Oregon
Tina Kotek, Governor

Oregon State Police
Headquarters
3565 Trelstad Ave Se
Salem, Oregon 97317
503-378-3720
503-378-8282 Fax
503-585-1452 TTY

March 24, 2023

Senator Janeen Sollman, Co-Chair
Representative Paul Evans, Co-Chair
Joint Sub-Committee on Public Safety
900 Court St NE
H-178 State Capital
Salem, OR 97301

Members of the Joint Sub-Committee on Public Safety,

Below are the questions and responses from the March 22, 2023, Oregon State Police (OSP) Senate Bill 5530 information meeting:

1. What are the stand-up costs for OSP to implement Ballot Measure 114?

In summary, to meet the mandates of Ballot Measure 114, OSP needs a total of 45 positions and approximately $17 million in funding. These resources would go toward conducting the required background checks, developing and maintaining a database, generating and publishing the required reports, and creating the necessary forms and processes – as mandated. If the status and provisions of Ballot Measure 114 change, these costs may need to be adjusted. However, as of 3.23.2023 these are the most up-to-date estimates.

2. What is the status of the Sex Offender Registration Backlog?

As of 3.23.2023, there is no registration backlog in the OSP Sex Offender Registration (SOR) Unit. With respect to any backlog related to the notification level classification of Oregon's sex offenders, that process as it is managed by Oregon Board of Parole and Post-Prison Supervision.

3. How much is a Livescan (fingerprint) machine?

Below are two tables summarizing the costs associated with procuring and maintaining a Livescan machine:

Table 1: *Initial Livescan Machine Costs*

Category	Cost Estimate
Livescan Hardware:	$12,000
Livescan Software:	$2,000
Cabinet:	$5,000
Printer:	$1,300
Mugshot Camera:	$2,800
Install/Training:	$2,000
Estimated Cost =	**$25,100**

Table 2: *Livescan Maintenance/Other Costs*

Category	Cost Estimate
Annual Maintenance:	$2,500
Ink:	$200
Lens/Hand Cleaners:	$75
***Commercial-grade Electric Plug:**	$600
Estimated Cost =	**$3,375**

*May need to install if facility does not have an adequate electrical outlet.

4. How do the tribes in Oregon compare to the rest of the tribes in the United States in terms of gaming compliance?

Attached is an extract from a 2015 report from the United States Government Accountability Office on Indian Gaming – Regulation and Oversight by the Federal Government, States, and Tribes. This is the most current information, which gives someone an idea of the frequency State Regulators play at different jurisdictions for Class III Gaming. The Table shows which States have an Active, Moderate, or Limited presence in Tribal Casinos across the nation. While this is dated information, I believe it is still applicable for someone trying to assess how much difference there may be from different jurisdictions.

Unfortunately, we can't speak to how compliant other Tribes within the nation are as compared to Oregon. The main reason for this is outlined in the US Government Accountability Office 2015 report. In part, it explained that because IGRA allows states and tribes to agree on how each party will regulate class III gaming, regulatory roles vary among the 24 states that have class III Indian Gaming Operations. They identified states as having either an active, moderate,

