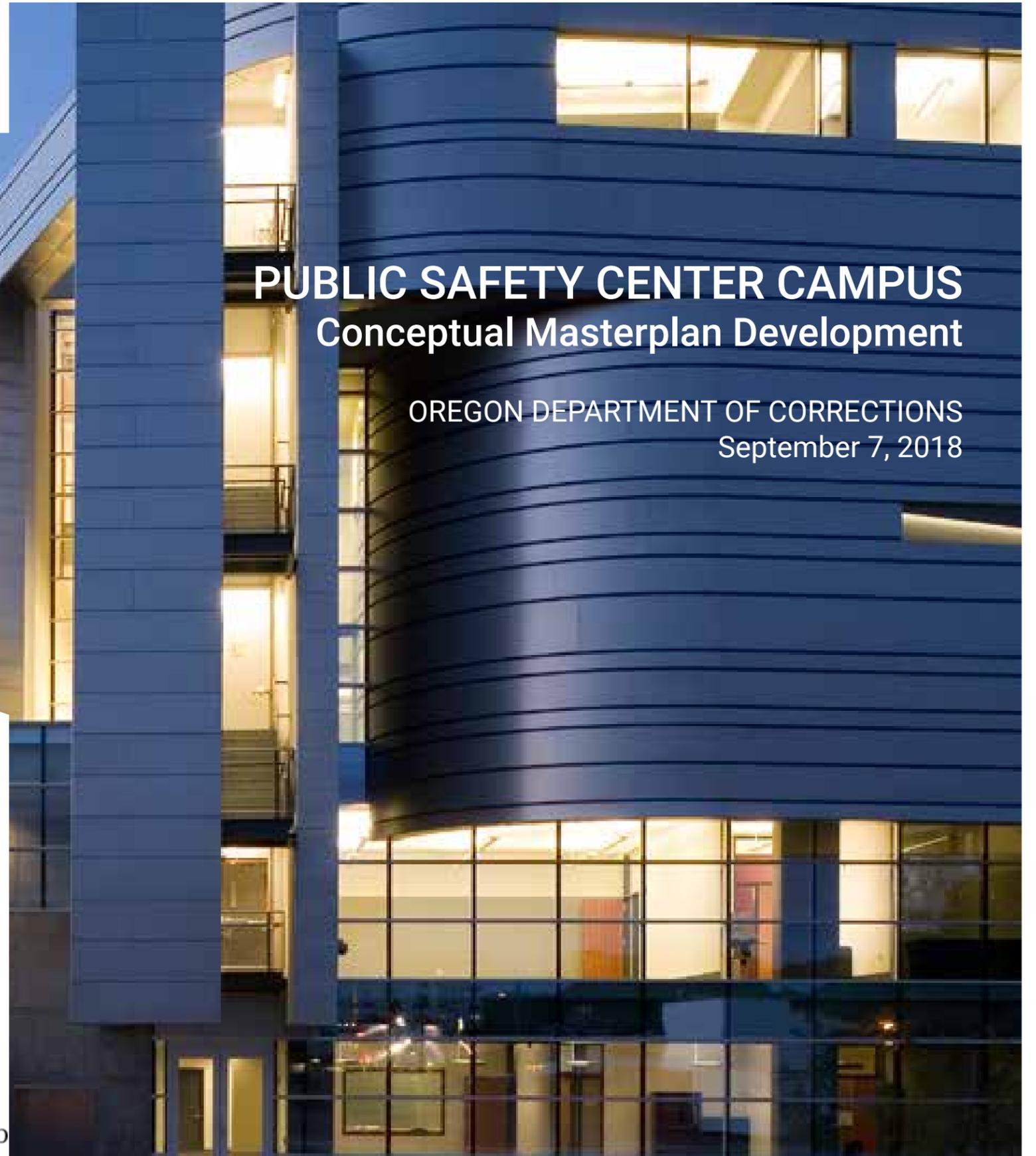


TABLE OF CONTENTS

Executive Summary	04
Survey Summary	08
Space Analysis	10
Site Analysis	14
Schedule	24
Order of Magnitude Costing	25
Appendix	26

Acknowledgments

Department of Corrections - Executive Team
Colette Peters, Brian Belleque, Steve Robbins, Heidi Steward, Daryl Borello, Michael Gower,
Ken Jeske, Jeremiah Stromberg, Craig Prins, Gail Levario

Department of Corrections - Facilities
Scott Young, Christine Coleman



Executive Summary

INTRODUCTION

The Department of Corrections headquarters functions, comprised of over twenty-five departments, provides leadership, programming, and services to the fourteen correctional facilities throughout the state of Oregon. Located in the city of Salem, the department is widely dispersed throughout the city in buildings ill suited for their current functions.

DLR Group was hired by DOC to develop a consolidation master plan, that examines bringing services to a single headquarters building. The purpose of bringing these services back together is to create efficiencies that have been reduced by being remote and help further the vision of DOC by creating a building that represents the values and goals of the organization.

A survey was distributed to each functional group identified as potentially moving to the new headquarters campus and then subsequently interviewed by DLR Group. Interviews focused on space needs that were considered non-standard officing requirements, adjacencies, and potential future growth. Additionally, DLR Group met with the executive team to discuss their ideas, needs, and risks related to developing a new headquarters campus. The executive team participated in three exercises; introduction exercise, cultural continuum, and goal setting. The introductory exercise allowed the executive team and DLR Group to better understand the vision of what a new building could provide to the users and what their current buildings offer that they would like replicated in the new building. The executive team described how their current location, the Dome Building, offered a sense of history and pride while allowing coincidental interactions to take place for employees but the Dome Building is a historic building and doesn't fit the needs of all functional groups which led them to being spread out across Salem.

The cultural continuum exercise was a first step in examining what the change management possibilities are and how they will be implemented when designing and moving to a new building. The exercise looked at how the varying departments within DOC structure function currently and where they want to be in the future. This allows us to see the issues where implementing change management would be the most beneficial.

Lastly, the executive team participated in a high level goals setting exercise. This activity helped DLR Group better understand the Executive Team's vision for the future building and what they want this new building to represent for DOC. The occupants of the new facility may vary from employee, to visitors, to adults in custody (AIC) working inside of the building and it should address the needs of all users.

NORWEGIAN RESTORATIVE JUSTICE

Highlighted often by the Executive Team, was the Norway Model of Restorative Justice. The team had toured the facilities in Norway and have an officer exchange program implemented as well. The passion for this type of programming was evident in our meetings and DLR Group is passionate about helping DOC change their model to reflect what is used in Norway.

In Norway, the restorative approach views removing someone's liberty is punishment enough. The facilities try to provide incarcerated persons programming and services that reflect everyday life to help reintegrate back into society once released. All incarcerated persons have work duty on the weekdays either working in the kitchens, shops, in agriculture, or technical positions. When they aren't working they are given the freedom to access a library, soccer field, or participate in other recreation; giving freedom as long as one acts responsibly. Although this model is vastly different than what is seen in America, the model boast success by having a recidivism rate of 20%. This model wouldn't be nearly as successful as it is without having the buy-in from the community and staff.

“Every inmate...is going back to society. Do you want people who are angry? Or people who are rehabilitated?”

Are Hoidel, Director of Halden Prison

GOALS

The goals exercise brings to the surface ideas about what the new facility might be from very concrete items like operable windows to conceptual ideas like fostering a sense of community. There were preselected categories to encourage a diversity of thoughts about the building and certain things that should be considered early on in the process.

Categories

The **30,000 ft** category is to help the team think about high level priorities such as the concept of “we are in the people business” as how the team wants the building to reflect how the community views DOC.

The **risks** category was to look at the risks associated with building a new headquarters such as funding, perceptions of the prison system, and in what ways could DOC work to get community buy in.

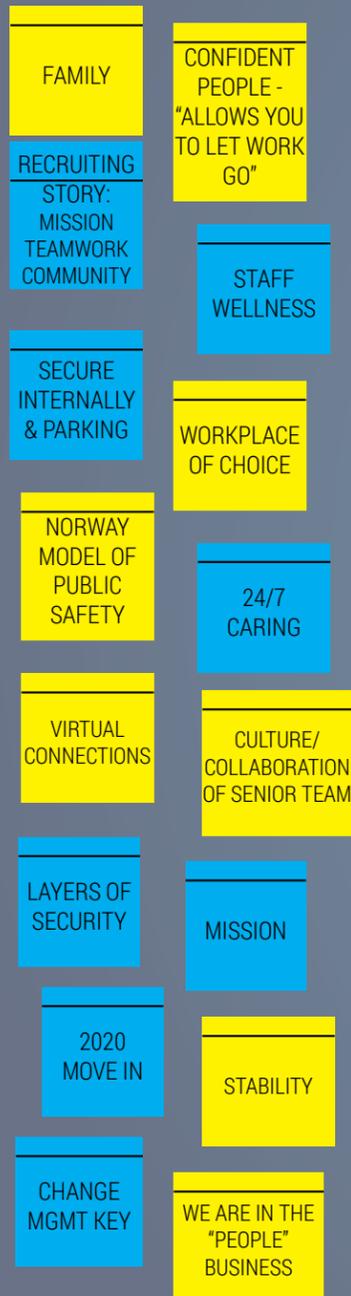
The **community** category examined how the team would bring the community into the process and work towards leading by example. This look at the Salem community at large as well as the public safety community that could reside on the campus in the future.

The **financial** category looked at what could be the benefits and the costs of building a new headquarters. Examining if leasing versus owning would be a long term cost savings. Also, how a new building would be more energy efficient and would provide savings over time in that respect as well.

The final category was **program**, this category is the closer view of the building and how it could positively impact both employees and potentially AICs. Some items included were a museum and gift shop to show the history of DOC, as well as dining provided on site that could be a new work program for AICs. This category looked at benefits that would also help recruit and retain staff because of the positive impacts and benefits working for DOC has.

PUBLIC SAFETY CENTER CAMPUS - GOALS

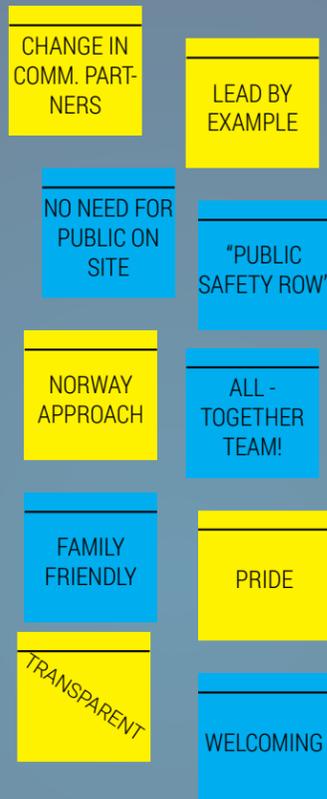
30,000 FT



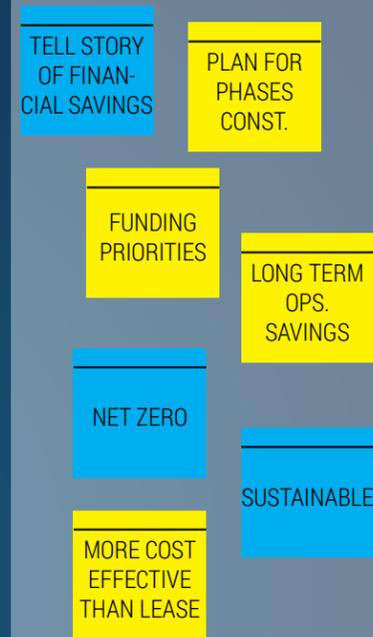
RISKS



COMMUNITY



FINANCIAL



PROGRAM



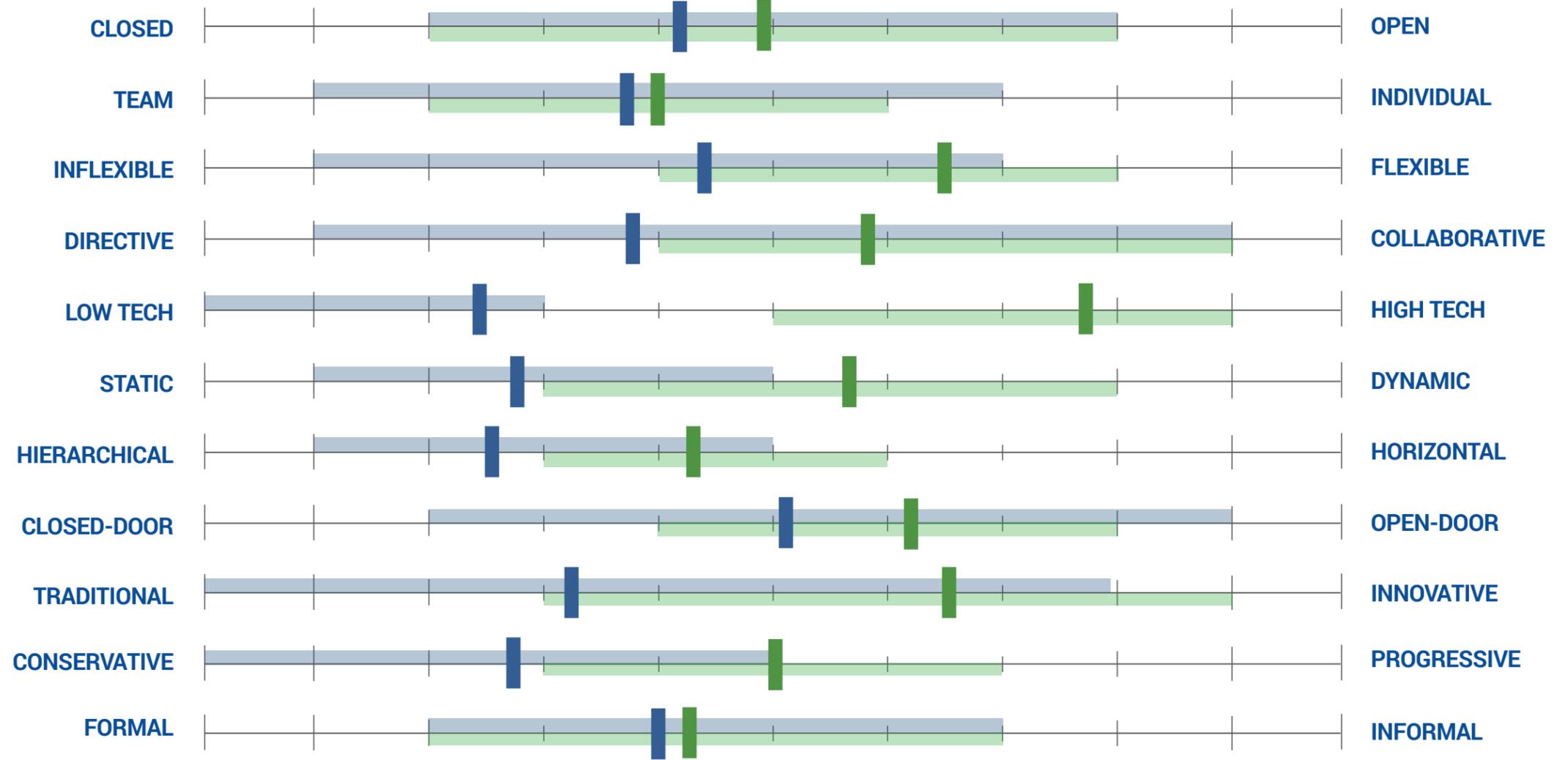
CULTURAL CONTINUUM

This exercise is performed at the beginning of a project to help the planning team examine where change management will be the most beneficial. Change management is the process of helping organizations support their goals towards collective organizational change. It is typically a difficult process for governmental agencies steeped in tradition. Identifying where change management efforts should focus early in the project is a critical component in making a large cultural shift.

The exercise examined various ways that office environments function, such as collaborative, innovative, conservative, high tech, and flexible.

Each participant was asked to mark where they thought the organization was currently, as identified by the blue markers and then where they would like to be in the future, identified by the green marker. All of the participant's answers were combined and averaged. The items shown are the averages of each selection, and the light blue and green lines show the range of selections.

PUBLIC SAFETY CENTER CAMPUS - CULTURAL CONTINUUM



LEGEND: ● CURRENT ● FUTURE

CULTURAL CONTINUUM cont...

The exercise was further examined by looking at the differences between the responses of current and future. The items with the greatest differences help identify where change management would be the most effective.

From this list, items identified were:

- low tech vs. high tech
- traditional vs. innovative
- static vs. dynamic
- conservative vs. progressive
- inflexible vs. flexible
- directive vs. collaborative

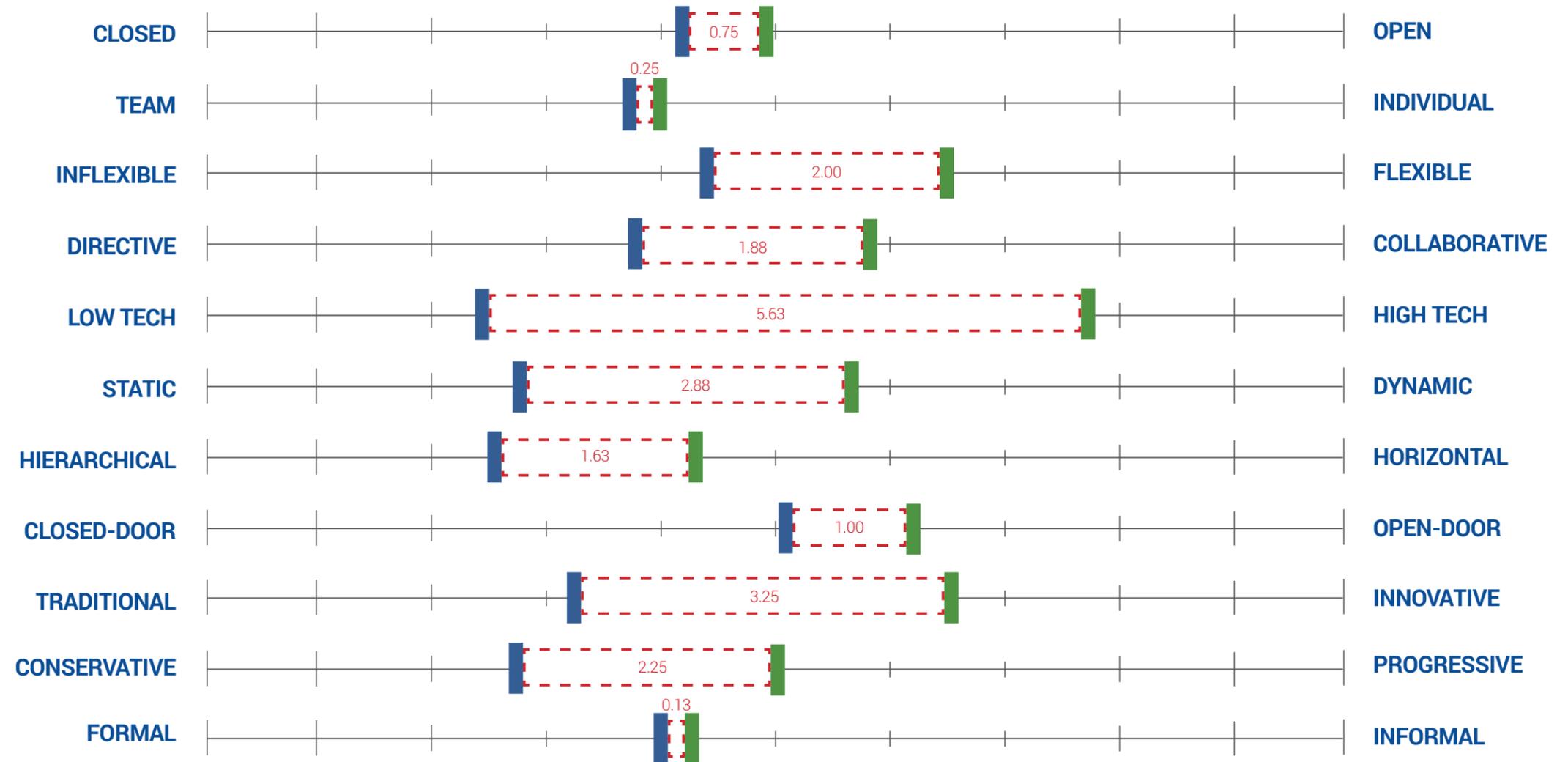
Managing the change to a new officing paradigm is best started as soon as the project is funded. DOC should start by incorporating concepts now that start the path to the future instead of waiting until the new facility is brought on-line. This will often lead to long-lasting resentment of the building with little movement to actually adjust how people work. Addressing issues of low technology can transform many of the other items identified, such as innovation, flexibility, and collaboration. Many functional groups said in the interviews that their ability to video conference is hindered by lack of technology and space. Since DOC headquarters provides service to 14 facilities throughout the state, it is paramount to have technology that is reliable and suits the needs of all groups to ensure that quality service is able to be provide.

Another way to address collaboration in a new facility would be to develop more third spaces that fosters collaboration between work groups without having to schedule and be confined to a conference room. Solutions as such will be examined in later the section, space analysis.

Third space:

An area other than the primary workspace/desk where staff can collaborate or independently. Generally providing third spaces in conjunction with dedicated workstations is not more space intensive than a traditional office focused environment. This officing paradigm seems to resonate well with the next generation of potential workers who are most productive when a choice of working environment is provided.

PUBLIC SAFETY CENTER CAMPUS - CULTURAL CONTINUUM



LEGEND: ● CURRENT ● FUTURE



Survey Summary

DLR Group developed a survey to better understand the space needs of each department beyond what is typically seen in office environments. The Department of Corrections provides a variety of services that require unique equipment and special consideration on where those items might best be deployed. The survey examined how each individual groups functioned, their number of employees, how they interact with other groups and agencies, and necessary storage. The surveys were emailed to each functional group identified as possibly relocating to the potential new headquarters and 26 surveys were returned to be analyzed. The survey that was distributed is included in the appendix for reference.

Each survey was analyzed and information was extracted to examine the responses collectively to better understand the organization as a whole. The results were further broken down to best understand the needs of each individual groups for their specific needs, as DOC does not fall into the typical officing environments.

SURVEY COMPILATION

	DEPARTMENT	STAFF (2018)	Added STAFF (2028)	Needs		Notes	CONFERENCING HRS/Week								FILES - LATERAL		FILES - OPEN		FILES - DRAWER		PARKING				
				Office	WS		hrs	S (4-6)	hrs	M (10-15)	hrs	L (20-30)	hrs	LAB (20)	hrs	TRAIN	Active	Inactive	Active	Inactive	Active	Inactive	Staff	Visitors	State
1.1	Community Corrections	14	4	3	13	w/ 2 drop in WS		1		1				0.11	1	1	2	0	0	14	5	14	2	3	
1.2	Research/Government Efficiencies	11	3	2	9	Off. space visitors @ desks			9	1						4	1	9	3	27		11			
1.3	Correctional Case Management	4		1	3		3	1	2	1			0.61	1	16	1	4			7		4	1	1	
1.4	Audits	2	1	0	4	1 shared office/1 intern			15	1						2	4	3	0	8	0	2	2		
1.5	Chief Financial Office - Admin	4		1	6	drop in WS interns/auditors		1	23	1						4 dr		14 sh	4 sh	6 dr		4			
1.5	CFO - Financial Operations	65	3	1	64	WS w/ 3 monitors					3	1				35				100		65	1		
1.5	CFO - Budget & Planning	7		1	6	WS w/ 3 monitors	20	1			1	1				4 dr		36 sh	10 sh	23 dr	10 dr	7			
1.5	CFO - AIC Financial Services	13	4	1	12	WS w/ 3 monitors					2	1						162		58		13			
1.6	Reentry & Release	11	6	2	9				2	1	0.25	1			1	1	1			12	5	11	12	2	
1.7	Director's Office	4	2	2	2	Designated Conf. RM			30	1	15	1						6		12		4	10	2	
1.8	Communications	7	3	3	4	Designated Conf. Rm w/ Seal					15	1					10		2	6	2	7	20		
1.9	Inspector General	26	7	11	15											5					1	26		8	
2.1	Education, Training, & Treatment	6	2	1	5		4	1			0.15	1				1				12		6	1	1	
2.2	Programs and Social Support Services	20	4	3	22	Incl. 5 Volunteer stations	3	1	5	1				0.5	1	5				12		20		1	
2.4	Policy, Business, Inmate, Com Svs	13	6	5	8				24	1	3	1	0.25	1				8		16	4	13	5	3	
2.5	Facilities	30	16	7	23		10	1	0.25	1	0.15	1				27	30	48				30	2		
2.6	Information Technology Services	64	70	7	57	desires a lot of third spaces	30	3			30	1	0.46	1		4	1	2		64		64	1	3	
2.7	Population Management	8	1	8			3	1	30	1						2		7		40		8		2	
2.8	Religious Services	7	6	1	6				1.25	1				0.3	1	2				10		7	2	1	
3.1	Health Services	58		14	49	offices for telemed / Incl. Treatment/Incl. Hotel/Intern	6	1	1	1	3.5	1		11	1			45		11		58	5	4	
3.2	Chief of Security	3		3							6	1		1	1							3			
3.3	Transportation	41	20	2	39											4	0	1	2	13	11	41	2	24	
3.4	Operations Policy Manager	17	7	7	10	Associated w/ AOC					4.3	1	0.62	1	0.46	2	3		23	1	30		17	25	2
3.5	Human Resources	1		1			30	1	2	1				0.22	1	21						1		3	
3.6	Professional Development	15		1	14	Training Center 6 Classrooms (4@40, 2@30) 2 Breakout rooms 2 Computer labs (1@20, 1@40) 2 Interview rooms 1 Video Production Studio 1 Auditorium		2		2		3			2							15			
3.7	Employee Relations	16	6	16												1	1			9		16		1	
3.8	Labor Relations	10	1	10			12	1			1	1				90	28	1		15		10	15		
3.9	Workforce Planning	9		1	8	Recruitment Center	30	1								8	14					9	5		
3.10	OCE	23	7	11	12		1	1			2	1		0.15	1	10	5	11		20	2	23	10	6	
3.11	Parole and Probation Board	28	17	3	25				6	1								40000		28		28	5	1	
		537	196	129	425		152		150.5		86.35		1.94		30.74	240	86	40283	57	509	39	537	126	68	



Space Analysis

After the surveys were received, analyzed, and translated into what would be needed to adequately enable DOC to bring the necessary groups to a new headquarters building, space use was analyzed to understand the number and size of shared spaces such as conference rooms, break areas, and third spaces. In addition, the areas outside of typical office environments (e.g. extensive file storage and pharmacy) were quantified.

This analysis was critical in determining a conceptual size of the facility without an in-depth predesign effort that will be completed in the next phase.

The spreadsheet to the right reflects the spaces needed for a public safety center campus.

Current Individual Work Areas: This summarizes the workspace needs of existing staff and differentiates those in offices and workstations.

Future Individual Work Areas: This is a calculation for future office needs. The intent is that this square footage would be fully integrated into the design of the office areas. The estimated future numbers are based on feedback from each of the functional groups as well as conversations with the Executive Team. Though, another model would have the future need planned as an addition to the building, this is not the approach at this time.

Meeting: There was a lot of discussion throughout all interviews about the need for conference and training space. This is due to the highly collaborative nature of the department and that they have so many staff who are at remote locations who come to headquarters for training and centralized meetings. Two concepts have been discussed where the meeting spaces are either distributed throughout the new campus or have the majority of conferencing spaces centralized in a conference center type concept.

IT: Information Technology has the need for some specific meeting and work spaces.

Shared Amenities: These spaces reflect the shared spaces that support the staff in the building.

File Storage: There are a number of retention and file storage requirements that cause the amount of paper the department stores to be significantly above what a typical office environment might have. It was important for this project to delineate these storage needs. One thing to note is that Probation has the largest growing file need with an additional 28 boxes of files being stored every year. We assumed a lesser amount of file storage needed if most groups use a high density file system.



PUBLIC SAFETY CENTER CAMPUS

2018 2030

Total Headcount: 496 600
 Total RSF: 99,200 120,000
 Desired Density SF/person: 200

Project Name: PSCC

DESCRIPTION	Unit Size (ft ²)	Minimum Dimensions (ft)	Desired QTY	Area	NOTES
Current Individual Work Areas					
Standard Workstations	64	8x8	387	24,768	
Standard Offices	120	10x12	89	10,680	
Administrator Office	150	10x15	29	4,350	
Director Office	200	12x15	2	400	
TOTAL Workstation SF			507	40,198	

Future Individual Work Areas					
Standard Workstations	64	8x8	75	4,800	
Standard Offices	120	10x12	22	2,640	
Administrator Office	150	10x15	0	-	
Director Office	200	12x15	0	-	
TOTAL Workstation SF			97	7,440	

Meeting					
Phone Room (capacity 1-2)	48	6x8	20	960	Shared amongst work groups
Huddle Rooms (capacity 3-4)	120	10x12	6	720	
Small Conference Room (capacity 4-6)	200	14x15	8	1,600	
Medium Conference Room (capacity 8-12)	300	15x20	8	2,400	
Large Conference Room (capacity 20-25)	600	20x30	2	1,200	
X-Large Conference Room (capacity 30-40)	1,800	30x60	1	1,800	Serve as Community room, dividable
TOTAL Enclosed Conference Spaces			45	8,680	

IT					
Tech Workroom	100		4	400	
Tech Workroom	200		2	400	
Server/Comms Room	600		1	600	w/ raised floor
Forensics Evidence Room	150		1	150	
Tool Room & Workshop	400		1	400	
IT Lab/Asset Mgmt Stock Room	450		1	450	
TOTAL				2,400	

Shared Amenities					
Mother's Room/Wellness Room	120	10x12	1	120	Near fitness locker room area
Mail Room/Area	300	15x20	1	300	
Mail Slot	3	1x3	30	90	
Workrooms	150		8	1,200	
Fitness Area / Locker Room	1,200		1	1,200	800 sf fitness, 400 sf shared locker room
Café	1,000		1	1,000	Kitchen prep area included
Microkitchen (MK)	80	8x10	12	960	Distributed through shared work groups
Reception / Lobby	800		1	800	
Bike Storage	120		1	120	
TOTAL				5,790	

File Storage					
Lateral Files	4,564		1	4,564	
Open Files	25,213		1	25,213	
Drawer files	4,932		1	4,932	
High Density Storage Conversion	50%			(17,354)	
TOTAL				17,354	

SUBTOTAL SF				81,862	
Circulation Multiplier (x1.60)				49,117	
Total USF				130,980	
Density SF/Person				218	

In addition to an office environment, DOC has needs that would be in addition to their office needs. The spreadsheet to the right summarizes these additional functions.

Training Center: There is a tremendous amount of training that DOC provides for their staff and a central location to deliver this training would save the state funds and time.

Support Spaces: These support spaces are functions the department would like to locate at the new campus. It is intended that Transport will stay and expand its current location at the Central Distribution Center.

Summary: When the office environment and the support spaces are combined, the total square footage per staff is at 280 (based on future staffing needs). The total square footage required for this project is approximately 168,000 GSF

DESCRIPTION	Unit Size (ft ²)	Minimum Dimensions (ft)	Desired QTY	Area	NOTES
Training Center					
Classroom @40	900		4	3,600	
Classroom @30	750		2	1,500	
Breakout Room	200		4	800	
Computer Lab (40)	1,400		1	1,400	Dividable into 2 (20) labs
Computer Lab (20)	700		0	-	
Interview Room	100		4	400	
Auditorium	6,000		1	6,000	Seats 200, includes stage
Video Production Studio	400		1	400	
Indoor Firing Range	12,000		0	-	10 lanes @ 50 yards, includes secure entry, weapons cleaning, prep area
TOTAL			17	14,100	
Support Space					
Recruitment Center	1,200		1	1,200	Interview space, application carrels, DOC museum
Agency Operations Center (AOC)	1,530		1	1,530	
OCE Showroom	3,800		1	3,800	Gallery Style showroom
Pharmacy	1,500		1	1,500	
Medical Storage	1,000		1	1,000	
Transport Vehicle Bays	17,000		0	-	
TOTAL				9,030	
SUBTOTAL SF				23,130	
Circulation Multiplier (x1.60)				13,878	
Total USF				37,008	
Density SF/Person				62	
TOTAL SF				104,992	
Circulation Multiplier (x1.60)				62,995	
Total USF				167,988	
Density SF/Person				280	



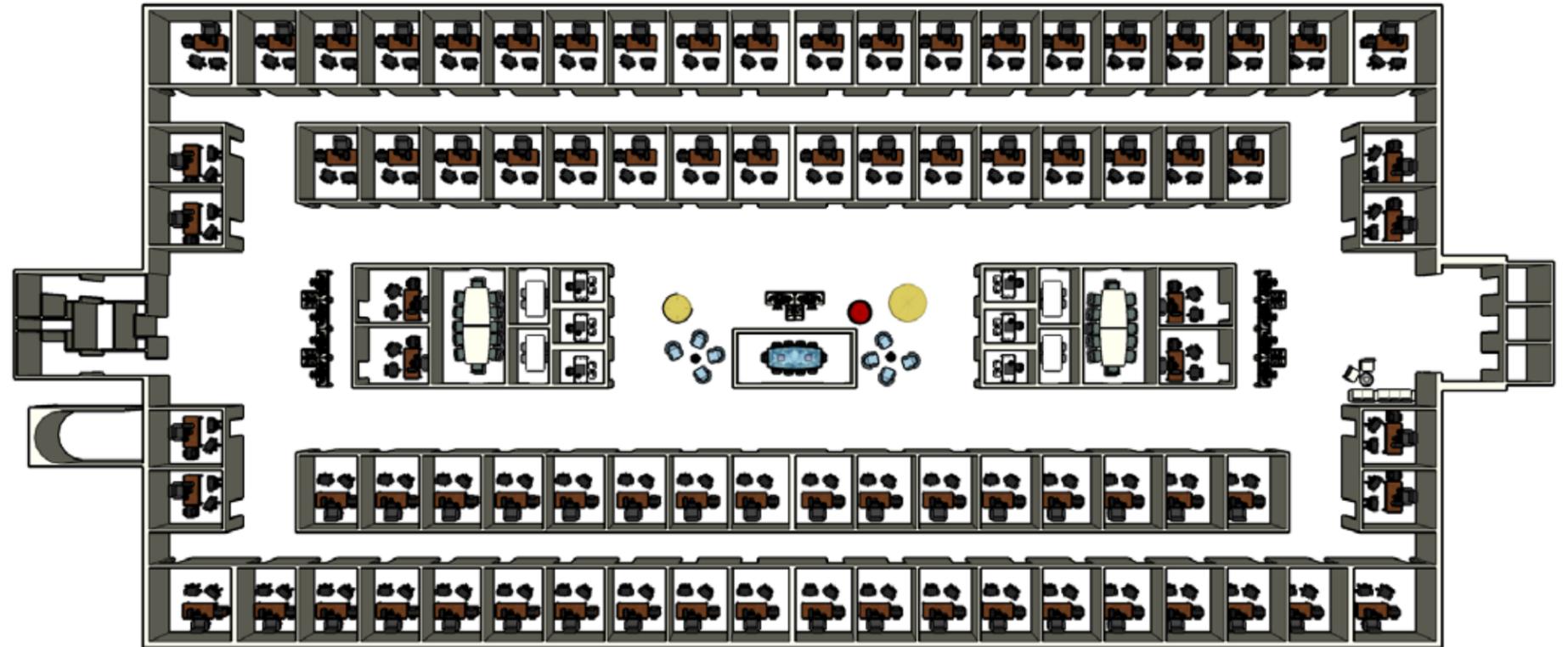
Officing Paradigms

A shift from a traditional office environment to a more open and collaborative one is a big change for any organization. As we interviewed staff about their space needs, information was collected to understand which positions should be in offices and those that can be in an open office landscape. Often open office environments are designed with significantly less square footage than a traditional office heavy space. This leads to the view that open offices are less appealing than closed office environments. To alleviate this issue, open offices are now being designed a bit larger and third spaces are included in the landscape. These third spaces give employees options of where they would like to work within the building and provide more areas for open collaboration.

To illustrate how the office environment changes as it becomes more open, we've developed three diagrams. The first is a traditional office focused environment. The second is a balanced office environment and the third is a predominately open office landscape.

The square footage and occupancy count for each diagram is the same. The diagrams are to illustrate how moving to a more open landscape provides collaboration and work area options not afforded in the predominantly closed office environment. This diagram does not represent the future DOC Public Safety Campus design.

After analyzing the data from the questionnaires and interviews, the move to a more open officing paradigm is reflected in the numbers with over 75% of the work areas designated as open workstations.



Office Centric Option

This diagram shows a floor plate with 100 work spaces. 90 of the work spaces are traditional offices. In addition to leaving very little space for collaboration, conferencing or office amenities, it also provides most daylighting to the offices along the exterior of the floor.



Balanced Option

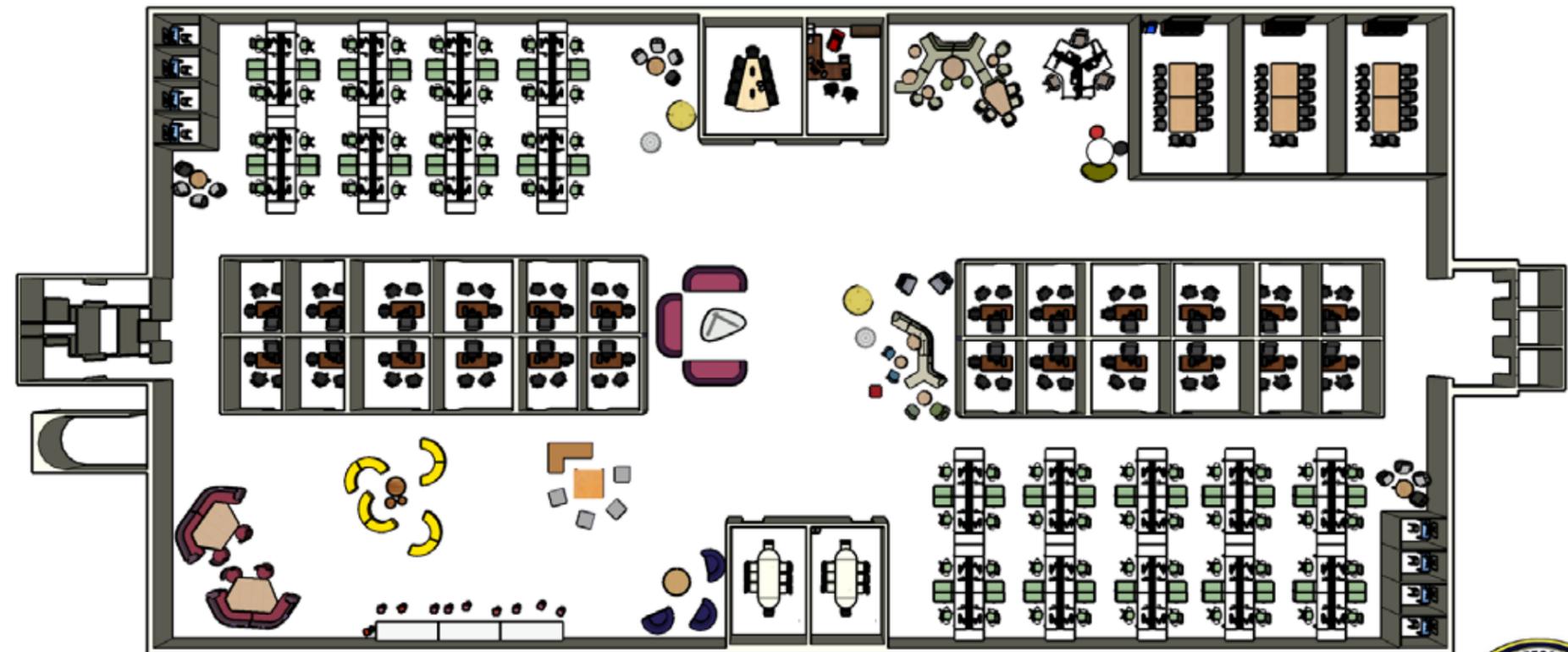
This diagram shows a floor plate with 100 work spaces. 50 of the work spaces are traditional offices. While this layout does open up some of the window/daylight areas for use by all, the majority of the daylight is associated with the offices.

The small gathering/collaboration spaces distributed throughout the space provide more opportunities for collaboration and options for where staff might want to work throughout the day.

Open Workspace Option

This diagram shows a floor plate with 100 work spaces. 25 of the work spaces are traditional offices. This layout puts open workstations and shared spaces along the windows and allows daylight to be shared by all occupants. Since offices do not have any direct daylight opportunities, we make their fronts transparent so the borrowed daylight can get into the office.

The small gathering/collaboration spaces distributed throughout the space provide more opportunities for collaboration and options for where staff might want to work throughout the day. This type of layout is also more flexible for future growth.



Site Analysis

Marion County

Marion County is located in the U.S. state of Oregon. The population was 315,335 at the 2010 census, making it the fifth-most populous county in Oregon. The county seat is Salem, the state capital. The county was originally named the Champooick District, after Champoeg (earlier Champooick), a meeting place on the Willamette River. On September 3, 1849, the territorial legislature renamed it in honor of Francis Marion, a Continental Army general from South Carolina who served in the American Revolutionary War.

Marion County is part of the Salem, OR Metropolitan Statistical Area, which is also included in the Portland-Vancouver-Salem, OR-WA Combined Statistical Area. It is located in the Willamette Valley.

Economy

Agriculture and food processing are important to the county's economy, as are lumber, manufacturing, and education. Marion County is the leader in agricultural production among all other Oregon counties.[18] Marion County has 10,640 acres (43 km²) planted in orchards. The marionberry was named after the county. Government, however, is the county's main employer and economic base

History

Marion County was created by the Provisional Legislature of Oregon on July 5, 1843 as the Champooick District, one of the original four districts of the Oregon Country along with Twality (later Washington), Clackamas, and Yamhill counties. The four districts were redesignated as counties in 1845.

Originally, this political entity stretched southward to the California border and eastward to the Rocky Mountains. With the creation of Wasco, Linn, Polk, and other counties, its area was reduced in size. Marion County's present geographical boundaries were established in 1856.

In 1849, Salem was designated the county seat. The territorial capital was moved from Oregon City to Salem in 1852. The ensuing controversy over the location of the capital was settled in 1864 when Salem was confirmed as the state capital.

Demographics

2010 US Census
Population density:
266.7 inhabitants per square mile.

Housing Density (120,948 housing units) 102.3 dwellings per square mile

Racial makeup:
78.2% white
1.9% Asian
1.6% American Indian
1.1% black or African American
0.7% Pacific islander
12.6% from other races
3.9% from two or more races.

Those of Hispanic or Latino origin made up 24.3% of the population. In terms of ancestry, 22.1% were German, 11.4% were English, 11.0% were Irish, and 4.7% were American.

35.5% households with children
50.4% married couples
12.4% single female
31.8% non-families
25.0% individuals
Average household size 2.70
Average family size 3.23
Median age 35.1 years
Median household income: \$46,069
Median family income: \$54,661
Median male income \$39,239
Median female income \$32,288
Per capita income \$21,915
Families below poverty line 11.7%
Pop. below poverty line 6.0%
Children below poverty line 23.8%
Seniors below poverty line 7.6%

Site

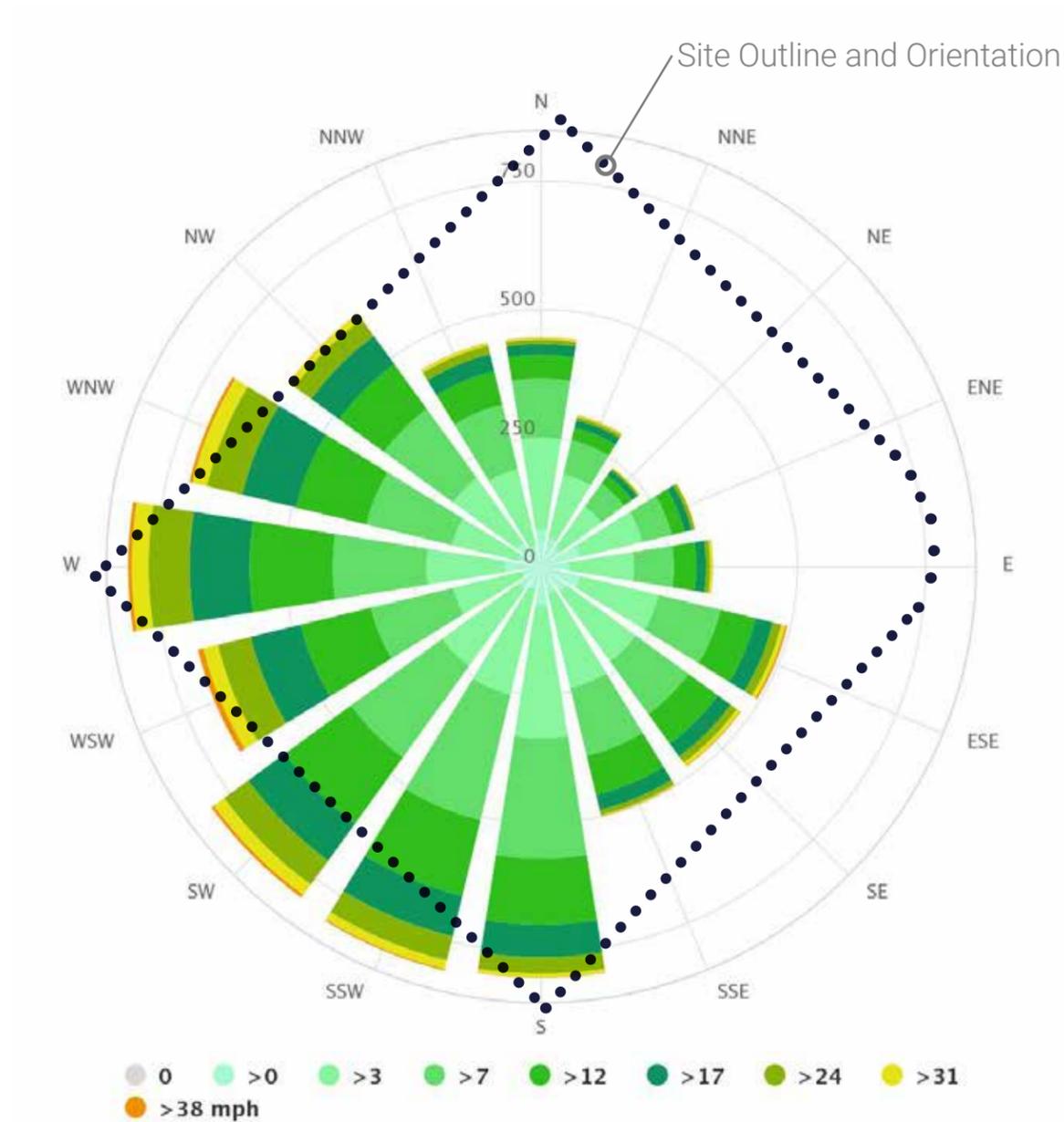
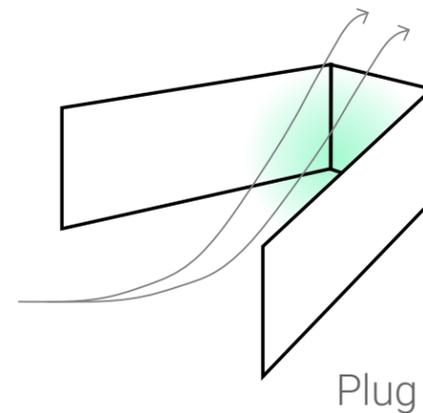
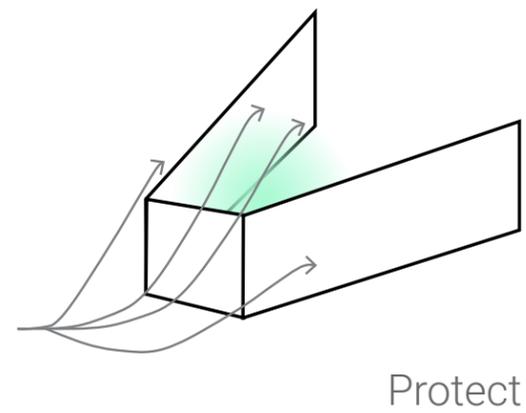
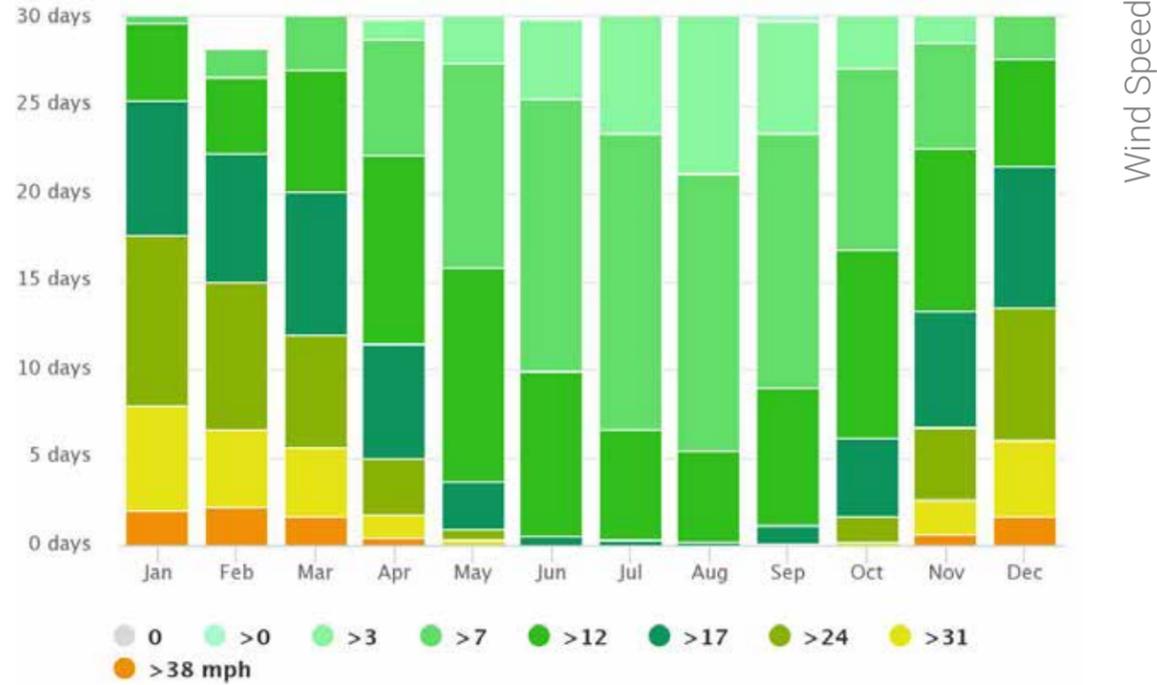
The site is located across the street from the Department of Public Safety Standards and Training (DPSST) on Aumsville Highway and southeast of Santiam Correctional Institution in Salem. The parcel is approximately 40 acres owned by the state of former agricultural lands.

Weather and Environmental Data

Weather and environmental data play a large role in the development of any new sustainable building project. Understanding what the passive sustainable features that are available for the project. The following pages reflect data specific to the DOC site in Marion County.