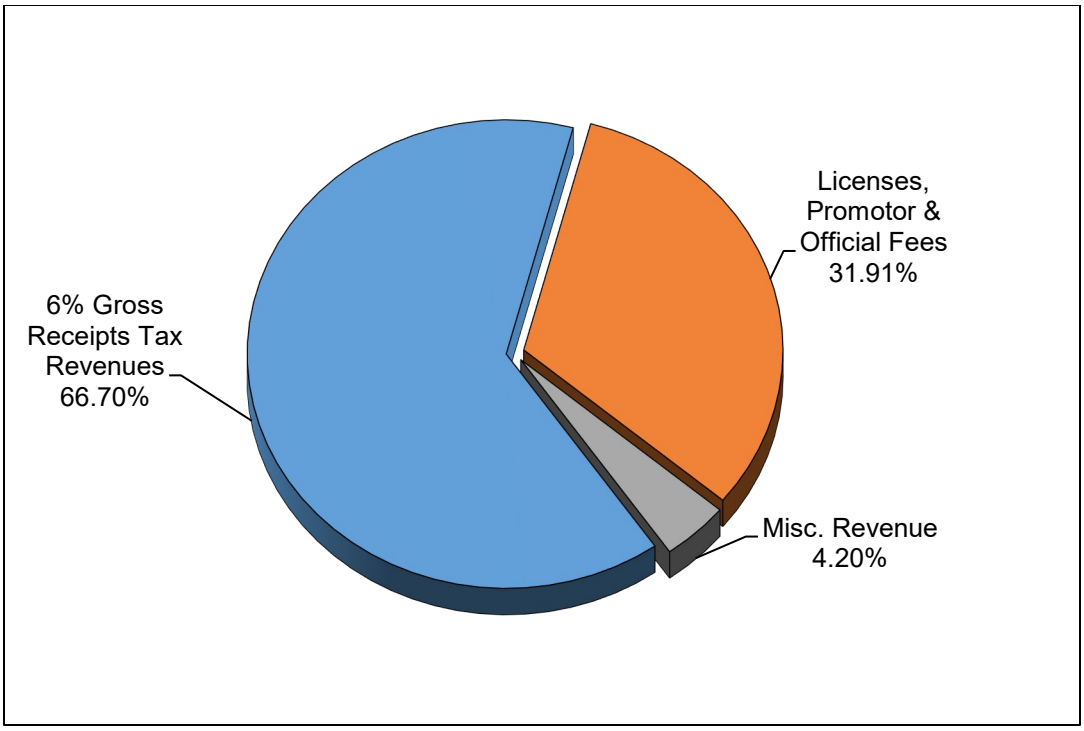
or limited role to describe their approaches in the regulating class III Indian gaming, primarily based on information states provided on the extent and frequency of their monitoring activities. Monitoring activities conducted by states ranged from basic, informal observation of gambling operations to testing of gaming machine computer functions and reviews of surveillance systems and financial records. They also considered state funding and staff resources allocated for regulation of Indian Gaming, among other factors, our identification of a state's role.

In Oregon, the Oregon State Police (OSP) Tribal Gaming Section (TGS) has an excellent relationship working with the eight (8) Tribal Gaming Commissions currently operating Class II casinos. While TGS is considered a secondary regulator to the Tribal Gaming Commission we always strive to work in collaboration with each commission to ensure the Fairness, Integrity, Security and Honesty (FISH) is maintained in Oregon Casino Gaming.

5. Does the Oregon State Athletic Commission (OSAC) receive funding from OSP or from revenue/fees?

In OSP's budget, the Oregon State Athletic Commission (OSAC) other funds come from a 6% gross receipts tax, and fees associated with licensing officials and participants. The estimated revenue from these tax/fees is just over $200,000 for the 2021-23 Biennium. Below is a chart summarizing OSAC's other fund sources:

Chart 1: *Oregon State Athletic Commission Funding Sources*



6. **How many former OSP employees are utilizing the work-back provision?**

As of 3.23.2023, we have 18 former OSP employees using the work-back provision.

7. **Please provide a copy of the capital construction master plan that was produced OSP's sites.**

Attached, you will find two documents related to our OSP Strategic Master Facilities Plan:

- Phase 1 – This contains information of our current capital construction projects underway in Central Point, Springfield, and the Eugene/Springfield Forensic Lab and Medical Examiner Office.
- Phase 2 – This contains information regarding the assessment of our overall facility needs, as well as several other specific area commands and worksites.

Sincerely,

Casey Codding, Acting Superintendent
Oregon State Police

- annual independent audits of gaming operations will be provided to the Commission;
- the construction, maintenance, and operation of the gaming facilities will be conducted in a manner that adequately protects the environment and public health and safety; and
- the tribe performs background investigations and the licensing of key employees and primary management officials in accordance with certain requirements in Commission regulations.