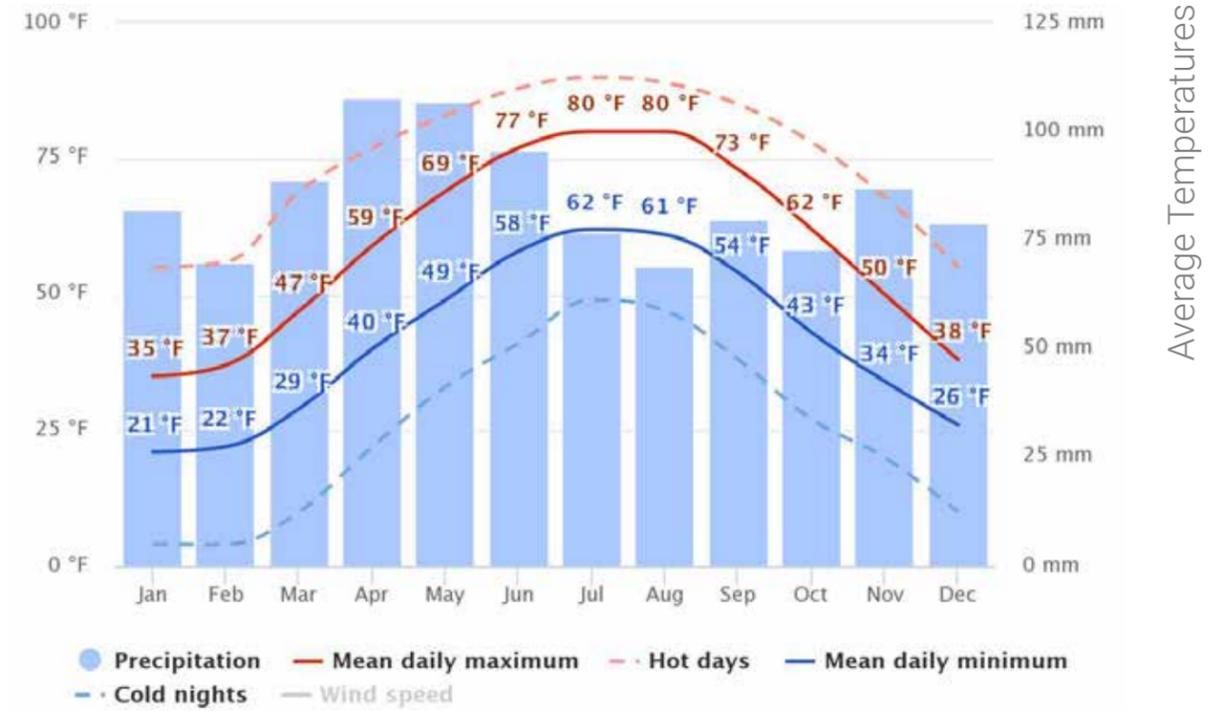
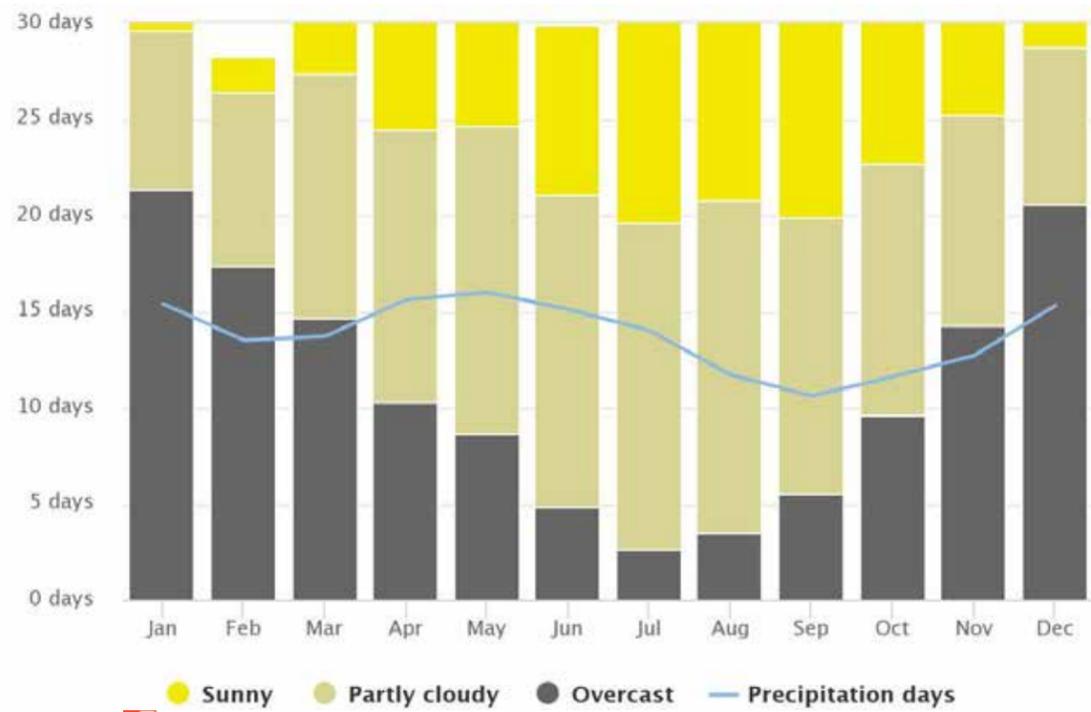
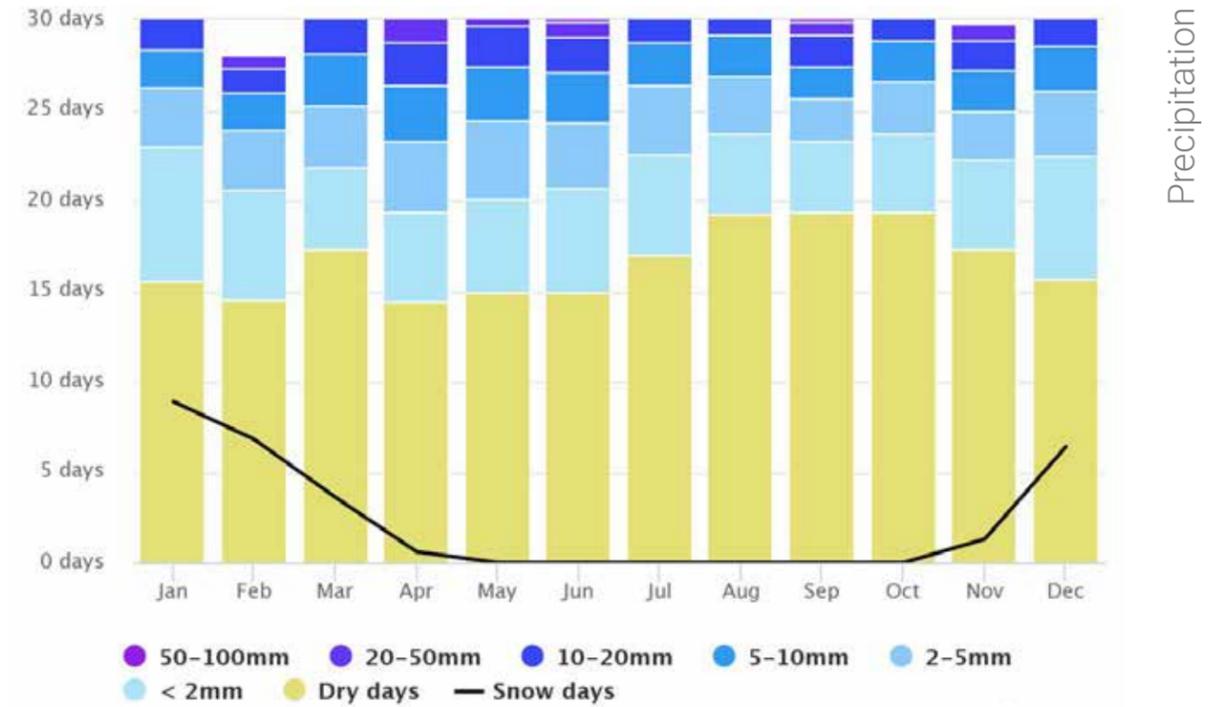
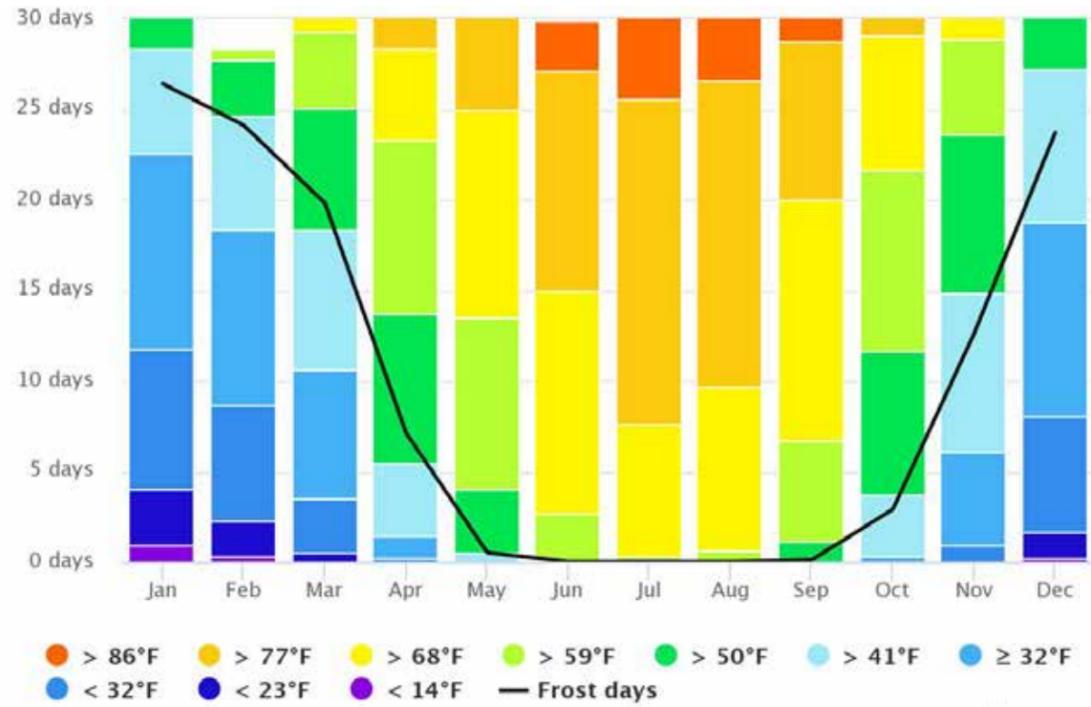
Site Analysis

Wind Speed and Direction

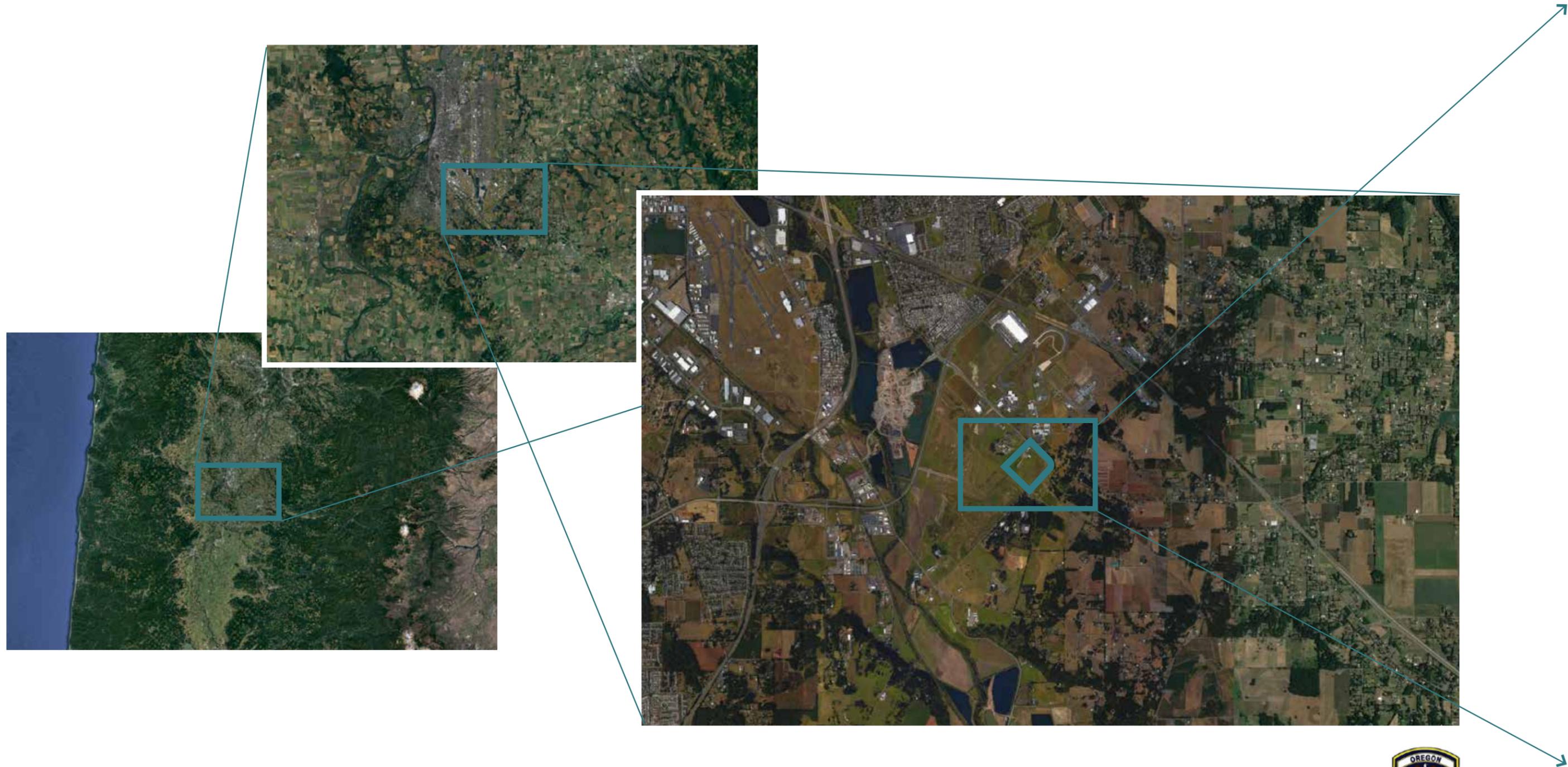


Site Analysis

Climate Data



Site Location



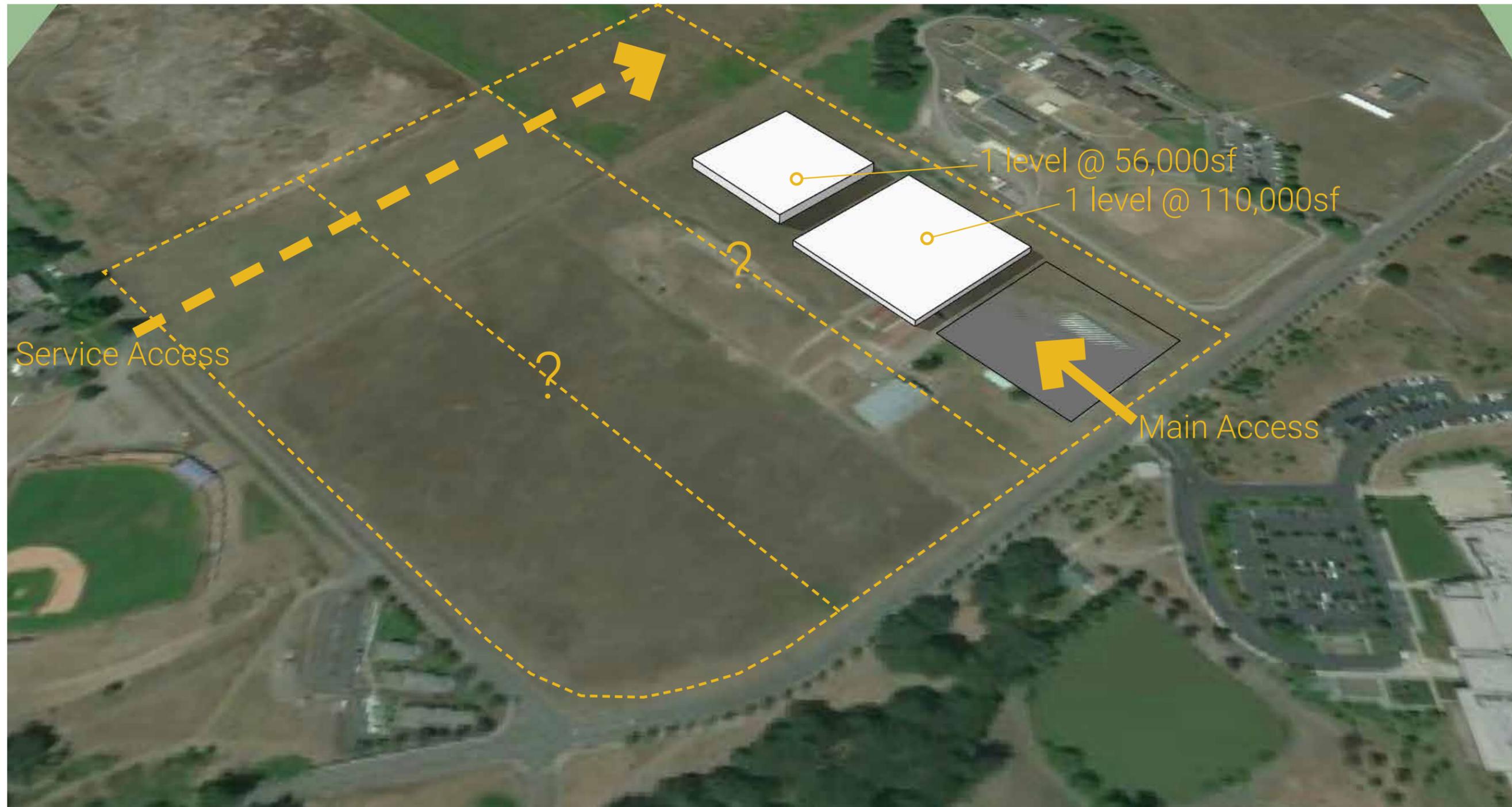
Site Location



One Story

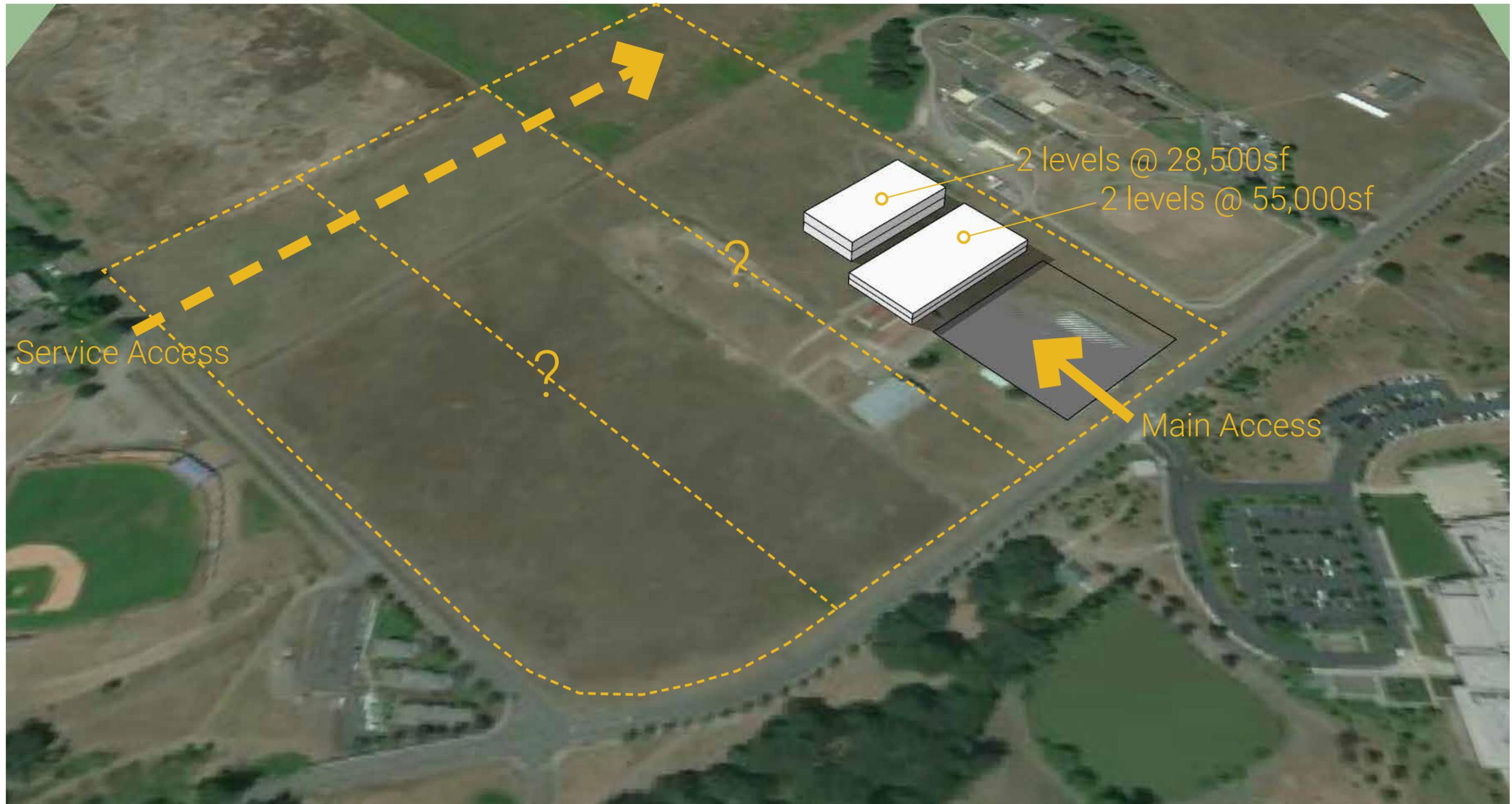
The team first looked at a one story solution with office building components in a front facility and training/warehouse facilities in the back with a service road accessing the back of the parcel. This solution also places the facility directly across from DPSST and next to Santiam Correctional Institution. The connection to both facilities could be viewed as positive, though traffic congestion and views to and from the correctional facility could be problematic.

Operationally, a more spread out facility will be less efficient than a stacked building. This is also the most site intensive option.



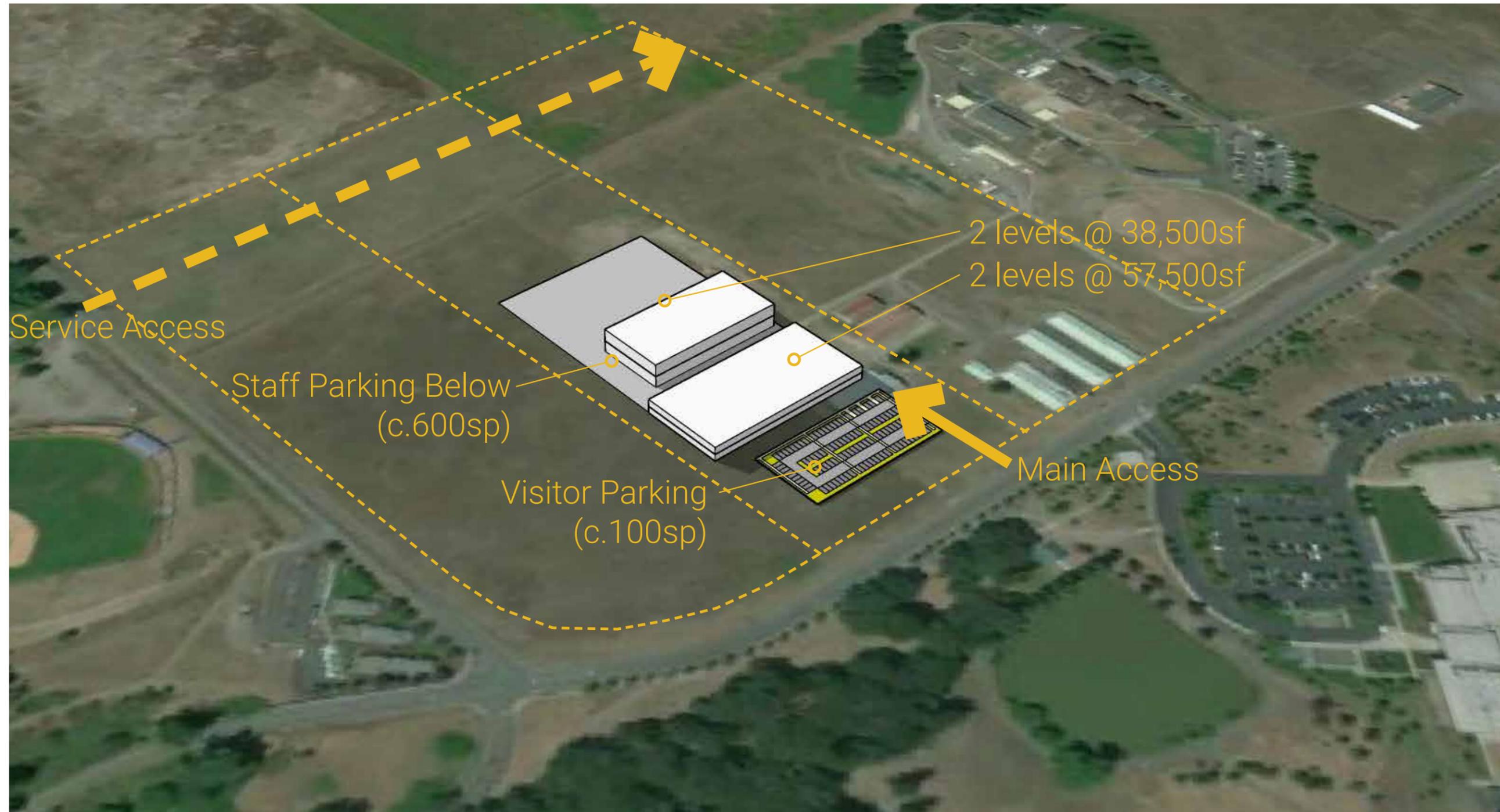
Two Story

A two story solution uses less of the site and is more functionally efficient than the one story option.



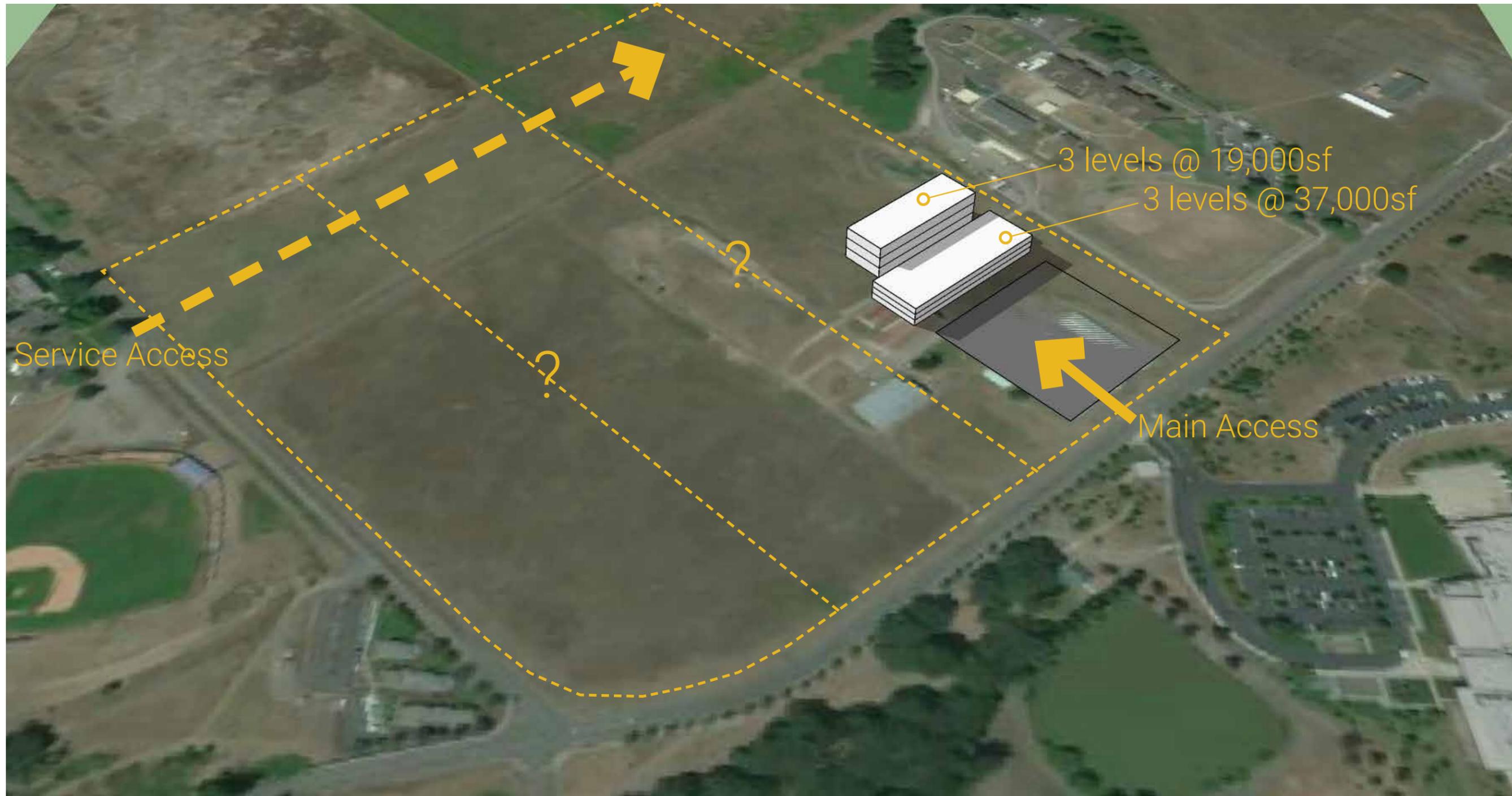
Two Story

Similar to the previous two story iteration, this utilized the site efficiently and includes underground parking for 600 spaces. It also includes surface parking for visitors.



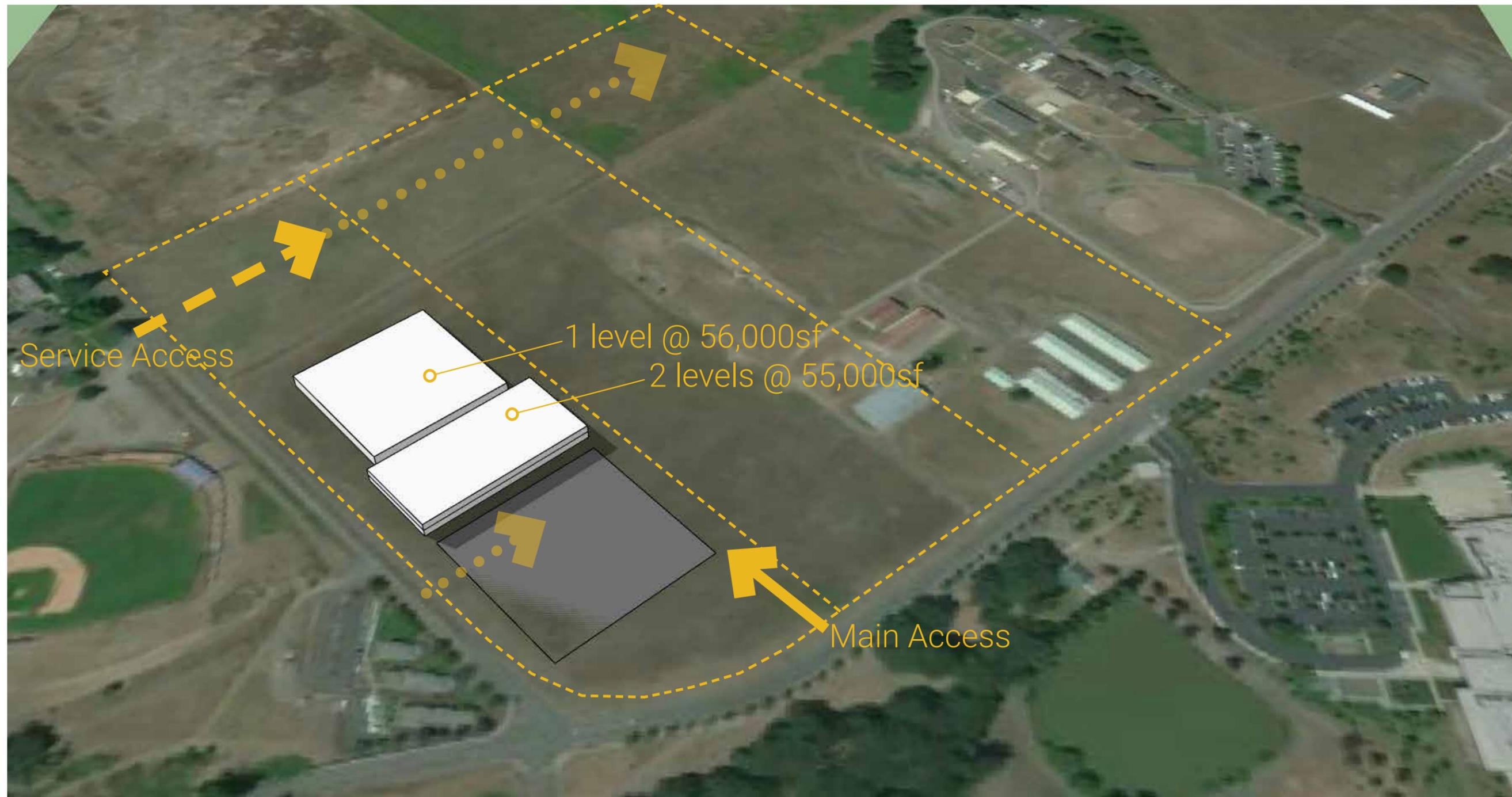
Three Story

The three story scheme may make the most sense for the office building (or a 2 and 3 story solution) but for the training/warehouse portion, it is not the most advantageous for the type of services in that building.



Site Placement

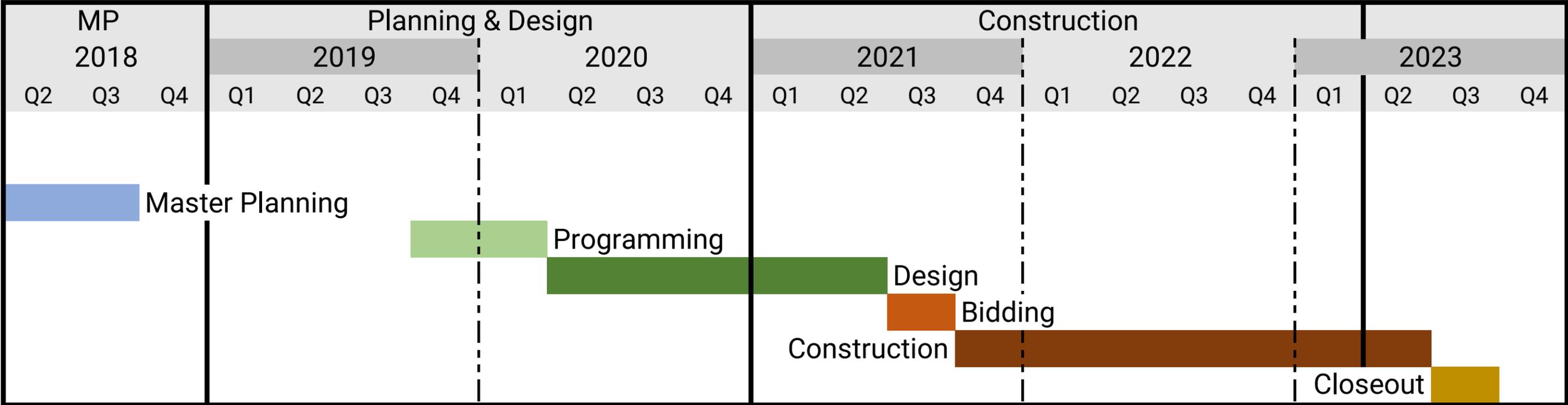
The placement on the site is another factor to consider. The location across from DPSST is placing the facility at a less visible location and not 'protecting' the corner location from future more service oriented development. The corner location leaves a majority of the site available for future development, but takes the most visible location for the development of this office complex.



Project Schedule

Planning, Design & Construction

DOC intends to submit for project funding for the 19-21 biennium. This funding would be for planning, design, and construction.



Order of Magnitude Costing

Method

DLR Group has surveyed construction cost data from a number of similar projects both in the private and public sector. These costs have been analyzed and adjusted for location and are estimated to be in the between \$350/SF and \$550/SF in today's dollars (8/2018).

Currently, costs escalations are estimated to be about 5% per year to the mid-point of construction. Escalation for 3.5 years would be approximately 17.5%.

In addition to construction costs, the project will incur and needs to plan for soft costs (fees, FF&E, contingencies, permits, etc.). Since there are no land acquisition costs, soft costs for this project would be in the 25%-30% range.

Cost ROM - with Underground Parking Structure for Staff

110,000 Office \$420/sf =	\$ 46M
56,000 Training & Warehouse \$325/sf =	\$ 18M
Underground Parking \$31,000/space =	\$ 18M
	<hr/>
	\$ 82M 2018 Construction Cost
	\$ 8.2M Escalation (10%)
	<hr/>
	\$90.2M Total Construction Cost (to midpoint 2022)
	\$ 22.5M Soft Costs (25%)
	<hr/>
	\$112.7M Conceptual Total Project Cost

Cost ROM - with Above Ground Parking Structure for Staff

110,000 Office \$420/sf =	\$ 46M
56,000 Training & Warehouse \$350/sf =	\$ 18M
Aboveground Parking \$25,000/space =	\$ 15M
	<hr/>
	\$ 79M 2018 Construction Cost
	\$ 7.9M Escalation (10%)
	<hr/>
	\$ 86.9M Total Construction Cost (to midpoint 2022)
	\$ 21.7M Soft Costs (25%)
	<hr/>
	\$108.6M Conceptual Total Project Cost

Cost ROM - with Surface Parking for Staff

110,000 Office \$420/sf =	\$ 46M
56,000 Training & Warehouse \$325/sf =	\$ 18M
Surface Parking \$4,000/space =	\$ 2.4M
	<hr/>
	\$ 66.4M 2018 Construction Cost
	\$ 6.4M Escalation (10%)
	<hr/>
	\$ 73M Total Construction Cost (to midpoint 2022)
	\$ 18.3M Soft Costs (25%)
	<hr/>
	\$ 91.3M Conceptual Total Project Cost



APPENDIX

Example Precedent Projects	27
Survey Form	31

Character Precedents

Character precedents are provided to help DOC understand what other modern office environments. These examples are in-line with the quality and type of office space envisioned for DOC. Please note that only one of the four precedent projects was designed by DLR Group the rest were designed by other firms.

Microsoft

Redmond, WA

338,400 SF | 1,880 Employees | 180 SF/P

Natural, Plants, Light, Wood, Clean, Modern, Outdoor Space, Functional, Fun

NOT A DLR Group PROJECT.



Microsoft | Pebble Beach, CA

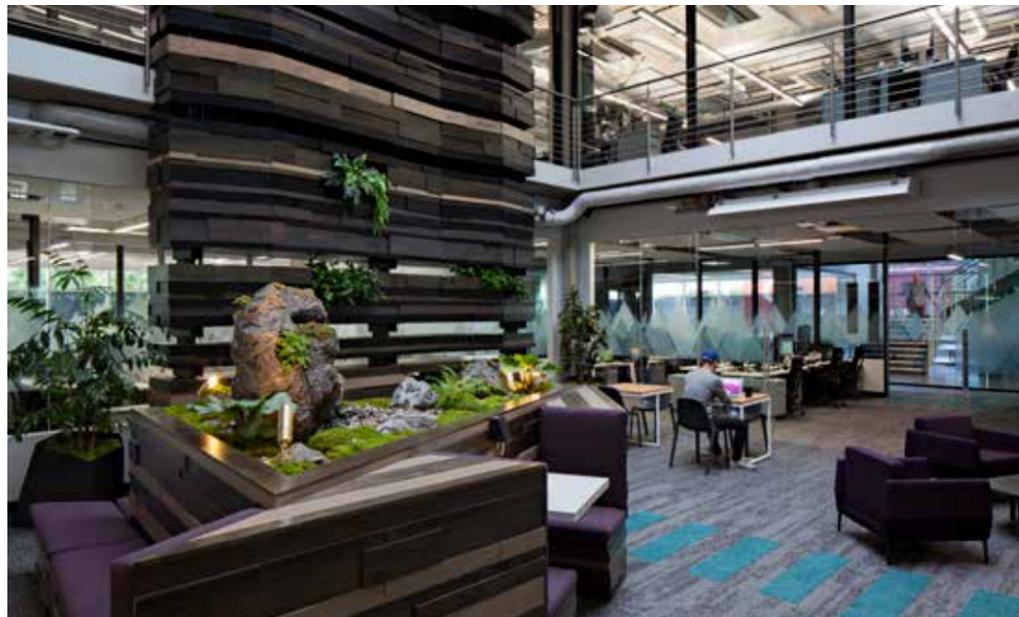
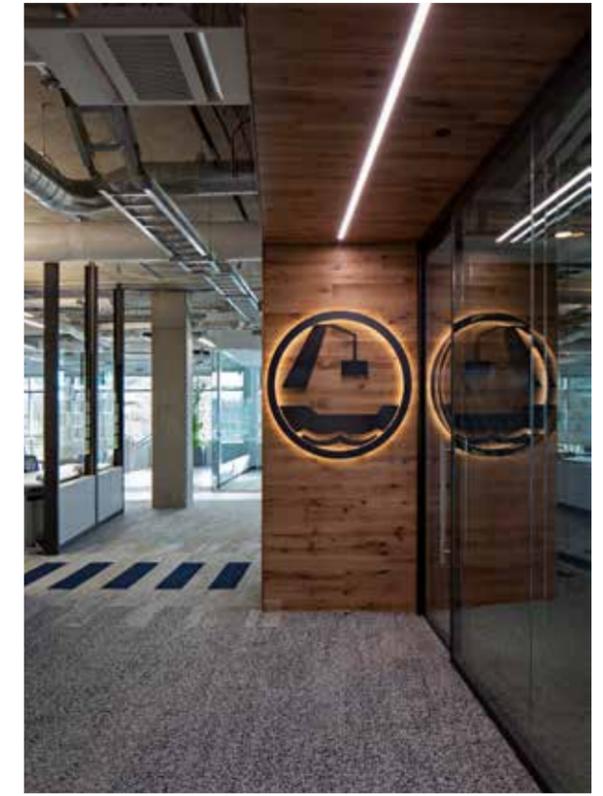


Character Precedents

Google Kirkland, WA

180,000 SF | 900 Employees | 200 SF/P

Natural, Exposed, Comfortable, Wood, Plants, Environmental Graphics, Outdoor Space, Food



Technology Campus | Kirkland, WA

Character Precedents

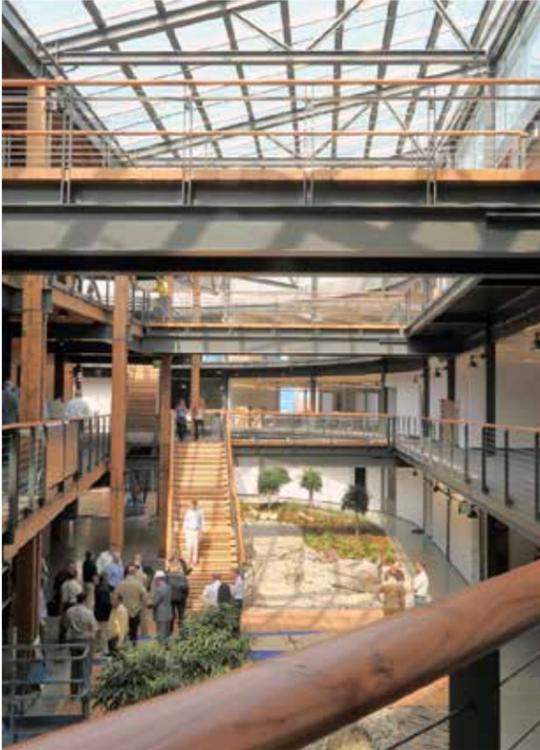
Federal Center South

Seattle, WA

209,000 SF | 950 Employees | 218 SF/P

Natural, Plants, Light, Wood, Clean, Modern, Outdoor Space, Functional, Fun, Green

NOT A DLR Group PROJECT.



US Army Corps of Engineers | Seattle, WA

Public Safety Center Campus Master Plan
Oregon Department of Corrections



Character Precedents

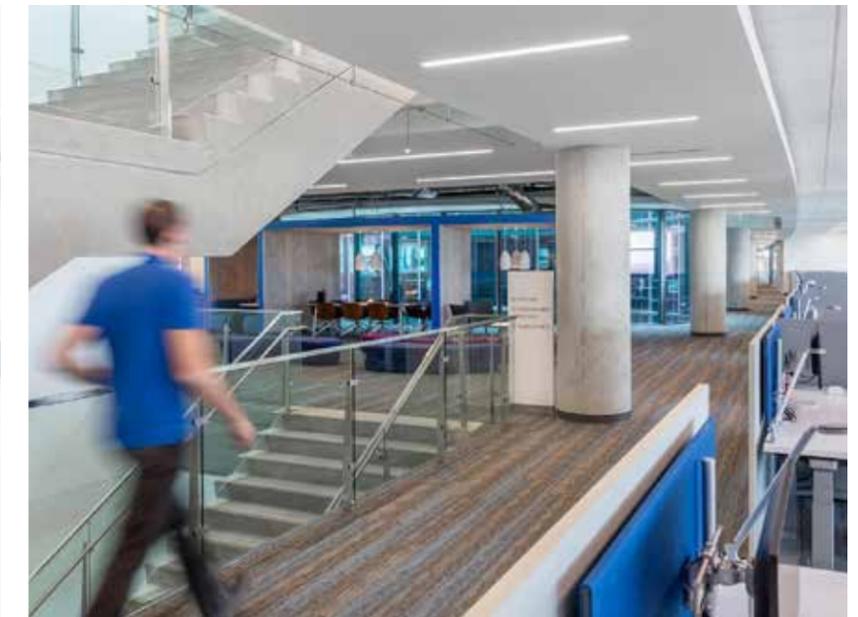
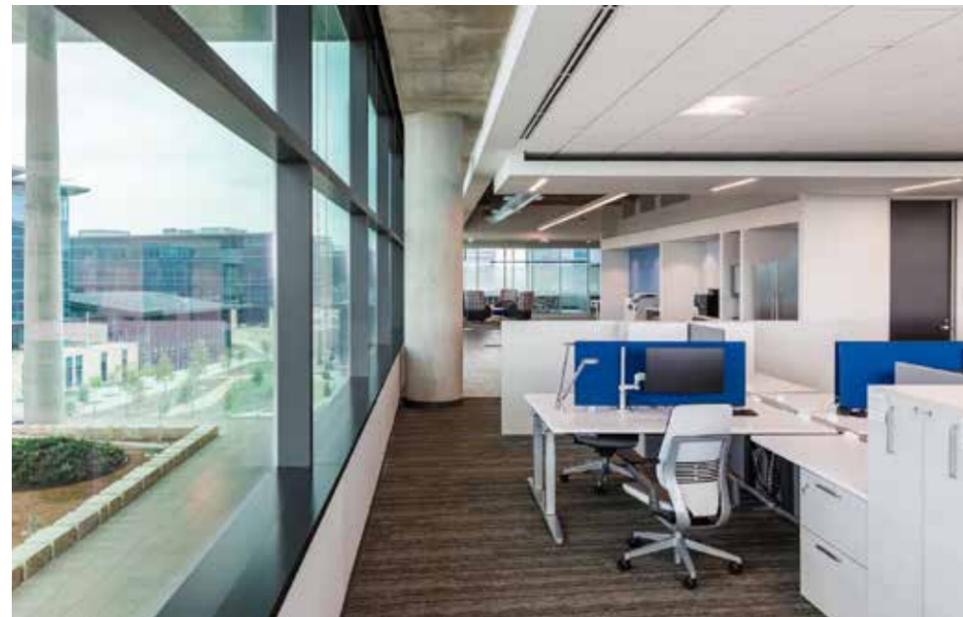
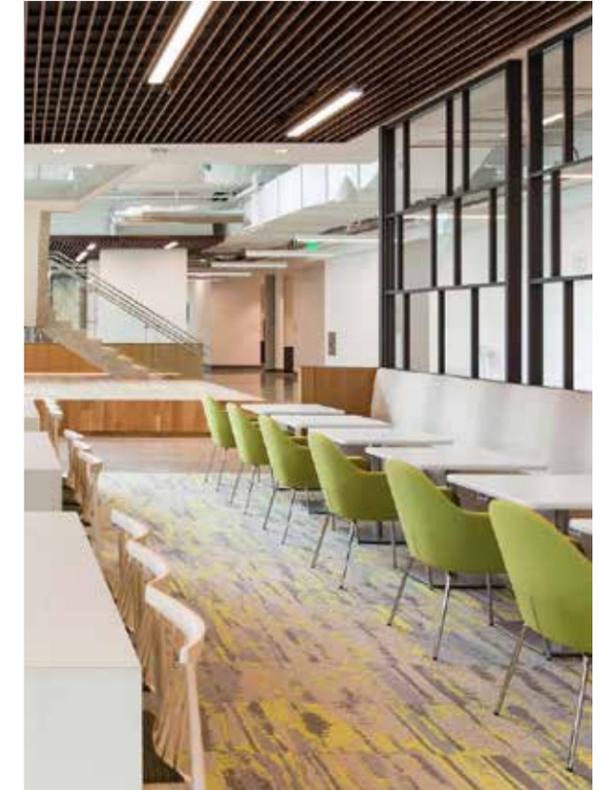
Toyota

Plano, TX

2,000,000 SF | 10,000 Employees | 200 SF/P

Modern, Clean, Light, Outdoor Space, Natural, Collaborative, Campus

NOT A DLR Group PROJECT.



Toyota | Plano TX

Public Safety Office Planning

Department Name: _____
 Unit Name: _____
 Location Address: _____
 City/State/Zip: Salem/OR/97301
 Name/Title of Person Completing Survey: _____
 Telephone Number: _____
 E-Mail: _____

The following survey asks for information which is vital to the effective completion of a program statement. The program will identify, in one comprehensive document, the personnel and space needs, in five-year increments, of all of the units being considered. We appreciate if these questions have been asked previously, but an update and understanding of any changes in staffing or service delivery is vital to correctly identifying SF or growth.

- Please provide a mission statement of your department or functional unit.
- Briefly describe the specific services or functions provided by this unit. (Attach additional information if necessary).
- Is there a particular reason for the current location of your office? _____
 Which other functional units do you most interface with? What other campus departments?
- If organizational chart is available (for your unit or entire organization), please attach. If not, please sketch on back of form.
- Are all staff currently located in this office? Yes No
 If no, please indicate the building and number of staff/equipment at satellite(s).
- Please indicate the number of full-time equivalent (FTE's) personnel working in this office (i.e., two half-time staff equal one FTE) during the following years:

2008	<input type="text"/>	2013	<input type="text"/>	2018	<input type="text"/>
2009	<input type="text"/>	2014	<input type="text"/>		
2010	<input type="text"/>	2015	<input type="text"/>		
2011	<input type="text"/>	2016	<input type="text"/>		
2012	<input type="text"/>	2017	<input type="text"/>		

Public Safety Office Planning

7 For 2018, please list the number of FTE's by personnel category.

Year	Category	Number
2018	Director	<input type="text"/>
	Manager	<input type="text"/>
	Supervisor	<input type="text"/>
	Other	<input type="text"/>
	TOTAL	<input type="text"/>

8 Based on your estimate of future workloads, please estimate the number of personnel you may need by category and by year* *(Answer based on the understanding that that budget realities limit the overall growth of the department)

Year	Category	Number
2023	Director	<input type="text"/>
	Manager	<input type="text"/>
	Supervisor	<input type="text"/>
	Other	<input type="text"/>
	TOTAL	<input type="text"/>
2028	Director	<input type="text"/>
	Manager	<input type="text"/>
	Supervisor	<input type="text"/>
	Other	<input type="text"/>
	TOTAL	<input type="text"/>
2033	Director	<input type="text"/>
	Manager	<input type="text"/>
	Supervisor	<input type="text"/>
	Other	<input type="text"/>
	TOTAL	<input type="text"/>

Year	Category	Number
2038	Director	<input type="text"/>
	Manager	<input type="text"/>
	Supervisor	<input type="text"/>
	Other	<input type="text"/>
	TOTAL	<input type="text"/>

9 Provide a brief explanation for your anticipated growth or reduction. Note if there are any proposed changes in Federal or State laws, City operations, departmental operations, procedures, or workloads that will affect the number of personnel or space required in your office.

10 What factor(s), other than population growth, is responsible for personnel growth in your office? Specific service offerings?

- _____
- _____
- _____



11 Are any personnel, other than department related personnel, housed in your office?

If yes, please indicate the function and number.

Agency	Function	Number

Do you expect any expansion in these numbers? Yes No

If yes, please quantify and identify time frame to the best of your ability.

Do volunteers or interns work in your office? Yes No

If yes, briefly describe any work space requirements.

12 Were volunteers included in the personnel numbers? Yes No

13 This question is designed to determine what functional areas you currently have and what spaces you will need in the future. For the existing spaces (or rooms), we need to know if they are adequately or inadequately sized. Please check each space applicable to your division and add any other types of areas not listed.

Space/Functional Area	Existing Areas		Future Needs
	Adequate	Inadequate	#SF
Reception/Waiting			
Counter Space			
Conference/Meeting Rooms			
Public Areas/interface with other units			
Interview Rooms/Report Rooms			
Workstation Areas			
Computer Room			
Resource Area			
Secure Areas			
Special or Unique Rooms/Functions			
Special Equipment			
Number of Provided Parking Spaces			
Storage/Supply Room			
Duplication Equipment/Copy Room			
Active Storage/Files			
Inactive Storage/Files			
Other			

14 Describe the items that are shared with other departments or agencies and how long this practice has been in effect. Include such items as information resources, equipment, personnel public facilities, and storage space.

Item Shared	Quantity	With What Department/Agency	How Long	Comments

15 Are there ways these departments/agencies can efficiently benefit from a more centralized operation?

16 Are there space standards currently applicable to your specific unit*? Yes No

*In addition to campus-wide work space standards

If yes, please explain and attach a copy of the standards.

17 Based on the existing space available for your unit or office, what are your space needs in order of priority? (Please continue on attached sheet, if necessary)?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

18 On average, how many people come in contact with your office each day?

Employees Public

What is the peak number of visitors? If applicable

Employees Public

24 Indicate which scenario of record access would best suit your needs.

Centralized _____

By Work Group _____

At Work Station _____

25 What is the required retention period of the following:

Active Files _____ Inactive Files _____

26 Does your department have scanning capability? Yes No

If yes, which records are scanned:

If no, could you utilize scanning? How?

27 How often do you access files that are more than two years old?

28 Is your office ADA compliant? Yes No

29 What are the **BEST** aspects of your current office layout in order of priority?

a. _____

b. _____

c. _____

d. _____

What are the **WORST** aspects of your current office layout in order or priority?

a. _____

b. _____

c. _____

d. _____

Briefly describe any special security procedures which your department will require.

30 Additional Comments

DEPARTMENTAL PARKING SURVEY FORM

Department: _____

Location: _____

Please complete this form for each department at each separate location. This should include all staff in the department.

1 Do you drive your own auto to work every day?
 Yes No

2 If you do not drive your own auto, how do you get to work?

<input type="checkbox"/>	Carpool
<input type="checkbox"/>	Bus
<input type="checkbox"/>	Walk
<input type="checkbox"/>	Other _____

3 Do you have an assigned, campus-provided parking space?
 Yes No

If not, do you park in:

<input type="checkbox"/>	Open City lot
<input type="checkbox"/>	Private parking
<input type="checkbox"/>	Open public parking
<input type="checkbox"/>	Other (Specify) _____

4 Does your unit have specific, Department-assigned specialty vehicles?
 Please list below.



DLR Group Architecture & Planning
421 SW Sixth Avenue
Suite 1212
Portland, OR 97204
o: 503/274-2675
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Project Memo

Memo Date	March 11, 2020
By	DLR Group & CGL
Project	Oregon Department of Corrections 10-Year Strategic Facilities Master Plan
Project #	74-20117-00
Subject	Executive Summary of Stakeholder Interviews

During the week of March 3, 2020, the project team conducted interviews with the Oregon Department of Corrections (ODOC) leadership and key divisions within the agency with the purpose of understanding their current strategic goals as well as their operational challenges. Interviews were with selected individuals from the following groups:

- ODOC Executive Team
- Operations Division
- Correctional Services Division
- Health Services Division
- Oregon Correctional Enterprises
- Community Corrections Division
- Facilities and Distribution Services
- Office of Communications
- Office of the Inspector General
- Research and Evaluation Unit
- Information Technology Services

Throughout these interviews stakeholders identified three factors that impact ODOC's ability to meet its goals and provide quality services to Adults in Custody (AICs):

- **Space:** There is an identified lack of space in the agency to provide needed programs and services and meet ODOC goals as well as national standards and best practices. Key areas where space was inadequate included the medical, mental health and program (classroom) functions. Additionally, there are space limitations that hinder ODOC's ability to improve staff wellness.
- **Staffing levels:** Staffing levels in several areas are lacking, impacting supervision and care. From the security perspective the last staffing study was conducted in 2013.
- **Technology:** Access to technology is limited, impacting the efficiency of services provided and restricting AIC access to real-world training and education.

The aspirational goals of ODOC are documented in "The Oregon Way." This correctional strategy seeks to improve conditions of confinement, humanize AIC and staff interactions, and normalize prison operations. The overall goal is to reduce the use of incarceration in society. To achieve these goals the agency has focused its efforts in the following areas:

- **Staff Wellness:** ODOC's 10-year operational strategic plan entitled "Destination 2026" identifies broad objectives to increase staff wellness and create an environment of pride that succeeds at attracting and retaining a highly qualified and diverse workforce. The ultimate ambition is to improve the correctional environment for both staff and AICs.
- **Dynamic Security:** Dynamic security assumes that positive interactions between staff and AICs improves security and AIC outcomes. In many ways, dynamic security takes the correctional supervision philosophy of "direct supervision" and extends it to normalize staff/AIC interactions for the betterment of all.
- **Normalization:** Shifting the focus of corrections from one of punishment, to one of productivity toward improving releasee success is an essential element of ODOC's strategy. This requires establishing operational and physical plant conditions inside facilities that are humane, and of benefit to staff and AIC physical, emotional and mental health.

Portland and locations worldwide

As with other state correctional systems, from the mid-1980s through the mid-2000s, Oregon went through a period of substantial prison bed construction to meet the needs of a growing AIC population. While this means that many of the beds in the system are in facilities opened in the last 35 years, it does not signify that these facility designs can fully the needs of accommodate contemporary correctional operations or that they can provide a more normalized environment that will better prepare AIC's for successful release.

Per our interviews, ODOC's facilities lack the spaces needed for today's correctional operations and for the future. This deficiency is driven by two factors: 1: The goals ODOC leadership have set for the agency, and more significantly, 2: The substantial changes prison systems have confronted in the last 30 years. During that time span, national mandates, litigation, and changes to societal expectations for correctional operations have increased the sophistication and complexity of managing and working in a correctional environment. These changes have placed increased demands on staff and facilities. Examples of factors that have transformed correctional operations in the last 30 years include:

- National mandated legislation including the Americans with Disabilities Act (ADA) and the Prison Rape Elimination Act (PREA).
- Litigation-initiated changes in standards of care for the provision of health care and mental health treatment inside correctional facilities.
- Increased emphasis on providing enhanced programs, services and treatment to targeted populations.
- Improved correctional practices including reduction of solitary confinement and introduction of more humane restrictive housing.
- Improvements in correctional supervision practices, such as the implementation of direct supervision.
- Increased effort to prepare incarcerated individuals for reentry into the community.
- Increased effort to identify the program and treatment needs of offenders and ensure the prioritization of those with the highest risk of reoffending and the highest need for services.
- Changes in AIC population characteristics including an increasing number of geriatric inmates and those with serious medical and mental health needs.
- Increased need for gender responsive supervision and treatment.
- Improvement in managing transgender and gender nonconforming AICs.

Even the most recent facilities in ODOC were designed with limited ability to accommodate the above changes. Coupled with the extensive amount of deferred maintenance, the agency is staring at a future, that without significant investment in its infrastructure, will be could seriously constrained in its abilities to meet its most basic goals.

Our interviews with agency stakeholders led the project team to begin formulating potential physical plant needs for the 10-year master plan. The following represent these initial priorities:

- **Consolidated Medical/Mental Health/Geriatric Facility/Unit:** The system has a substantial need for a modern consolidated facility or unit that provides medical and mental health treatment to those AIC's with the greatest need, as well as providing housing and support to its aging population. With litigation that correctional systems have experienced concerning medical mental health services in the last 30 years, the basic standards of care for AIC's have increased resulting in the need for increased clinical and treatment provisions that require additional spaces and more modern layouts than found in most of ODOC's facilities.

Additionally, the impact of the "tough on crime" practices that most state's experienced in the late 20th century have resulted in an aging offender population that has heightened medical needs and could benefit from special housing that provides appropriate treatment options. The project team identified the need for a consolidated unit that would combine housing and treatment for AIC's with the most serious medical and mental health needs as well as housing and treatment for its geriatric AICs. This could be a stand-alone facility or could be constructed on the grounds of an existing facility.

- **Expansion of Minimum-Security Capacity:** ODOC's demand for minimum security beds currently exceeds its supply by approximately 1,500 AICs. Currently these AICs are backed up into medium security facilities. The demand for minimum security beds is expected to grow larger when the new classification instruments are implemented. As a result, the system must expand minimum security capacity either through the conversion of other existing beds or through construction of new housing or facilities. It was

also reported that the majority of programs are provided at medium security institutions. This is counter to what is needed as correctional systems should create an incentive for AICs to move to lower security levels. AICs should clearly understand that minimum security will provide them with enhanced programming opportunities, fewer restrictions and a more normalized environment that will better prepare them for release. Additionally, from a financial perspective, minimum security facilities are typically less costly to operate. However, the lack of minimum security beds in the system coupled with the limited availability of program opportunities at minimums creates a disincentive for AICs to positively move through the system.

- **Expansion of Program Spaces:** The expectation for increased programming in correctional systems has created a shortage of available space. Per our interviews, there is a clear lack of available program and treatment space throughout the agency in areas such as education, vocational training, substance abuse treatment as well as recreation. The 10-year master plan should identify space expansion to meet these needs.
- **Address Deferred Maintenance:** The most recent facility conditions assessments focused on "observable" conditions and as a result, ODOC believes it severely underestimates the actual maintenance needs of the agency as many systems are below ground or otherwise not "observable". These limited facility conditions assessments conducted in 2015/2016, identified approximately \$260+ million in deferred maintenance. In the last biennium ODOC received \$11 million to begin addressed this maintenance backlog. While any amount helps, funding at this level is not sufficient and if it continues the deferred maintenance needs will continue to grow at an accelerated rate.



**Agency Administration
Organizational Chart**
February 6, 2020

OFFICE OF THE DIRECTOR
Director – Colette S. Peters
Deputy Director – Heidi Steward

Executive Assistant
Jessica Freeburn

Oregon Corrections Enterprises
Administrator
Ken Jeske

Audits
Administrator
Eli Ritchie

Office of Chief Financial Officer
Chief Financial Officer
Steve Robbins

Office of Strategic Communications
Administrator
Rem Nivens

Office of the Inspector General
Administrator
Craig Prins

- Budget Office
- Budget Development and Management
- Long-range Construction Plan
- AIC Financial Services
- Central Trust & Statewide Business Services
- Procurement/ Contracts
- AFAMIS Support
- Accounting/Payroll

- External Communications
- Internal Communications
- Legislative Relations
- Media Relations
- Public Records
- Strategic Planning
- CORE
- Project Management
- Change Management
- Performance Management
- Process Improvement

- Hearings
- Inmate Litigation Tracking
- PREA
- Special Investigations
- Security Threat Management Unit
- Special Needs Population
- Rules & Policies
- Research and Evaluation

Operations
Assistant Director
Mike Gower

Correctional Services
Assistant Director
Nathaline Frener

Health Services
Assistant Director
Joe Bugher

Community Corrections
Assistant Director
Jeremiah Stromberg

Human Resources
Interim Assistant Director
Gail Levario

Administrative Services
Assistant Director
Jim Paul

- Eastside Institutions**
Administrator
Mark Nooth
 - EOCI**
Superintendent
Sue Washburn
 - TRCI**
Superintendent
Tyler Blewett
 - SRCI**
Superintendent
Brad Cain
 - PRCF**
Superintendent
Tom McLay
 - DRCI**
Superintendent
Tim Causey
 - WCCF**
Superintendent
Steve Brown
 - Acting Chief of Security**
Garry Russell
 - Transport**
John Lewis
 - Operations Division**
Policy Manager
Kyle Page
- Westside Institutions**
Administrator
Rob Persson
 - CCCF**
Superintendent
Paula Myers
 - CRCI**
Superintendent
Nichole Brown
 - SFFC**
Superintendent
Nichole Brown
 - OSCI**
Superintendent
Garrett Laney
 - SCI/OSPM**
Superintendent
Kimberly Hendricks
 - OSP**
Superintendent
Brandon Kelly
 - MCCF**
Superintendent
Brandon Kelly
 - SCCI**
Superintendent
Vacant

- Correctional Case Management**
Administrator
Lisa A. Hall
- Education**
Administrator
Adrian Wulff
- Intake**
Administrator
Joshua Highberger
- Offender Information & Sentence Computation**
Administrator
Bethany Smith
- Office of Population Management**
Administrator
Jamie Breyman
- Policy & Business Services**
Administrator
Cindy Booth
- Reentry & Release**
Administrator
Vacant
- Religious & Victim Services**
Administrator
Daryl Borello
- Wellness & Family Services**
Administrator
Kelly Rath

- Behavioral Health Services**
Administrator
Dawnell Meyer
- Business Operations**
Administrator
Sharon Beck
- Dental Services**
Chief Dentist
Greg Shook
- Medical Services**
Administrator
Joe Bugher
- Pharmacy & Medical Stores**
Administrator
Phil Montgomery
- Pharmacy Services**
Administrator
Rob Nutt

- Community Corr. Act
- Evidence-based Practices
- Interstate Compact
- Statewide Services
- Community Corrections**
Administrator
Larry Bennett
- Douglas County**
Director
Joseph Garcia
- Linn County**
Director
Maureen Robb

- Human Resources Chief Administrator**
John Nees
 - Employee Relations**
Administrator
Jeanine Hohn
 - Labor Relations**
Administrator
Marty Imhoff
 - HR Investigations**
 - Workforce Training & Support**
 - Professional Development**
Administrator
Gary Ninman
 - Workforce Analytics**

- Facilities & Distribution Services**
Administrator
Thom Martin
- Information Technology Services**
Acting Chief Information Officer
Don Pack
- Safety Program**
Administrator
Bob Adams
- AIC Communications System**
Administrator
Charles Kliever

Project Memo

Memo Date March 11, 2020
By DLR Group & CGL
Project **Oregon Department of Corrections
10-Year Strategic Facilities Master Plan**
Project # 74-20117-00
Subject **Department Operations & Understanding – Executive Team**



DLR Group Architecture & Planning
421 SW Sixth Avenue
Suite 1212
Portland, OR 97204
o: 503/274-2675
f: 503/274-0313

Executive Team

Major Needs:

- Facilities and conditions to appropriately treat AIC's with mental health needs
- Facilities and conditions to manage elderly population. Oregon has 4th highest elderly AIC population in country.
- Improve staff wellness.
- Implement Trauma Informed design and methods.
- Medical - Lack of infirmary beds and lack of clinic spaces. Potential to add infirmary beds as OSCI
- Normalized visiting and program spaces
- Need appropriate physical spaces for HR and Payroll that allows for privacy in meeting with staff.
- Consistent funding to plan for future work efficiently and stay on course.
- Completed a patient needs assessment.

Agency has never completed a critical ADA assessment

Potential for Lawsuits

- Had potential lawsuit from Disability Rights Oregon that ended with MOU to change mental health services out-of-cell time.
- Risk – ADA hearing and deaf program access is a concern

Potential facilities to close:

- Shutter Creek Correctional Institution (SCCI)– Expensive to operate, 302 beds, 94 staff
- Mill Creek Correctional Facility (MCCF)– Facility is “sliding off side of hill”
- Santiam Correctional Institution (SCI)

What would you keep?

- If funds unlimited, wouldn't keep any facility.
- Would prefer facilities be in the valley where there is ample access to employees in the professional fields.
- Do not desire a centralized hospital facility.

Other information

- May be some value in modifying existing older facilities to be appropriate for current correctional practices
- Facilities are “woefully substandard”
- 4th oldest in-custody population in the country
- What is the cost of doing nothing?
- Parity in work programs (gender, location, custody levels)
- How to place the right AIC in the right facility at the right time?
- #cut50 – reduce prison population by 50%
- Concern about what is happening “under the ground and behind the walls”
- Community impacts of prison closures.

Portland and locations worldwide

Project Memo

Memo Date March 11, 2020
By DLR Group & CGL
Project **Oregon Department of Corrections
10-Year Strategic Facilities Master Plan**
Project # 74-20117-00
Subject **Department Operations & Understanding – Community Corrections**



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Community Corrections

Summary: Community Corrections (CC) have no staff in the institutions, thus their space needs are minimal. However, one of their responsibilities is interacting with the Parole Board. Existing parole board spaces in the facilities (OSP and OSCI) are poor.

Community Corrections is responsible for overseeing the provision of parole and probation by the Oregon Counties. Every AIC has some term of parole and probation when released. Counties can opt out of providing these services should they believe the State has not appropriately funded the program. Two counties opted out in 2004 (Linn and Douglas).

Responsibilities include:

- Oversee budgets and funding
- Set rules and guidelines for parole and probation
- Auditing and accountability
- Facility inspections
- Interstate compacts (1,200 Oregon custodies held out of state & 1,200 out of state custodies held in Oregon facilities)

The Community Corrections division has 74 total staff of which the bulk are providing services in Linn and Douglas counties.

CC has limited direct involvement in the prisons. In-reach prior to release is now conducted via video and not in person.

Parole Board hearings are conducted at OSP and OSCI:

- OSP – hearing room is not on first floor and therefore not accessible to any mobility impaired individuals.
- OSCI – hearing is held in visiting room. Thus visitation has to be cancelled during hearings.

In the future foresee more counties opting out of parole/probation and this falling back to ODOC's responsibility. They would also like to reduce the number of people on supervision or the length of time supervised.

CC is also responsible for the oversight of confinement standards for all police and court lockups, jails and state correctional facilities. Accreditation occurs on a two-year cycle in addition to reviews of new and renovated facilities.

Portland and locations worldwide



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Project Memo

Memo Date	March 11, 2020
By	DLR Group & CGL
Project	Oregon Department of Corrections 10-Year Strategic Facilities Master Plan
Project #	74-20117-00
Subject	Department Operations & Understanding – Correctional Services (Programs)

Education

Summary: Lack of classroom space hinders ODOC's ability to provide services to the all the AIC's that have needs. Limited technology also impacts services and limits education's ability to provide normalized real-world training.

Education programs are provided via contract with community colleges. All education services are contracted out.

Measure 17 passed in 1994 and mandated that AIC's to work or train 40 hours per week.

Education programs include:

- ESL
- ABE
- GED
- Some graduate level college credit programs at certain facilities. For example, OSCI has a 4-year liberal arts degree. The classroom space program was constructed through private funding.
- Limited vocation programs including trades, CAD, Automotive.

Facilities on eastern side of the state don't have as much available programs as in Valley. Majority of AIC's participate in some educational program.

Major needs:

- Classroom Space. Average class should have 15-20 AICs.
- Technology: computers and bandwidth. Hard to create real-world experience with computers while also maintaining security and limiting access to internet.
- GED classes have a waiting list

Population Management:

Summary: There is a significant lack of minimum security beds in the system that backs AIC's up into medium security facilities. With the pending implementation of the new classification system the demand for minimum security beds will further increase. Additionally, most of the beds in the system are in the eastern region of the state where there is difficulty in recruiting staff and a good distance from AIC's home county.

Patricia Hardyman has completed a classification study and recommendations will increase number of minimum security AICs. Her study found ODOC was:

- Overclassifying women
- Overclassifying some men

Will be separate classification and reclassification instruments for males and females. Initial classification will happen at intake and re-classification will occur six months later.

Currently have about 1,500 minimum classified AIC's in medium facilities. This will increase when implement new instruments. So is a significant need for more minimum housing.

Portland and locations worldwide

Population management staff complete a 10-year bed needs plan. Will share with us. This plan does not yet assume new classification instruments.

Short Term Transitional Leave (STTL) – Was developed to enhance transitional planning and provides an incentive to successfully complete recommended programming. AIC's can be leave housing in ODOC prisons up to 120 days early before release time. Are on an intensive supervision in the community under community corrections supervision (but still are considered an AIC).

ODOC also has an Alternative Incarceration Program – used to be a boot camp but now is treatment oriented.

Jamie Breyman supervises population management and is responsible for:

- Approving all transfers
- Classification
- Manage all Placements

Largest challenges:

- Moving of AIC's
- Finding qualified "unfenced" AIC's for work crews.

Majority of AIC's come from the Oregon Valley, but most beds are outside Valley. So difficult to try to place AIC's near home county. Are less than 4,500 out of 15,000 beds in Valley.

Intake

Summary: The lack of program space, interview rooms and offices impact the operations of the Intake Unit.

Josh Highberger is Intake Administrator.

ODOC has one intake center at Coffee Creek. The facility has 432 intake beds for males and 60 for females.

Average approximately 450 intakes per month.

Intake process takes between 30-45 days. This process generally follows these steps:

- In first 2 weeks:
 - Initial screening. Medical/Mental health screening included. Paperwork for AIC is collected and sent to sentence calculation unit for sentence calc. Sentence calc is to be completed within 14 days of admission.
 - Medical does medical review within 7 days of admit.
 - Mental Health completes review within 14 days of admission.
 - On day 1 and 2 have initial orientation and a CASAS (Comprehensive Adult Student Assessment System) test is administered to determine AIC education level.
 - Personality assessment inventory is completed.
 - Also completes risk/needs assessment and develops work, education and treatment plans.
 - Submit request to transport. Typically, if has more than 12 months to serve will house on east side of state, because need release beds to be earmarked in valley. Try to get AIC as close to location will be release for a number of reasons: Connection with family, reach-ins by Parole officer.

Oregon Way/Norway Model impact:

- Intake sets the stage for AIC contact so have improved messaging and how physical plant of intake looks.
- Still not enough time to spend with intake AIC's and much of their time is idle.
- Working on improving engagement with AICs

Coffee Creek remains a good location for intake.

There is no visiting in Intake.

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Needs:

- More space for classrooms, interview rooms, office spaces.
- Lack of mental health beds in system to meet demand.
- Access to better technology

Policy/Business Services/Visiting/Volunteer/Family Advocate

Summary: ODOC is a volunteer-intensive department with over 2,000 volunteers across the system. Staff wellness is a major goal of this unit but there is a lack of space adjacent to staff posts for breaks or wellness rooms. Most facilities have established wellness spaces by converting existing spaces. While this is of benefit to staff, the physical plants of these spaces are often not conducive to staff wellbeing.

Have over 2,000 volunteers in system

Staff wellness initiatives are part of responsibility of this unit. Work to find adequate space for staff wellness in facilities.

Have fitness centers in most facilities. These usually take up space converted from other use and as a result are not designed with staff wellness in mind.

Would prefer spaced have:

- Access to natural light
- Improve acoustics
- Aesthetics
- Green-spacing
- Inviting and beautiful.

Need to also improve visiting process to make it less intimidating to families.

Transition and Release

Summary: Reentry Curriculum begins 6 months prior to release. This includes an assessment, meeting with each AIC to discuss needs.

Reentry program is voluntary.

61% of AICs complete at least 1 program provided by reentry programming.

Are ODOC staff (Release Counselors) dedicated to reentry function. Here are 31 Release Counselors located in nearly all facilities. Their role:

- At 4-6 months of release review documents and develop initial release plan
- Interview AICs and provide them with overview of release process
- Identify address where AIC will reside. Begin effort to find subsidy housing if needed.
- Notify community corrections and parole of AIC release information through OMS system. Once community corrections get notified, they typically send out parole officer to examine address where AIC will release.

These staff along with outside providers run classes as part of Reentry curriculum.

There are difficulties for releasing on the East side of the state, have to utilize public transportation that may be unreliable.

Project Memo

Memo Date	March 11, 2020
By	DLR Group & CGL
Project	Oregon Department of Corrections 10-Year Strategic Facilities Master Plan
Project #	74-20117-00
Subject	Department Operations & Understanding – Facilities and Distribution



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Facilities

Summary: The lack of funding to maintain the ODOC facilities has led to an exorbitant level of deferred maintenance. Most recent observable issues identify at least \$260 million in deferred maintenance (in today's dollars). Many of the most recently constructed facilities are reaching the point where their roofs and HVAC need replacement or major repair. Current funding will cause ODOC to only fall further behind in deferred maintenance.

Have 4 sources of income for facilities improvement:

- Capital improvement – current budget \$3 million from General Revenue Fund
- Deferred Maintenance - \$11 million (first time this has been allocated)
- Construction/Renewal – 24.3 million
- Bond Funds – \$8 to \$9 million for camera systems and \$13 million for radio replacements

Approximately \$260 million in "observable" deferred maintenance. However, this is likely much higher, especially given the conditions cannot see (underground water and sewer lines) cannot see at older facilities like OSP.

Major projects are:

- HVAC and Roofs. Many of the facilities constructed in the 1990's now are at end of life for roofs and hvac making them a priority need.
- Mill Creek – sliding off of hill...no fence and old
- Shudder Creek – old radar site on loan from military. Crumbing cisterns
- OSP – 150 year old+ facility

How do we create Norway Model?

- Set up some home living environments in minimums or medium facilities
- What have done?
 - o Blue rooms
 - o Japanese garden
 - o Changing culture and staff approaches to "Dynamic Security"
- The changes that have been made have been completed using local facility funds.
- Operational practices have changed in facilities.

Currently don't prioritize housing inmates near their home County. Priority is to match facility placement with an AIC's need for treatment/education/work.

Noted there is a potential in the system for consolidated facilities.

Must keep in mind have a good number of fire and community workers who provide needed services to local communities.

Major needs for Facilities department:

- Get ahead of deferred maintenance...\$11 million allocation won't allow that to happen.
- Regular and thorough facility conditions assessments
- Consistent, realistic budget
- Budget appropriately for employee wellness so can establish environment where can establish some standards and parity across facilities.
- Need for geriatric care in facilities.
- Growing need for mental health care in facilities.

ODOC has multiple locations of vacant property that it owns that could be construction sites. Junction City has infrastructure to it due to past construction plans.

Distribution

Summary: Distribution is negatively impacted by the lack of technology to meet their operational needs. Currently the commissary order and fulfillment processes are paper driven. This hinders efficiency and does not allow commissary AIC assignments to provide real-world training.

- Provide centralized storage and distribution of food, clothing and supplies to correctional facilities. Facilities keep 1-week inventory level.
- Delivers 5 days per week
- Has large centralized warehouse in Salem (Central Distribution Center)
- Also store for other agencies.

Distribution also responsible for Commissary operations.

- Commissary services performed in 2 different manners:
 - Bagging operation – AIC's submit orders and they are bagged at the commissary warehouse and shipped to facility.
 - Storefront – in a few facilities have storefront where AIC goes to Commissary with commissary order list and stands at counter while order is filled.
 - Are piloting at Two Rivers letting a small group of AIC's do their own shopping.
- Commissary does provide "Healthier" choice items
- Regularly survey AIC's for preferences
- Also do product sampling with select inmates
- Currently order is all paper process...This needs to become digital both for efficiency sake and to better prepare commissary AIC workers for real world jobs.

Have tablets provided in limited use in facilities, however commissary ordering is not a function of the tablet.



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Project Memo

Memo Date	March 11, 2020
By	DLR Group & CGL
Project	Oregon Department of Corrections 10-Year Strategic Facilities Master Plan
Project #	74-20117-00
Subject	Department Operations & Understanding – Health Services

Health Services

Summary: In effort to improve staff outcomes, ODOC has developed the Oregon Way. The Oregon Way is adopted from the Norway model of corrections, focusing on employee wellness, work satisfaction, healthier work environments, better outcomes for AICs, fewer people in special housing, shorter lengths of stay, reducing recidivism and reducing future victims.

The existing spaces for medical and mental health care in ODOC do not meet the needs of modern correctional systems. The lack of adequate accessible space is felt across the continuum of treatment including in the number of infirmary beds, treatment rooms, clinic spaces, waiting rooms and dental clinics. This lack of space can negatively impact the quality of care provided. Additionally, there are a growing number of geriatric AIC's in the system that have increasing treatment needs. ODOC would benefit from a new consolidated medical/mental health/geriatric facility. Additionally, the lack of electronic health records complicates nearly every aspect of care.

Mental Health

Dental Major Needs and Obstacles to Care:

- Lack of Space: Most facilities have one waiting room and lack of waiting space. Efficient operation of a dentist should allow for working on 3-4 patients at one time. However, limited number of operatories and lack of waiting space contribute to inefficient use of Dentists. Often have one patient and numb the patient then wait for numbing to fully occur before can work on them.
- Lack of Hygienists to operate in more efficient manner. Need at least 1 hygienist per 2000-2500 AICs.
- Lack of Electronic Health Records

Dental policies allow for cleanings 1 time per year. Currently the system is behind on completing cleanings. A contributor to this is the lack of hygienists.

Most facilities have at least one full-time dentist.

- Provide mental health housing in 9 facilities.
- Outpatient mental health services provided at all facilities.

Major Needs/Obstacles to Behavioral Health Care

- Lack of space. Facilities were never designed to meet the level of behavioral health services that currently must be provided in ODOC. There is a lack of clinic space and often the available space is spread out across campus thus limiting. There is also a lack of treatment rooms.
- Existing spaces are not conducive to productive treatment. Their poor design, lack of natural light, and poor acoustics negatively impacts the quality of care.
- Lack of substance abuse treatment slots. Contract with providers for this service and funding limits availability. ODOC wants to treat substance abuse as a chronic illness, however opioid abuse (and Medication-Assisted Treatment) is the only on-going treatment for substance abuse. The current care is not on-going, but only provided near the end of an AIC's stay.
- Lack of Electronic Health Record reduces efficiency and can negative impact care. Are planning for an EHR, but this is still several years away.
- Staffing levels are insufficient to meet current need.

ODOC would benefit from a single consolidated behavioral health/medical/geriatric facility.

Pharmacy

ODOC operate a central in Salem an also a satellite pharmacy for the eastern portion of the State in Ontario.

Any relocation of ODOC headquarters should include space for the central pharmacy.

There are specific requirements for pharmacy space especially in the area of separating hazardous and non-hazardous medication. Currently this is a major issue with existing pharmacy space in Salem.

15%- 20% of medications are hazardous meds. 530,000 prescriptions issued in last year (though this overcounts because provide AICs only 1-month supply per prescription)

Medical

Would be beneficial to consolidate Oncology into a central Medical/Mental Health/Geriatric Facility.

Physical spaces are inadequate:

- For example, the infirmary and clinical spaces at OSP is on the 3rd floor and accessible by stairways only.
- There is no confidential space
- Waiting rooms too small
- Space for medication lines are too small causing lines to cross with other facility movement.
- Agency is trying to provide "Trauma Informed Care," but often the environmental spaces makes this difficult.



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Project Memo

Memo Date	March 11, 2020
By	DLR Group & CGL
Project	Oregon Department of Corrections 10-Year Strategic Facilities Master Plan
Project #	74-20117-00
Subject	Department Operations & Understanding – Inspector General and Communications

Summary: These units for the most part have little or no footprint in the existing facilities. However, their roles and responsibilities are impacted by the goals of the agency and the lack of access to data to make informed decisions. The possibility of getting approval for an entirely new prison through the legislature may be difficult, however, changes to existing facilities could be more palatable.

Inspector General

Comprised of 4 units:
 Hearings (at each institution)
 Investigations (West – Dome Building, East – at each institution)
 Special Programs (at the Dome Building)
 Intel (West – Dome Building, East – at each institution)

Inspector General areas of responsibility include:

- Staff investigations (if criminal)
- AIC investigations (if criminal)
- Misconduct Hearings
- Restitution/Restoration hearings
- Commitment Hearings
- Transitional Leave Hearings
- Manage Grievance process
- PREA management
- Coordinate Legal Staff
- Security Threat Group management
- Intelligence Unit supervision

Footprint in facilities requires office space and hearing rooms.

The expectation is for hearing not grown but that for misconducts hearings to change in process to be more like a treatment court, supporting the Oregon Way.

Special programs will have the most change in the future to align with the Oregon Way.

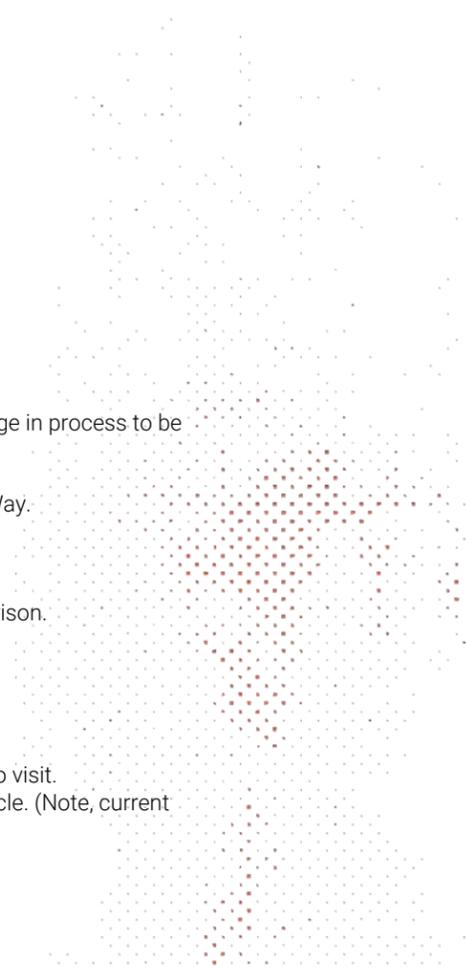
Legislative Liaison

Legislature is focused on fiscal conservatism. Would be averse to building a new prison.

Very concerned about closing of facilities also given political impact.

Must remember that union in state is powerful

Legislature is receptive to Norway model and some legislators traveled to Norway to visit. However, is some concern that this could create some blowback in next election cycle. (Note, current Governor is in first year of her term).



Research

Has 6 positions all located in headquarters building
Goal of unit is to evaluate impact of ODOC changes.
One obstacle to this evaluation is the poor existing CMIS system (offender management system). It was built in the 80's and still does not have a graphical user interface (GUI). Agency will need better data access in future.

There will likely be a need for additional staff in this unit in the future.



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Project Memo

Memo Date	March 11, 2020
By	DLR Group & CGL
Project	Oregon Department of Corrections 10-Year Strategic Facilities Master Plan
Project #	74-20117-00
Subject	Department Operations & Understanding – Information Technology

Information Technology

Summary: Technology needs are growing throughout the agency both for staff and AIC's. The space needs of IT are not significant within facilities, but the goal to increase staff and AIC access to technology will impact future facility design. The existing information management system is inadequate to meet future needs. Development of a replacement is underway.

There are 3,900 workstations in agency.

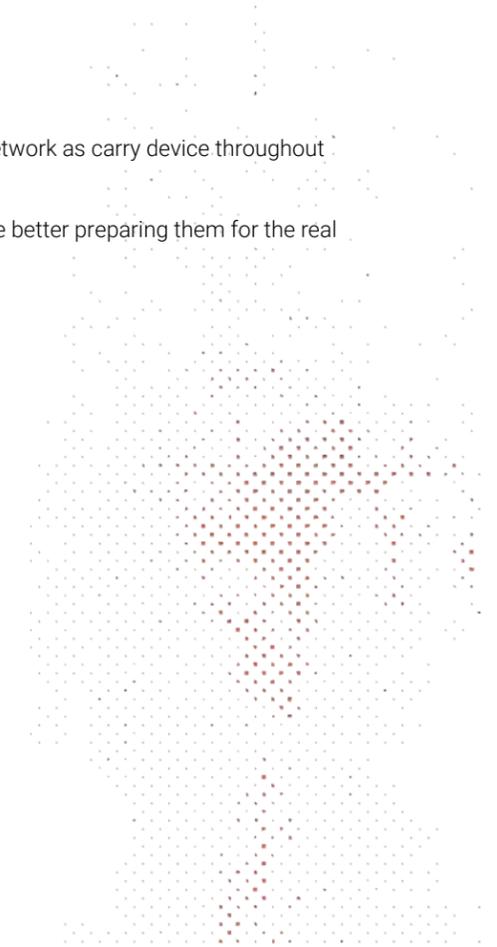
There is a need for dedicated secure space at each facility as there are on-site file servers and computer equipment storage.

Any new facilities should be designed with networking (both hardwired and wireless) in mind. Trying to install wireless network in existing facilities is complicated and expensive. It also increases security demands to ensure AICs don't get access.

Facilities all have law libraries with access to electronic legal documents.

Future should include:

- Mobile-friendly environment: Would expect users would have access to network as carry device throughout facility.
- Moving to cloud environment with One-Drive and Microsoft Teams.
- Putting more technology in the hands of AIC's to normalize their stay while better preparing them for the real world. This must be done while ensuring access risks are controlled.
- More IT staff to manage these growing technology demands.



Project Memo

Memo Date March 11, 2020
By DLR Group & CGL
Project **Oregon Department of Corrections
10-Year Strategic Facilities Master Plan**
Project # 74-20117-00
Subject **Department Operations & Understanding – Oregon Corrections Enterprises**



Architecture Planning Interiors

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Oregon Corrections Enterprise

Summary: OCE is semi-independent state agency. Its current status was established in 1999 by Ballot Measure 68 which separated their finances from ODOC. OCE receives no taxpayer funds and is completely self-supporting through sale of its products and services.

Has approximately \$30 million in annual revenue

Sales are not limited to state or local governmental agencies. Can sell to private enterprises.

Norway does not have correctional industry programs. They more have small hobby shops.

Any new construction has to take into account the needs of OCE. Both for space and access to qualified AIC's.

Is a very large program. For example, at OSP, 25% of AICs at the facility work for OCE...approximately 600.

Is conscientious of the new ventures that it takes on.

Has varying programs to give AICs a variety of skill sets, enabling for more competitive work opportunities once released.

Majority of AIC's employed are in big six facilities.

Are looking to establish a transition facility outside the fence where released offenders can come back to work for OCE

Portland and locations worldwide

Project Memo

Memo Date March 11, 2020
By DLR Group & CGL
Project **Oregon Department of Corrections
10-Year Strategic Facilities Master Plan**
Project # 74-20117-00
Subject **Department Operations & Understanding – Operations**



Architecture Planning Interiors

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Operations

Summary: The major needs for the system include additional space for mental health, geriatric and programs. There is a lack of staffing to meet current needs in all areas. Aging, undermaintained facilities complicate facility operations.

Major facility issues are poor boiler systems, roofs.

At OSP there are major roof and plumbing issues. Many of the existing plumbing systems are deteriorating to the point of having numerous pinhole leaks.

Have been able to make do with limited funding. For example, have an oven from the USS Oregon (military ship).

Most recently constructed facilities are reaching end-of-life for current systems. For example, Snake River was constructed 30 years ago and needs roofs and HVAC replacement.

Lack of consistent space for break areas for staff. All security staff get a 15-minute break at first half and second half of shift. Most also get a 30-minute lunch break. In many locations the break areas are a significant distance from work locations so is a limited ability to go to break area during these times.

How have you tried to implement Oregon Way & Norway Model?

- Created staff events
- Changing colors of break rooms
- Looking for better quality chairs
- Create decompression rooms for staff

These steps have been shown statistically in the system to improve staff conditions and offender supervision:

- Use of force has gone down
- Grievances have decreased
- Staff injuries have decreased

Additional needs for staff:

- Access to natural light. Many of the facilities and work locations are dark and have little or no access to natural light.
- Improved color and access to plants
- Improved acoustics

Most facilities have separate staff dining areas.

Have established mothering/lactation rooms in all facilities

Risk/Needs Assessment

- Complete Risk Needs Assessments at Intake
- Don't have enough beds in system to meet demand for treatment, education, etc.

Portland and locations worldwide

Have high turnover at facilities in the valley due to a number of factors including local competition from counties that pay a higher wage.

Major needs:

- More funding and more staff. Haven't had staffing study since 2013.
- Lack of space for transport. Have centralized transportation unit with 2 additional regional transport locations. There is a lack of space for transport.
- Hospital watches are increasing with aging population placing increased demands on staffing needs and increasing overtime expenses.
- Geriatric Unit – Currently house in Unit 14 and have 38 beds for AIC's needing walkers, etc. Recent study showed need for 155 beds for this population.

Most effective programming:

- Apprenticeships in painting HVAC, carpentry, welding, electrical, etc.
- Education – provided through contracts with community colleges.
- Dialectical Behavioral Therapy (DBT)

There are nearly 500 AIC's assigned to fire crews.

Other needs:

- Visiting space is available I all facilities, but many are multipurpose such as also being the dining room. This isn't conducive to visits and limits time visiting can occur.
- Parking space is a serious issue at many facilities.

Preferred Housing Styles

- Minimum Security – Dormitory
- Medium – cells that are doubled
- Close/Max – are single cells with some that are doubled.



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Project Memo

Memo Date	March 11, 2020
By	DLR Group & CGL
Project	Oregon Department of Corrections 10-Year Strategic Facilities Master Plan
Project #	74-20117-00
Subject	Department Operations & Understanding – The Oregon Way

The Oregon Way

Summary: In effort to improve staff outcomes, ODOC has developed the Oregon Way. The Oregon Way is adopted from the Norway model of corrections, focusing on employee wellness, work satisfaction, healthier work environments, better outcomes for AICs, fewer people in special housing, shorter lengths of stay, reducing recidivism and reducing future victims.

The ability to implement dynamic security and tenets of the Oregon Way/Norway Model are hindered by the existing facility physical plants. Facilities have made minor renovations to specific rooms in an effort to improve workspace environment for staff and AICs. However, the lack of appropriate space effects their ability to more fully achieve these goals.

Additionally, the last staffing analysis was conducted in 2013 and the shift relief factor in use is 1.72. In the last decade, increased expectations and litigation have amplified the demands placed on correctional staff. Additionally, most jurisdictions have experienced increased leave time usage and the expansion of off-post training that takes staff away from their duty post. The ODOC should have a current staffing study conducted that takes into consideration the Norway/Oregon Way goals and that includes the development of a current relief factor based on actual leave usage patterns in the agency.

ODOC has implemented the following:

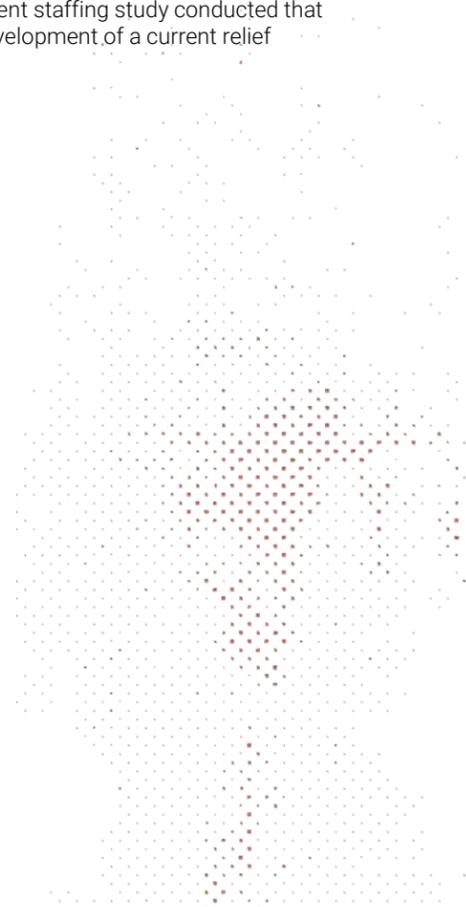
- Enhanced day rooms – improved these spaces
- Efforts to beautify workplace

Needs:

- More programs space
- Recreation space
- More staff

Note:

*Hospital watches are increasing thus placing greater demands on current staff.
 Shift Relief factor – 1.72.
 Last Staffing Analysis conducted in 3*



Project Memo

Memo Date | March 13, 2020
By | DLR Group & CGL
Project | **Oregon Department of Corrections
10-Year Strategic Facilities Master Plan**
Project # | 74-20117-00
Subject | **Department Operations & Understanding – Human Resources**



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Human Resources

Summary: The major needs for the system include locating payroll staff with all HR managers on sites to create a 360° service, consolidating headquarters staff in Salem, fixing sewage and storage issues at the range, and providing a training center. Also, what should HR be called in the future?

How have you tried to implement Oregon Way & Norway Model?

- Responsible for the human resources but Wellness is managed under Correctional Services
- Implementing Oregon Way information into training

Additional needs for HR staff:

- Central office staff need to be co-located in Salem
- Technology needs need to be met in terms of wifi, computers, and video conferencing capabilities at all locations.

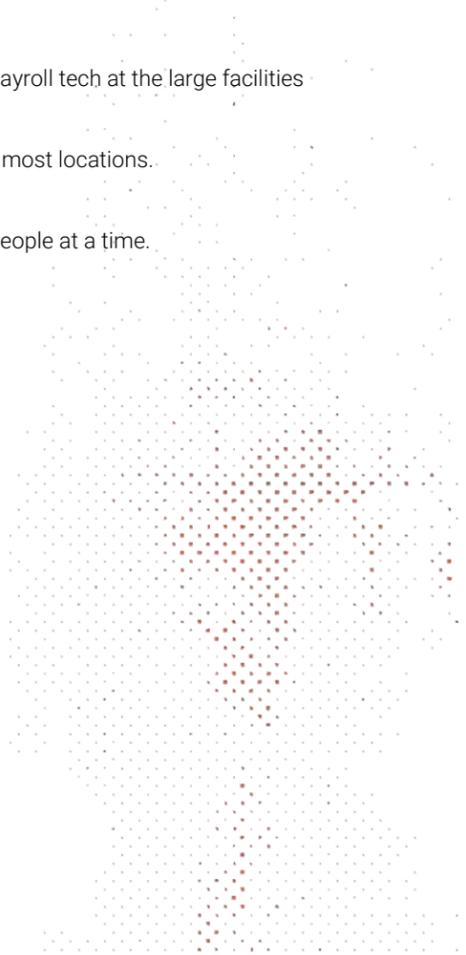
Other considerations

- Could deploy HR staff as a hub and spoke system with an HR manager and payroll tech at the large facilities who can serve the local smaller facilities or
- HQ could be the hub for the smaller facilities.
- However, the best 360° service for staff is local HR representatives on-site at most locations.

Interim Training Plan

- Convert OSPM space to a training and recruitment center. Ability to train 40 people at a time.

Portland and locations worldwide



Oregon Department of Corrections 10-Year Strategic Plan

Executive Team Work Session



March 16, 2020



Agenda

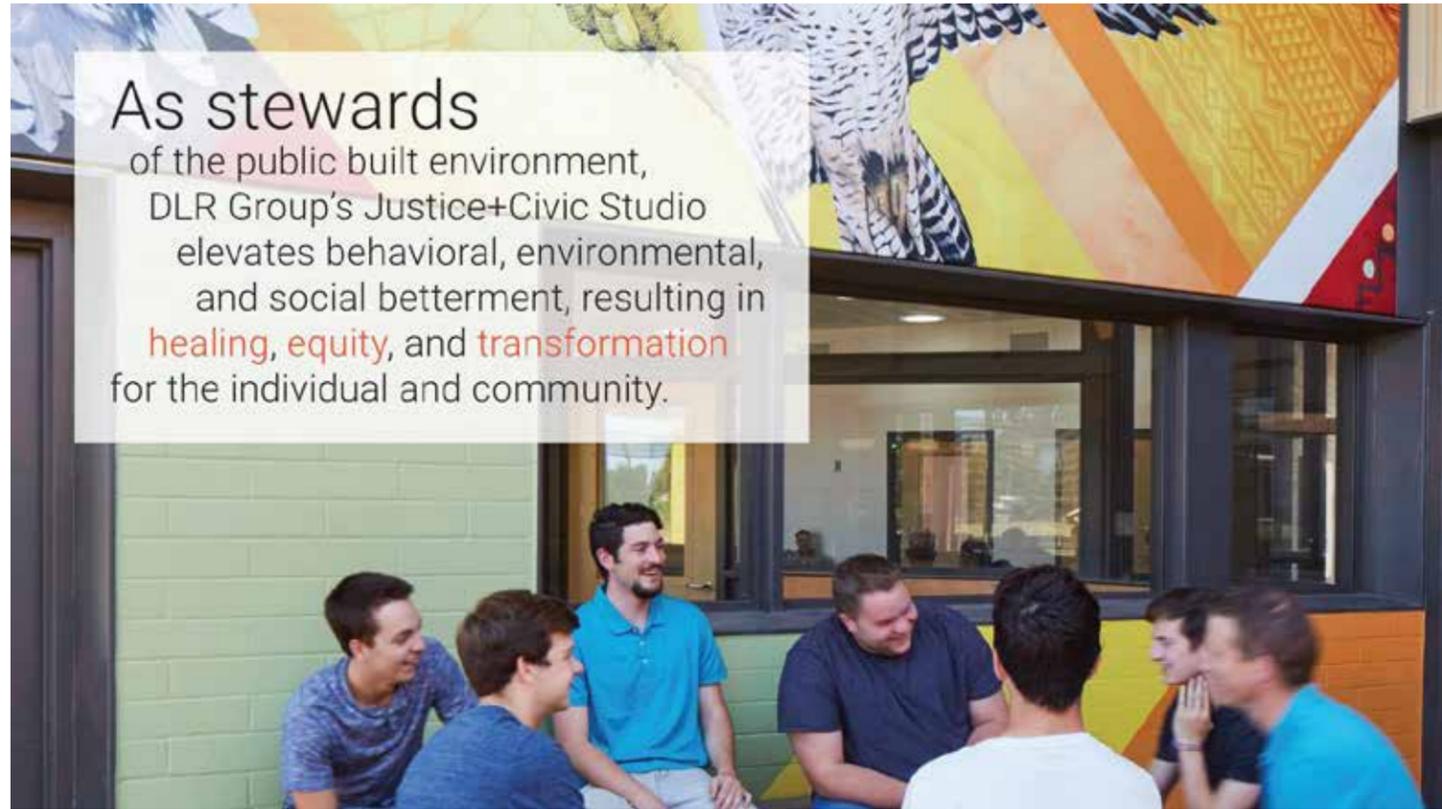
11:45 AM to 1:15PM

1. **20 min:** Feedback on data gathering and listening sessions. (Need Approval Today)
 - a. **5 min:** Review Executive Summary and major needs
 - b. **10 min:** Feedback and refinement by ODOC
 - c. **5 min:** Outcome – What does it mean? Set Master Plan Priorities and Aspirational Goals
2. **15 min:** Benchmarking Process (Need Approval Today)
 - a. **5 min:** What is benchmarking
 - i. What spaces are in each category - granularity
 - b. **5 min:** Example for review – Coffee Creek
 - i. How spaces are diagrammed
 - ii. How spaces are measured / output
 - c. **5 min:** Draft assessment per Benchmarks
 - i. Benchmark resources and data
 - ii. Applying the criteria to ODOC – Coffee Creek Draft Example
3. **35 min:** Priorities for ODOC
 - a. Aspirational Goals vs Norway Model vs Benchmarks Discussion
 - b. Priority Exercise – By Institutions and Space Needs (Need Approval Today)
4. **5 min:** Wrap Up / Look Ahead Next Meeting (March 31)
 - a. Review Benchmarking for all Institutions
 - b. Population needs analysis and conclusions / directions
 - c. Input / Discussion on Master Plan Directions
 - d. Revisit and Confirm Priority Matrix

10-Year Strategic Plan | Oregon Department of Corrections



DLR Group's Ethos



Executive Summary & Major Needs

Executive Summary

- Interviewed 12 groups
- Prevalent discussions
 - Need more space (for programming/recreation specifically)
 - Need to increase staffing levels
 - Need technology

Major Needs

- Consolidated Medical, Behavioral Health, and Geriatric Facility
- Expansion of Minimum-Security Capacity
- Expansion of Program Spaces
- Address Deferred Maintenance

Aspirational goals (The Oregon Way)

- Staff Wellness
- Dynamic Security
- Normalization

Benchmarking: What is it?

Overview

- Component based planning
- Selecting 'ideal' exemplar(s)
- How to judge existing facilities
 - Objective (does the facility meet the SF and functional requirements)
 - Operational (does the facility have the look, feel and operational configuration)

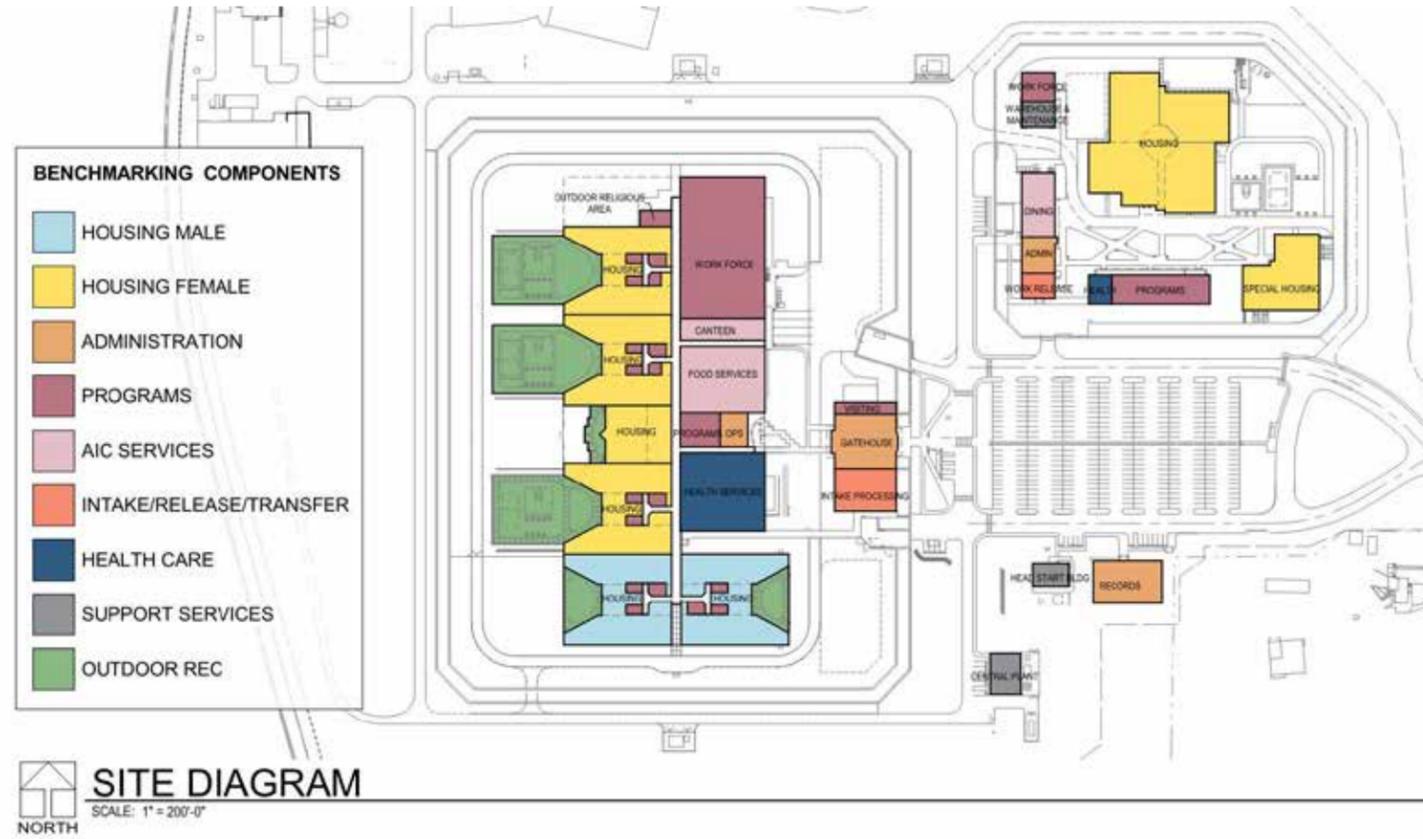
Space Breakdown

- By similar functions and/or typical user
- Currently have 8 categories

Benchmarking: Components

- 1. Male Housing**
 - a. Sleeping Rooms or Areas
 - b. Dayrooms
 - c. Program Space on Housing Units (Multi-Purpose Room)
 - d. Medical On Housing Units (Exam Rooms, Pill Pass)
 - e. Housing Unit Control Rooms or Officer Stations
- 2. Female Housing**
 - a. Sleeping Rooms or Areas
 - b. Dayrooms
 - c. Program Space on Housing Units (Multi-Purpose Room)
 - d. Medical On Housing Units (Exam Rooms, Pill Pass)
 - e. Housing Unit Control Rooms or Officer Stations
- 3. Administration**
 - a. Public Access to Visiting
 - b. Staff Entry
 - c. Outside Administration
 - d. Intelligence & Investigation
 - e. CRT/ERT Assembly Area/Staff Lockers
 - f. Records Office
 - g. Administration Support Areas
 - h. Staff Services/Training
 - i. Institutional Operations
- 4. Programs**
 - a. Visiting
 - b. Education
 - c. Wellness/Fitness/Gym
 - d. Vocational Education
 - e. Religious Programs
 - f. Library
 - g. Correctional Industries
- 5. Services**
 - a. Receiving/Release & Property Storage
 - b. Food Service
 - c. Staff Dining Area
 - d. Hearings/Court/Parole Board/Probations
 - e. Canteen/Commissary
 - f. Mail
 - g. Laundry
 - h. Reception Center Processing
- 6. Intake/Release/Transfer**
- 7. Health Services**
 - a. Health Care Administration
 - b. Outpatient Clinic/Dental/Pharmacy
 - c. Psychology Services
 - d. Infirmary
 - e. Physical Medicine & Rehab
 - f. Diagnostic & Procedures
 - g. Specimen Collection & Processing
 - h. Dialysis Clinic
 - i. Central Services
 - j. Central Health Records
- 8. Support Services**
 - a. Warehouse
 - b. Healthcare Warehouse
 - c. Industries Warehouse
 - d. Maintenance Shops
 - e. Haz Materials Storage
 - f. Central Plant
 - g. Vehicle Maintenance
 - h. Service Yard Station
 - i. Work Crew Change/Check
 - j. Vehicle S/P Tower

Benchmarking: How Space are Diagrammed & Measured



Benchmarking: Resources and Data

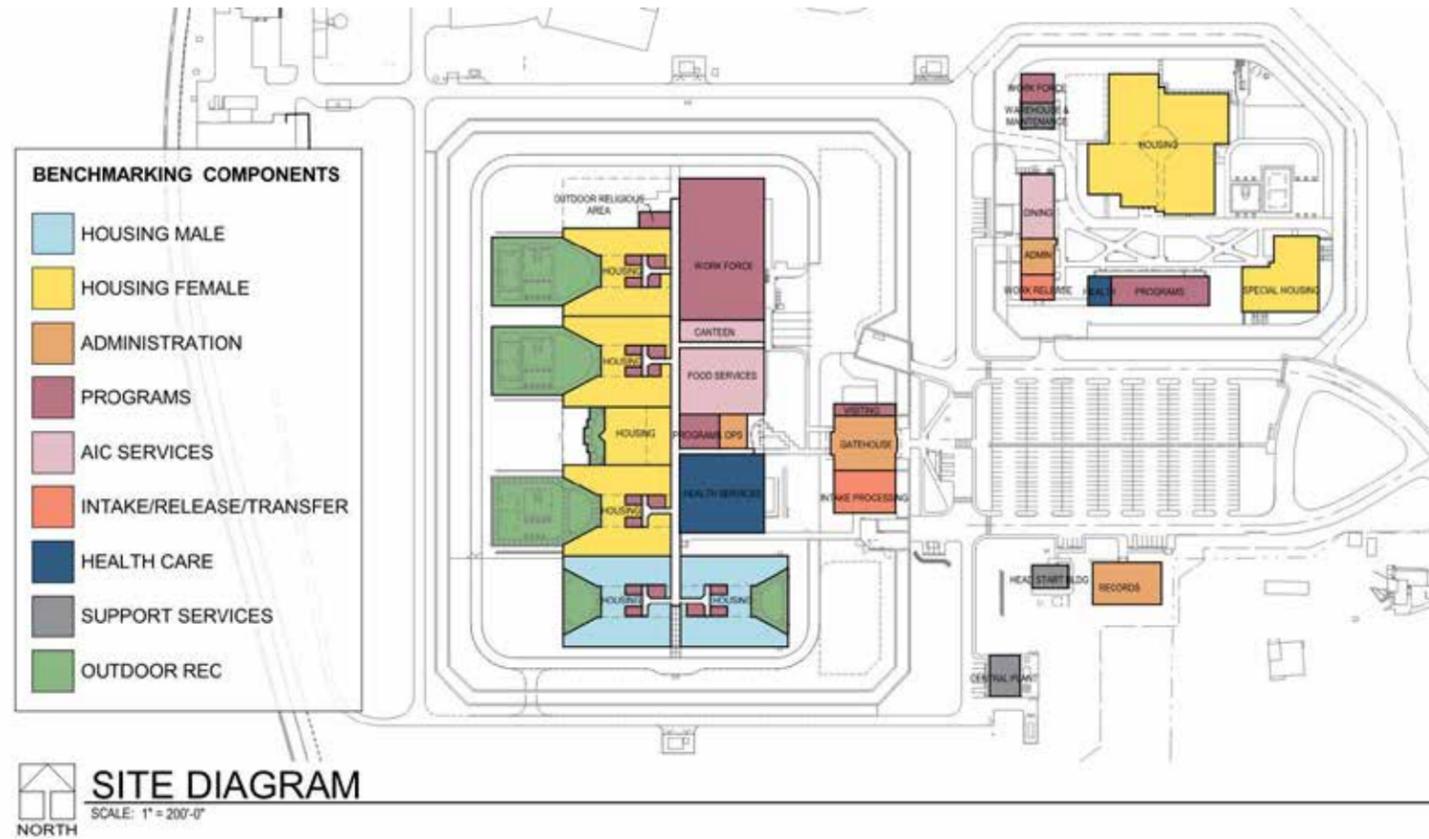
Space Needs Per AIC (Typical)		Typical	
Component	Benchmark	Required GSF	
1 Male Housing	65.4%	233	
2 Female Housing	-	-	
3 Administration	5.0%	17	
4 Programs	7.2%	25	
5 Services	5.0%	17	
6 Intake/Rel/Trans	3.1%	11	
7 Health Care	3.3%	12	
8 Support Services	11.0%	38	
Total		100.0%	353

Space Needs Per AIC (Typical)		Typical	
Component	Benchmark	Required GSF	
1 Male Housing	51.0%	192	
2 Female Housing	10.5%	39	
3 Administration	5.0%	19	
4 Programs	9.0%	34	
5 Services	4.0%	15	
6 Intake/Rel/Trans	5.7%	22	
7 Health Care	4.5%	17	
8 Support Services	10.0%	38	
Total		100.0%	376

Space Needs Per AIC (Typical)		Typical	
Component	Benchmark	Required GSF	
1 Male Housing	-	-	
2 Female Housing	54.5%	214	
3 Administration	7.0%	28	
4 Programs	10.3%	40	
5 Services	7.3%	28	
6 Intake/Rel/Trans	5.2%	20	
7 Health Care	8.0%	32	
8 Support Services	7.7%	30	
Total		100.0%	392

Space Needs Per AIC (Typical)		Typical	
Component	Benchmark	Required GSF	
1/2 Housing	68.0%	786	
3 Administration	3.0%	35	
4 Programs	8.0%	92	
5 Services	6.0%	69	
6 Intake/Rel/Trans	2.0%	23	
7 Health Care	6.0%	69	
8 Support Services	7.0%	81	
Total		100.0%	1,155

Benchmarking: Coffee Creek Correctional Facility



Benchmarking: Coffee Creek Correctional Facility

Component	US Benchmark	CCCF Actual	Actual GSF/AIC
1 Male Housing	51.0%	12%	97
2 Female Housing	10.5%	34%	183
3 Administration	5.0%	8%	25
4 Programs	9.0%	14%	45
5 Services	4.0%	6%	20
6 Intake/Release/Transfer	5.7%	2%	7
7 Health Care	4.5%	5%	15
8 Support Services	10.0%	2%	6
9 Outdoor Recreation	-	16%	52
Total	100.0%	100%	450

Priorities for ODOC

Aspirational Goals

- Staff Wellness
- Dynamic Security
- Normalization
- Others?

Norway Model

- Only 6% of Norway's beds are at Halden
- Halden is 1,153 Square Feet per AIC vs ODOC

Benchmarking

- Appropriateness of categories
- Priorities for each location (next page)

How is The Oregon Way reflected in an institution?

Priorities: Next 10 Years

		NEWHQ	CDC	CCCF	CRCI	DRCI	EOCI	MCCF	OSCI	OSP	OSPM	PRCF	SCCI	SCI	SFFC	SRCI	TRCI	WCCF	NEW?
1	MALE HOUSING			2				3					3	3					1
2	FEMALE HOUSING			1				3					3	3					1
3	ADMINISTRATION	1						3					3	3					1
4	PROGRAMS			1	1	1	1	3	1	1	1	1	3	3	1	1	1	1	1
5	AIC SERVICES							3					3	3					1
6	INTAKE / RELEASE / XFER							3					3	3					1
7	HEALTH / BH / DENTAL			1	1	1	1	3	1	1	1	1	3	3	1	1	1	1	1
8	SUPPORT SERVICES							3					3	3					1
9	OUTDOOR REC			1				3					3	3					1

1. Critical to solve or Priority to solve in first phase of the 10 year plan (Phase 1)
2. Need the path defined to solve during next 10 years (Future Phases – Master Plan Scope)
3. Don't need to solve or not critical to solve over next 10 years

Next Steps

In 2 weeks (March 30):

- Review Benchmarking for all Institutions
- Population needs analysis and conclusions / directions
- Input / Discussion on Master Plan Directions
- Revisit and Confirm Priority Matrix

Oregon Department of Corrections 10-Year Strategic Plan

Executive Team Work Session

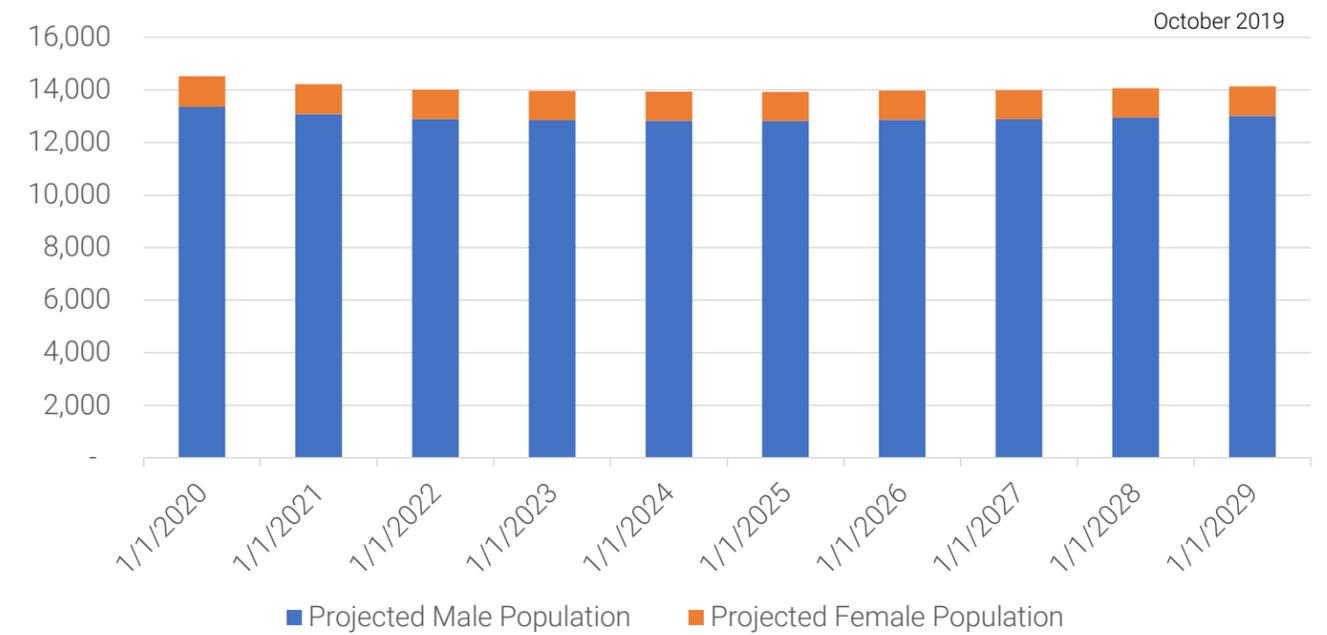


Agenda

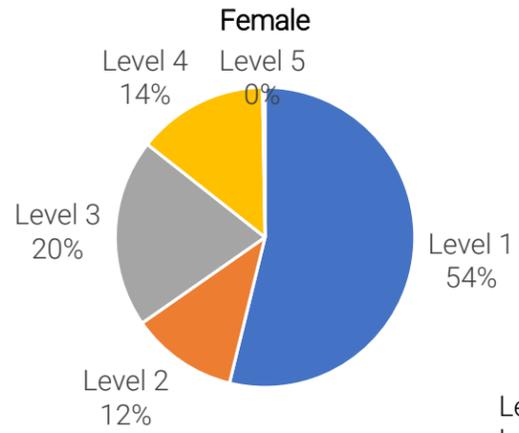
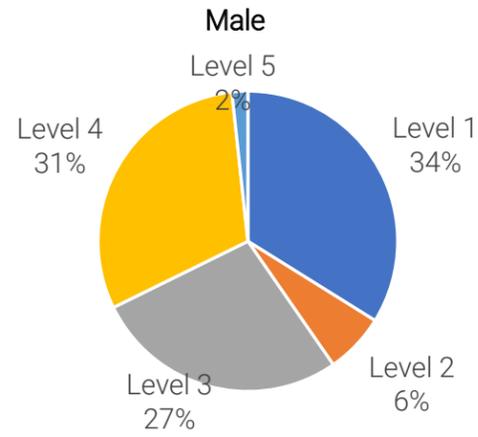
10:00 AM to 11:30AM

1. **20 min:** Review Population Needs Analysis
 - a) 5 min: Analysis of 10 year projections, custody levels and special needs
 - b) 10 min: Existing Program Gaps – Needs vs Capacity
 - c) 5 min: New classification process / data
2. **20 min:** Review Benchmarking
 - a) 5 min: Overview – Highlights for Institutions
 - b) 5 min: Overview – Highlights by Category of Space
 - c) 10 min: Implications of Halden Criteria
 - i. Long Term Path
 - ii. 10Yr Target
3. **45 min:** Discuss Master Plan Directions and Priority Matrix
 - a) Review Priority Exercise – By Institutions and Space Needs
4. **5 min:** Wrap Up / Look Ahead Next Meetings
 - a) April 6: Review Draft Master Plan Recommendations / Options
 - b) April 14: Review Draft Budgets and Draft Master Plan Recommendations
 - c) April 27: Review Draft Report

AIC Population Projections

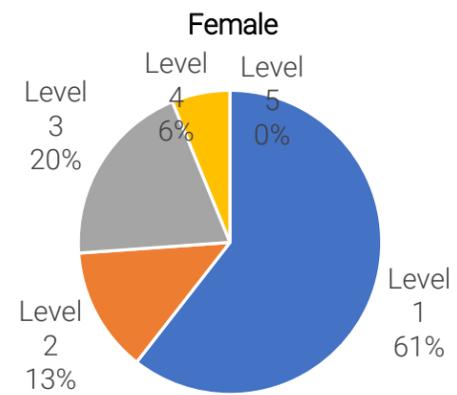
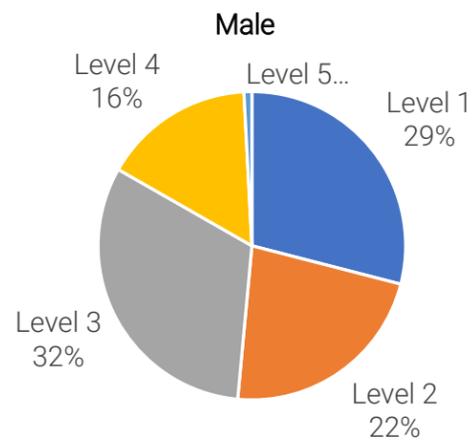


Current Classification Profile



Level 1 – Minimum
 Level 2 – Minimum
 Level 3 – Medium
 Level 4 – Medium
 Level 5 – Close

Projected Classification Profile



Current System Capacity

	Minimum GP	Medium GP	Other	Total
Coffee Creek	533	452	720	1,705
Columbia River	469		124	593
Deer Ridge	843		143	986
Eastern Oregon		1,533	233	1,766
Mill Creek	290			290
Oregon State CI	702		238	940
Oregon State Pen		1,742	382	2,124
Powder River	230		136	366
Santiam	480			480
Shutter Creek	296		6	302
Snake River	194	2,404	543	3,141
South Fork	200		4	204
Two Rivers	128	1,412	459	1,999
Warner Creek	490		6	496
TOTAL	4,855	7,543	2,994	15,392

Projected Capacity Need by Classification

Male				Female			
	Current General Pop Capacity	Projected Population	Difference		Current General Pop Capacity	Projected Population	Difference
Minimum-Level 1/2	4,322	7,277	(2,955)	Minimum-Level 1/2	533	830	(297)
Medium-Level 3/4	7,091	6,743	348	Medium-Level 3/4	452	293	159

Program and Services Gaps

- Goal – Inform master plan by identifying where gaps exist between need for programs/services and ODOC capacity.
- Stakeholder interviews identified additional space as a major agency need.
- Underlying understanding:
 - AIC populations have significant need for treatment and programs
 - Gaps in demand and supply for programs/treatment is not uncommon in correctional systems
 - Often a function of both lack of space and lack of funds/resources
 - Ballot measure 17 requires AICs work or be involved in education programs

Program and Capacity Gaps

Multiple sources of information were used to identify program gaps:

- 2018 George Mason University Study “Risk-Need-Responsivity in Oregon”. Focused on substance abuse, criminal thinking, self-improvement treatment.
- ODOC Education Enrollment by USL Intervention report February 28, 2020. Identifies enrollment in ESL, ABE, GED
- July 2019 summary of work-based education, training and college enrollment
- Oregon Correctional Enterprises – number of AIC assignments March 2020
- ODOC Inmate Population Profile for 03/01/2020

Program and Capacity Gaps

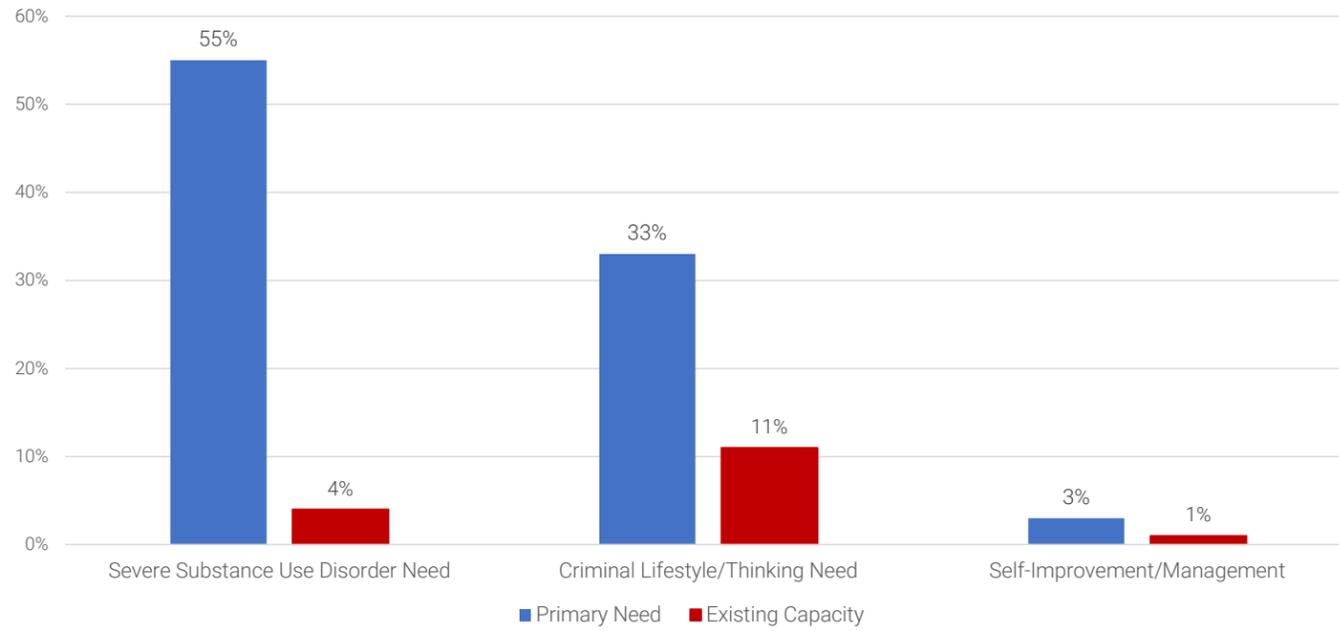
George Mason University Report Findings:

Need Description Category	Percent with Need	Percent Identifying Category as their Primary Need	ODOC Program Capacity*	Capacity Gap (compared to Primary Need)
Interventions that address Severe Substance Use Disorders	55%	55%	4%	-51%
Interventions that Address Criminal Cognitions/Lifestyle	87%	33%	11%	-22%
Self-Improvement/Self-Management Need	71%	3%	1%	-2%

* Program Capacity calculated as program slots as % of ODOC Capacity

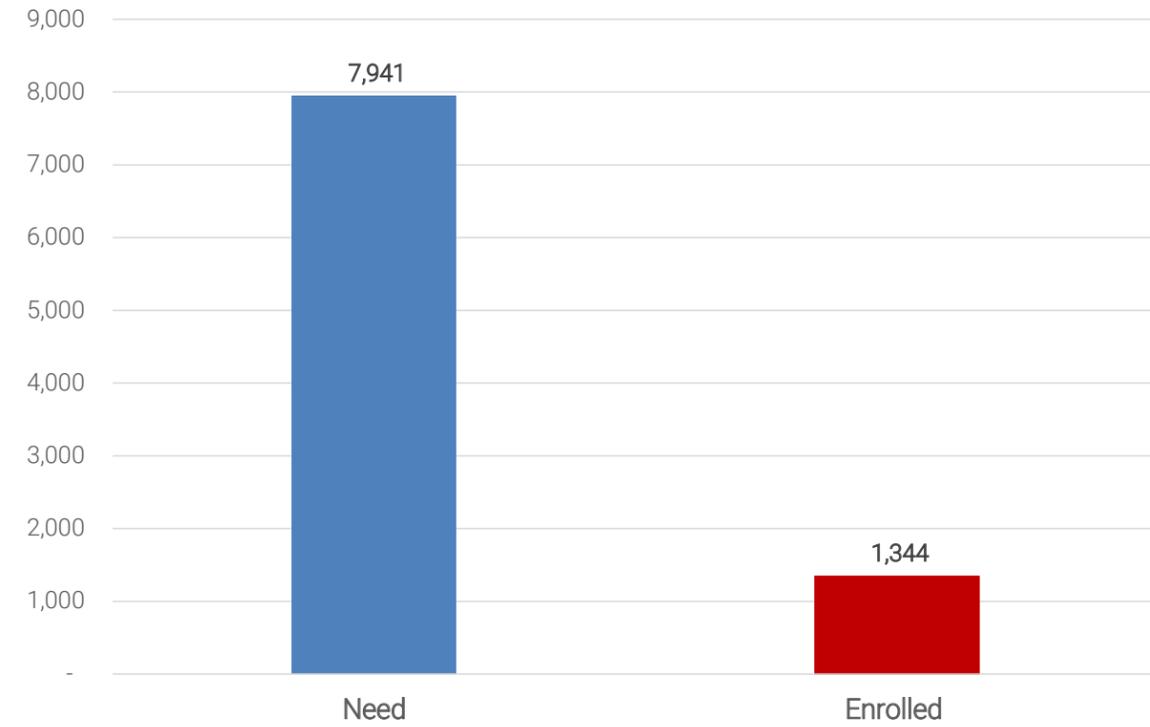
Program and Capacity Gaps

George Mason Report:



Program and Capacity Gaps – Basic Education

ODOC Education by UWL Intervention/Need (ESL, ABE, GED).



Source: Education Enrollment by USL Intervention report February 28, 2020

Program and Capacity Gaps – Work-Based Education (WBE), Training, College

Available slots/assignments:

Education Need	Available Slots	Percent of Total Population
WBE/Training/College	621	4.3%
OCE Assignments	1,450	10.0%

Summary of Program Reach

Treatment/Education/Training/OCE have ability to engage nearly 40% of AIC Population:

Education Need	Program Capacity as Percent of Total Population
Severe Substance Interventions	4%
Criminal Lifestyle/Thinking Programs	11%
Self-Improvement/Management Programs	1%
Basic Education	9%
WBE/Training/College	4%
OCE Assignments	10%
TOTAL EDUCATION/OCE	39%

Mental Health Needs

Mental Health Need	Program Capacity as Percent of Total Population	Percent of Total Population
Highest Treatment Need	1,134	7.9%
Severe Mental Health Problems	2,397	16.6%
Moderate Treatment Needs	1,638	11.3%
Would Benefit from Treatment	3,227	22.4%
No Need/No Reported Need	6,037	41.8%

Source: ODOC Inmate Population Profile for 03/01/2020

Mental Health – Beds in System

Bed Type	# of Bed
Mental Health Infirmery	133
Emergency MHU	8
Mental Health Unit	569
Day Treatment Unit	43
Behavioral Health Unit	49
Intermediate Care Housing	40
TOTAL	842

Existing Beds Compared to Potential Needs:

Total Beds	# of AICs with Highest Treatment Needs	# of AICs with Severe Mental Health Problems
842	1,134	2,397

Health Care and Geriatric Beds

Currently in System:

- 86 Infirmiry Beds
- 61 Geriatric/Mobility Impaired Beds

Estimated Needs:

- Projections indicated **10%** of population will be over 60 years of age. Currently Geriatric beds represent **0.4%** of system capacity.
- Best practices normally dictate infirmiry beds should represent **2%** of overall system capacity. Currently infirmiry beds represent **0.65%** of system capacity.

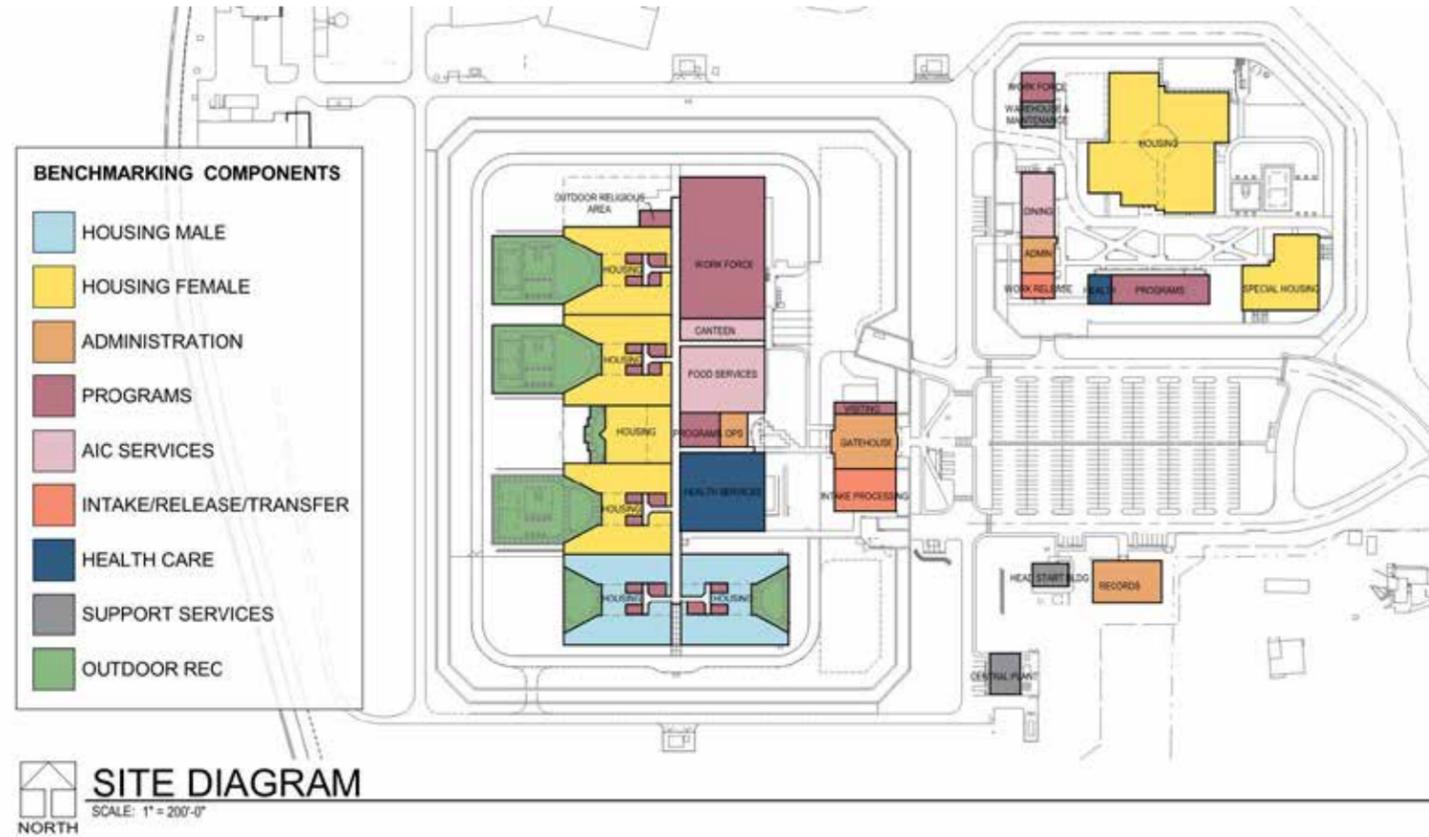
Benchmarking Example

Coffee Creek

Total Facility Beds **1,705**

Component	Benchmark	Space Needs	BGSF Needs	Existing Spaces	Required GSF
Building Gross SF	358.0	610,390			
1 Male Housing	10.5%	64,091	-	62,972	(1,119)
2 Female Housing	51.0%	311,299	-	174,886	(136,413)
3 Administration	5.0%	30,520	-	40,615	10,096
4 Programs	9.0%	54,935	-	71,715	16,780
5 Services	4.0%	24,416	-	32,009	7,593
6 Intake/Release/Trans	5.7%	34,792	-	11,705	(23,087)
7 Health Care	4.5%	27,468	-	11,705	(15,763)
8 Support Services	10.0%	61,039	-	9,948	(51,091)
Totals	100%	608,559	-	415,555	(193,004)
9 Outdoor Recreation		85,250		83,083	(2,167)

Benchmarking - Coffee Creek



Benchmarking Against US Major Institutions

4 Major Institutions (Male)

Actual SF/Bed

Total System Beds 9,030 *272.43*

Component	Benchmark	Space Needs	BGSF Needs	Existing Spaces	Required GSF
Building Gross SF	329.6	2,976,288			
1 Male Housing	65.4%	1,946,492	-	1,163,409	(783,083)
2 Female Housing	0.0%	-	-	0	0
3 Administration	5.0%	148,814	-	161,753	12,939
4 Programs	7.0%	208,340	-	502,466	294,126
5 Services	5.0%	148,814	-	264,973	116,159
6 Intake/Release/Trans	3.1%	92,265	-	3,590	(88,675)
7 Health Care	3.3%	98,218	-	76,391	(21,827)
8 Support Services	10.7%	318,463	-	287,444	(31,019)
Totals	100%	2,961,407	-	2,460,026	(501,381)
9 Outdoor Recreation		451,500		142,008	(309,492)

Major Institutions

Two Rivers

Snake River

OSP

EOCI

(CCCF is unique and treated separately)

Benchmarking Against US Major Institutions

4 Major Institutions (Male)

Component		
1	Male Housing	-40.23%
2	Female Housing	
3	Administration	8.69%
4	Programs	141.18%
5	Services	78.06%
6	Intake/Release/Transfer	-96.11%
7	Health Care	-22.22%
8	Support Services	-9.74%
Totals		-16.93%
9	Outdoor Recreation	-68.55%

Benchmarking Against US Major Institutions

Coffee Creek

Actual SF/Bed

Total Facility Beds

1,705

243.73

Component		Bench- mark	Space Needs	BGSF Needs	Existing Spaces	Required GSF
Building Gross SF		358.0	610,390			
1	Male Housing	10.5%	64,091	-	62,972	(1,119)
2	Female Housing	51.0%	311,299	-	174,886	(136,413)
3	Administration	5.0%	30,520	-	40,615	10,096
4	Programs	9.0%	54,935	-	71,715	16,780
5	Services	4.0%	24,416	-	32,009	7,593
6	Intake/Release/Trans	5.7%	34,792	-	11,705	(23,087)
7	Health Care	4.5%	27,468	-	11,705	(15,763)
8	Support Services	10.0%	61,039	-	9,948	(51,091)
Totals		100%	608,559	-	415,555	(193,004)
9	Outdoor Recreation		85,250		83,083	(2,167)

Benchmarking Against US Major Institutions

Coffee Creek

Component		
1	Male Housing	-1.75%
2	Female Housing	-43.82%
3	Administration	33.08%
4	Programs	30.54%
5	Services	31.10%
6	Intake/Release/Transfer	-66.36%
7	Health Care	-57.39%
8	Support Services	-83.70%
Totals		-31.71%
9	Outdoor Recreation	-2.54%

Benchmarking Against US Major Institutions

Total System *Actual SF/Bed*
 Total System Beds 15,392 *286.23*

Component	Bench- mark	Space Needs	BGSF Needs	Existing Spaces	Required GSF
Building Gross SF		342.2	5,266,373		
1	Male Housing	51.0%	2,685,850	-	1,819,576 (866,274)
2	Female Housing	10.5%	552,969	-	174,886 (378,083)
3	Administration	5.0%	263,319	-	405,919 142,600
4	Programs	9.0%	473,974	-	709,227 235,253
5	Services	4.0%	210,655	-	462,506 251,851
6	Intake/Release/Trans	5.7%	300,183	-	33,287 (266,896)
7	Health Care	4.5%	236,987	-	142,247 (94,740)
8	Support Services	10.0%	526,637	-	657,994 131,357
Totals		100%	5,250,574	-	4,405,642 (844,932)
9	Outdoor Recreation		769,600		2,170,940 1,401,340

Benchmarking Against US Major Institutions

Total System

Component		
Building Gross SF		
1	Male Housing	-32.25%
2	Female Housing	-68.37%
3	Administration	54.16%
4	Programs	49.63%
5	Services	119.56%
6	Intake/Release/Transfer	-88.91%
7	Health Care	-39.98%
8	Support Services	24.94%
Totals		-16.09%
9	Outdoor Recreation	182.09%

Master Plan Direction

- *Square footage shortfall in housing.*

Male Housing	51.0%	2,685,850	-	1,819,576	(866,274)
Female Housing	10.5%	552,969	-	174,886	(378,083)

- *Medical, Mental Health, and Geriatric housing needs*

Total Beds	# of AICs with Highest Treatment Needs	# of AICs with Severe Mental Health Problems
842	1,134	2,397

- *Qualitative need for program/recreation space*
 - *From interviews*
- *How to mitigate the minimum AICs who are in medium custody because they want to keep their program assignments?*
 - *1,400 minimum AICs live in medium facilities.*
- *Halden model – approach over time*
- *What facilities to close?*

Master Plan Directions and Priority Matrix

	NEW HQ	CDC	CCCF	CRCI	DRCI	EOCI	MCCF	OSP	OSPM	PRCF	SCCI	SCI	SFFC	SRCI	TRCI	WCCF	NEW?	
MALE HOUSING			2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1
FEMALE HOUSING			1															1
ADMINISTRATION	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1
STAFF WELLNESS	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
PROGRAMS			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
AIC SERVICES			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
INTAKE / RELEASE / XFER			2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1
HEALTH CARE			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
SUPPORT SERVICES		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1
OUTDOOR REC			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

1. Critical to solve or Priority to solve in first phase of the 10 year plan (Phase 1)
2. Need the path defined to solve during next 10 years (Future Phases – Master Plan Scope)
3. Don't need to solve or not critical to solve over next 10 years

Next Steps

- April 6
 - Review Draft Master Plan Recommendations/Options
- April 14
 - Review Draft Budgets and Draft Master Plan Recommendations
- April 27
 - Review Draft Report

Meeting Minutes

Meeting Date	April 6, 2020, 11:30 AM – 1:00 PM
Attendees	ODOC – Executive Team DLR Group CGL
By	DLR Group
Location	Virtual Meeting, Via Skype
Project	ODOC – 10 Year Master Plan
Project #	74-20117-00
Discussion	Executive Team Planning Session #3



Master Plan Direction & Priority Matrix

- ODOC Master Plan Component Review
 - Identified deferred maintenance is roughly 850 million based on the available information
 - Phase 1 of master plan will identify critical needs
 - Master plan will chart steps needed moving forward
 - Recommendations in a prioritized manner.
 - Added component: Transport outpost at OSP, relocated to CDC or new HQ building.
 - Master plan will be costed in 2023 dollars

Upcoming deadlines:

~~April 6: Review Draft Master Plan Recommendations/Options~~

April 14: Review Draft Budgets and Draft Master Plan Recommendations

April 27: Review Draft Report

Review of New Medical/Mental Health/Geriatric Facility, Attendant Support and Pilot Study

- New Medical/Mental Health/Geriatric Facility
 - A new medical/mental health/geriatric facility is critical to meet the current and future needs of ODOC. The team is recommending a new or addition to existing facility that adds a medical/mental health/geriatric based on benchmarking for national best practices in both corrections and medical facilities – not utilizing a Halden model facility.
 - The recommended facility would include a 300-bed facility in Phase 1 and the master plan full build out is 600 beds. 85 beds in each department, growing to 170 at the full build out for males and a smaller until for females of 15 in each department growing to 30 at full build out.
- Attendant Support
 - AIC support would be provided to the medical facility, could be a sub-campus to the new medical facility or a renovated existing facility. AIC support
- Pilot Study
 - In order to implement the “Oregon Way Model” system wide, the design team is recommending creating a facility to deploy a pilot study. Utilizing the criteria of Halden as the basis in the model will allow ODOC to collect the necessary data to demonstrate the validity and efficacy of the program.

Review Education, Mental Health, Recreation Square Footage/Interim Step

- Based on benchmarking the team has determined the necessary square footage needed as a standard per 500/AICs.
 - In order to meet the standard, each facility will be compared and recommended a renovation/new square footage.
 - Each facility will need its own mental health component to meet the needs of the lower acuity populations that aren't housed at the new medical/MH facility.

Review of Deferred Maintenance/Potential Facility Closures

- Each facility's deferred maintenance has been indexed and compared against the value of the facility in order to examine the critical needs and paths.
- A physical investment is needed for nearly every facility, with the highest dollar needs being:
 - MCCF
 - OSCI
 - SCCI
 - OSP
 - WCCF



Agenda

9:00AM – 10:30AM

1. 20 min: Describe the Big Idea
2. 5 min: Master Plan Square Footages
3. 15 min: Santiam Adaptive Reuse
4. 10 min: Phase 1 Budget Potentials
 - Project Approach
 - Capital vs Operational
5. 30 min: Consensus of Master Plan Framework
6. 5 min: Wrap Up / Look Ahead Next Meetings
 - April 27: Review Draft Report

Big Idea

How to Meet Program Goals

- Focus new construction at one site for efficiency
- Provide support facilities for AICs and staff at most institutions

Design and Due Diligence

- Initially ask for due diligence and design funds

Deferred Maintenance

- Tread lightly with how you spend DM \$ at MCCF, SCCF, and OSCI.

Overall System Bed Numbers

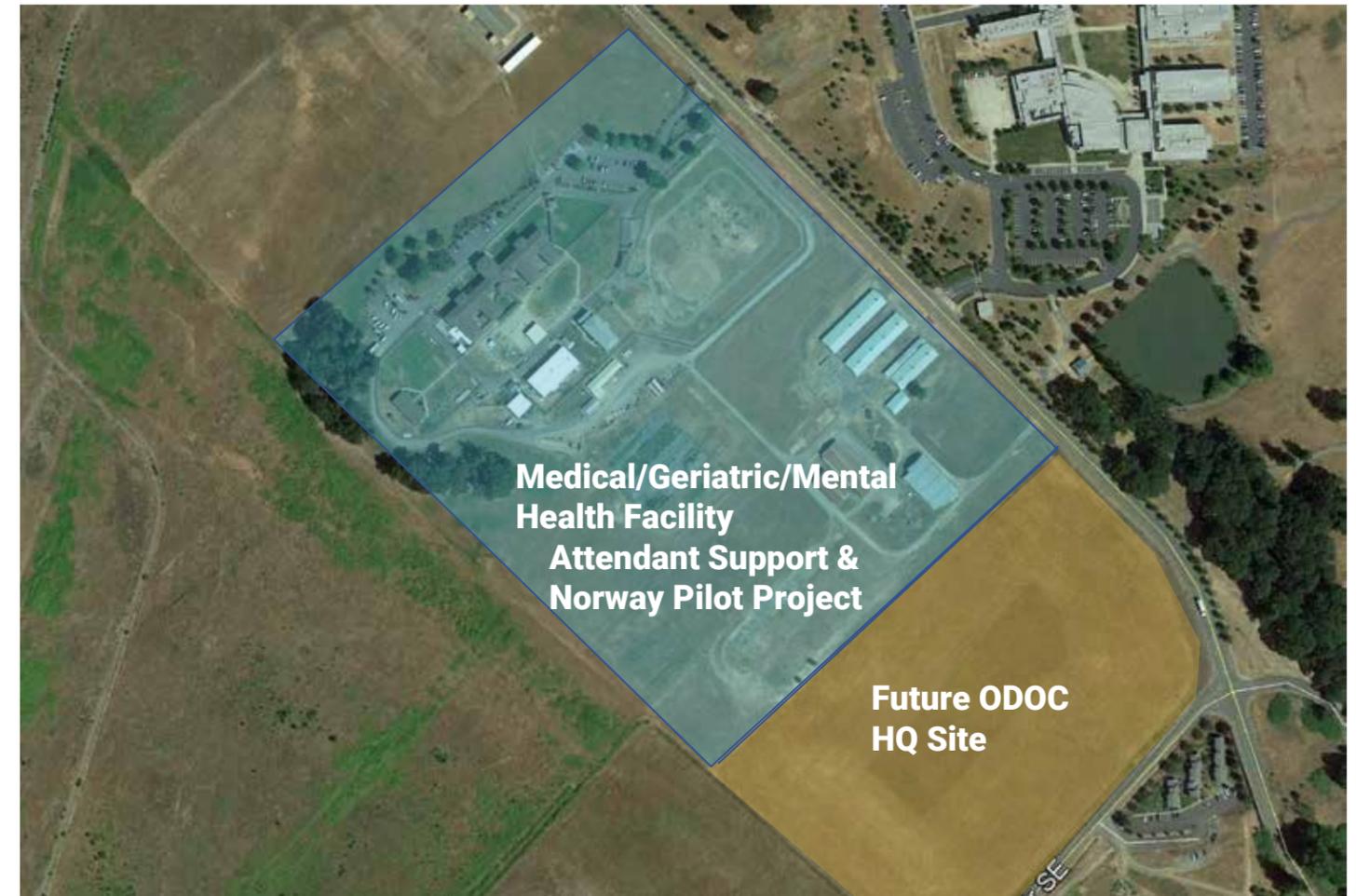
Big Idea– Where are the Beds

Current Projections	Male	Female	Total
2030 Projected Population	12,899	1,097	13,997
Current Budgeted Capacity	13,449	1,253	14,702
Emergency Beds	670	20	690
Deer Ridge Unbudgeted Capacity	963	-	963
Total Available Capacity	15,082	1,273	16,355
Projected Population as % of Current Capacity	85.5%	86.2%	85.6%
Master Plan Scenarios			
Close Emergency Beds	(670)	(20)	(690)
Add Med/Geriatric/Mental Health Facility	255	45	300
Adaptive Reuse SCI			
Med/Geriatric/MH Support	27	5	32
Halden Unit	54	10	64
SCI Bed Reduction	(344)		(344)
Adjusted Capacity	14,404	1,313	15,717
Projected Population as % of Adjusted Capacity	89.6%	83.5%	89.1%
Facility Closure Alternatives			
1) Close Mill Creek	(240)	-	(240)
Adjusted Capacity	14,164	1,313	15,477
Projected Population as % of Adjusted Capacity	91.1%	83.5%	90.4%
2) Close Shutter Creek	(302)	-	(302)
Adjusted Capacity	14,102	1,313	15,415
Projected Population as % of Adjusted Capacity	91.5%	83.5%	90.8%
3) Close Both Mill Creek & Shutter Creek	(542)	-	(542)
Adjusted Capacity	13,862	1,313	15,175
Projected Population as % of Adjusted Capacity	93.1%	83.5%	92.2%
4) Close OSCI	(888)	-	(886)
Adjusted Capacity	13,516	1,313	14,831
Projected Population as % of Adjusted Capacity	95.4%	83.5%	94.4%

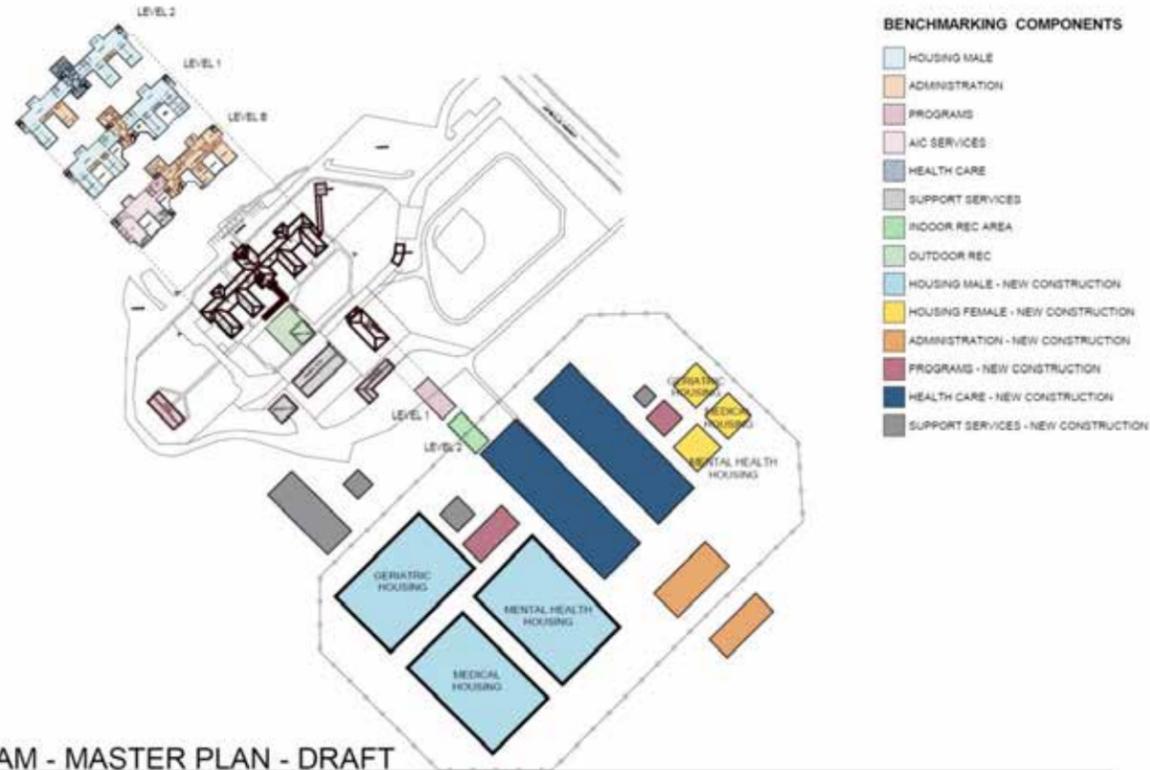
Master Plan – Square Footages

ODOC Master Plan Components			
Item	Total Space	New Space	Reno Space
New HQ Building (not including parking)	166,000	166,000	-
New Special Needs Facility (300 beds)	139,140	139,140	
SCI Support Campus with SNF (32 beds)	36,960		36,960
SCI Pilot Facility with SNF (64 beds)	73,920		73,920
Education/M.H./Recreation Space at OSP	66,390	50,780	15,610
Education/M.H./Recreation Space at SRCI	90,050	57,100	32,950
Education/M.H./Recreation Space at TRCI	67,800	53,600	14,200
Education/M.H./Recreation Space at CCCF	42,124	42,124	
Education/M.H./Recreation Space at EOCl	58,456	34,912	23,544
Education/M.H./Recreation Space at OSCl	28,162	15,324	12,838
Upgrade/Relocate OSP Clinic	23,102	23,102	
Upgrade Staff Amenities at OSP	5,000	5,000	
Upgrade Staff Amenities at SRCI	5,000	5,000	
Upgrade Staff Amenities at TRCI	5,000	5,000	
Upgrade Staff Amenities at CCCF	5,000	5,000	
Upgrade Staff Amenities at EOCl	5,000	5,000	
Upgrade Staff Amenities at OSCl	5,000	5,000	
Replace OSP (2,100 beds)	1,365,000	1,365,000	
Education/M.H./Recreation Space at Smaller Institutions	112,012	112,012	
Upgrade Staff Amenities at Smaller Institutions	35,000	35,000	

Master Plan – Medical/Geriatric/Mental Health Facility @SCI



Master Plan – Medical/Geriatric/Mental Health Facility @SCI



SITE DIAGRAM - MASTER PLAN - DRAFT

MP13.1 **SANTIAM CI - LB-2 - MP**
 ODOC 10 YR MASTER PLAN
 06/17/2020

Master Plan – Budget Summary

ODOC MASTER PLAN BUDGET SUMMARY											
Phase 1 Totals (Year 2023 Dollars)											
	New HQ	CDC	CCCF	EOCI	OSCI	OSP	SCI	NEW @ SCI	SRCI	TRCI	Totals
Additions	\$2,382,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,595,000	\$0	\$0	\$4,977,000
Reconfigurations	\$0	\$0	\$0	\$0	\$0	\$0	\$728,000	\$0	\$0	\$0	\$728,000
Seismic Retrofit Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Demolition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal / Maintenance	\$0	\$18,724,000	\$49,900,000	\$77,103,000	\$58,422,000	\$104,844,000	\$9,622,000	\$0	\$142,578,000	\$99,569,000	\$651,615,000
Totals	\$2,382,000	\$18,724,000	\$49,900,000	\$77,103,000	\$58,422,000	\$104,844,000	\$10,350,000	\$2,595,000	\$142,578,000	\$99,569,000	\$657,320,000
Phase 2 Totals (Year 2023 Dollars)											
	New HQ	CDC	CCCF	EOCI	OSCI	OSP	SCI	NEW @ SCI	SRCI	TRCI	Totals
Additions	\$116,713,000	\$0	\$38,162,000	\$32,243,000	\$16,165,000	\$45,267,000	\$0	\$127,138,000	\$50,455,000	\$47,582,000	\$473,725,000
Reconfigurations	\$0	\$0	\$0	\$10,807,000	\$5,109,000	\$6,123,000	\$35,678,000	\$0	\$164,625,000	\$57,850,000	\$280,192,000
Seismic Retrofit Budget	\$0	\$10,012,000	\$0	\$13,136,000	\$8,147,000	\$18,219,000	\$2,709,000	\$0	\$0	\$0	\$54,111,000
Demolition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal / Maintenance	\$0	\$2,687,000	\$8,646,000	\$6,281,000	\$7,509,000	\$8,347,000	\$420,000	\$0	\$23,352,000	\$21,885,000	\$119,930,000
Totals	\$116,713,000	\$12,699,000	\$46,808,000	\$62,467,000	\$36,930,000	\$77,956,000	\$38,807,000	\$127,138,000	\$238,432,000	\$127,317,000	\$927,958,000
Master Plan Totals	\$119,095,000	\$31,423,000	\$96,708,000	\$139,570,000	\$95,352,000	\$182,800,000	\$49,157,000	\$129,733,000	\$381,010,000	\$226,886,000	\$1,585,278,000
FCNI	0%	14%	10%	19%	26%	19%	57%	0%	32%	25%	
FCNI INCL SEISMIC BUDGET	0%	20%	10%	22%	29%	22%	60%	0%	32%	25%	

Master Plan – Deferred Maintenance Summary

	MP Maint Plus Cap	Ph 1 2020 to 2023 Maint Plus Cap	2020 to 2023 PH 1 % of MP	Ph 1 2020 to 2023 Maintenance	Ph 1 2020 to 2023 Capital	FCNI W/ Seismic Retrofit	FCNI	#Beds	Ph 1 2020 to 2023 \$ per Bed
CDC	\$21,411,000	\$18,724,000	87%	\$1,662,000	\$19,743,000	20%	14%	NA	
CCCF	\$58,546,000	\$49,900,000	85%	\$6,307,000	\$43,593,000	10%	10%	1,700	\$29,353
CRCI	\$23,998,000	\$19,870,000	83%	\$11,704,000	\$8,166,000	19%	19%	593	\$33,508
DRCI	\$49,720,000	\$35,027,000	70%	\$20,013,000	\$15,014,000	10%	10%	986	\$35,524
EOCI	\$83,384,000	\$77,103,000	92%	\$25,168,000	\$51,935,000	22%	19%	1,766	\$43,660
MCCF	\$10,682,000	\$10,375,000	97%	\$7,669,000	\$2,706,000	36%	34%	290	\$35,776
OSCI	\$65,931,000	\$58,422,000	89%	\$45,665,000	\$12,757,000	29%	26%	940	\$62,151
OSP	\$113,191,000	\$104,844,000	93%	\$69,654,000	\$35,190,000	22%	19%	2,124	\$49,362
OSP	\$100,868,000	\$93,835,000	93%	\$64,361,000	\$29,474,000				
OSPM	\$12,323,000	\$11,008,000	89%	\$8,016,000	\$2,992,000				
PRCF	\$9,461,000	\$3,662,000	39%	\$892,000	\$2,770,000	15%	15%	366	\$10,005
SCCI	\$12,431,000	\$10,603,000	85%	\$2,862,000	\$7,741,000	25%	23%	302	\$35,109
SCI	\$10,042,000	\$9,622,000	96%	\$5,015,000	\$4,607,000	60%	57%	480	\$20,046
SFFC	\$5,198,000	\$2,677,000	52%	\$388,000	\$2,289,000	20%	20%	204	\$13,123
SRCI	\$165,930,000	\$142,578,000	86%	\$65,521,000	\$77,057,000	32%	32%	3,141	\$45,393
TRCI	\$121,454,000	\$99,569,000	82%	\$22,263,000	\$77,306,000	25%	25%	1,999	\$49,809
WCCF	\$20,166,000	\$8,639,000	43%	\$462,000	\$8,177,000	29%	29%	496	\$17,417
	\$771,545,000	\$651,615,000	84%	\$285,245,000	\$369,051,000				
				44%	57%				

Next Steps

April 27

- Review Draft Report

Due Diligence Study

This document is a site feasibility study for the State owned land adjacent to Santiam Correctional Institution. It will be provided as an addendum to this Appendix.