In addition to the required provisions, ordinances may also contain provisions specifying, for example, how conflicts are to be resolved between tribal and compact internal control standards for gaming and the land on which gaming will be conducted.

States Varied in Their Approaches to Regulating Class III Indian Gaming

Since IGRA allows states and tribes to agree on how each party will regulate class III gaming, regulatory roles vary among the 24 states that have class III Indian gaming operations. We identified states as having either an active, moderate, or limited role to describe their approaches in regulating class III Indian gaming, primarily based on information states provided on the extent and frequency of their monitoring activities (see table 2). Monitoring activities conducted by states ranged from basic, informal observation of gaming operations to testing of gaming machine computer functions and reviews of surveillance systems and financial records. We also considered state funding and staff resources allocated for regulation of Indian gaming, among other factors, in our identification of a state's role. See figure 6 for information on state regulation of gaming operations.

Table 2: State Regulatory Roles for Class III Indian Gaming, Fiscal Year 2013

Dollars in thousands

State regulatory role	Number of class III Indian gaming operations	State regulatory agency	State funding for regulating Indian gaming[a]	Number of regulatory staff[b]	Monitoring frequency				
					Daily	Weekly	Monthly	Annually	Every 1.5 to 3 years
Active									
Arizona	23	Department of Gaming	$9,725	100		✓	✓	✓	
Connecticut	2	Department of Consumer Protection, Gaming Division	$2,350	16	✓				
Kansas	4	State Gaming Agency	$1,839	23	✓	✓	✓		

Dollars in thousands

State regulatory role	Number of class III Indian gaming operations	State regulatory agency	State funding for regulating Indian gaming[a]	Number of regulatory staff[b]	Monitoring frequency				
					Daily	Weekly	Monthly	Annually	Every 1.5 to 3 years
Louisiana	3	State Police, Gaming Enforcement Division	$1,899	20	✓	✓	✓		
New York	5	State Gaming Commission	$4,507	49	✓		✓		
Oregon	8	State Police, Gaming Enforcement Division	$2,325	18	✓	✓	✓	✓	
Wisconsin	26	Department of Administration, Division of Gaming	$1,825	18	✓	✓	✓	✓	✓
Moderate									
California	62	Bureau of Gambling Control; Gambling Control Commission	$20,082	136				✓[c]	
Florida	7	Department of Business and Professional Regulation, Division of Pari-Mutuel Wagering	$270	4			✓		
Iowa	3	Department of Inspections and Appeals	$130	1				✓	
Michigan	23	Gaming Control Board	$719	6				✓	✓
Minnesota	19	Department of Public Safety, Alcohol and Gambling Enforcement	$187	1				✓[c]	
Nevada	5	Gaming Control Board	<$300[d]	1					✓
New Mexico	25	Gaming Control Board	$868[e]	[e]				✓[e]	
North Dakota	6	Office of Attorney General, Gaming Division	$143	4			✓	✓	
Oklahoma	116[f]	Office of Management and Enterprise Services, Gaming Compliance Unit	$1,085	3				✓	
South Dakota	9	Commission on Gaming	$30	<1[g]				✓	
Washington	28	State Gambling Commission	$4,882	43				✓[c]	
Limited									
Colorado	3	Department of Revenue, Division of Gaming	$0	0					
Idaho	9	Idaho Lottery	$0	0[h]				✓[h]	
Mississippi	3	Gaming Commission	$0	0					

Dollars in thousands

State regulatory role	Number of class III Indian gaming operations	State regulatory agency	State funding for regulating Indian gaming[a]	Number of regulatory staff[b]	Monitoring frequency				
					Daily	Weekly	Monthly	Annually	Every 1.5 to 3 years
Montana	12	Department of Justice, Gambling Control Division	$0	0					
North Carolina	1	Office of the Governor	$0	0					
Wyoming	4	Office of the Attorney General	$0	0					

Sources: GAO analysis of state and National Indian Gaming Commission data. | GAO-15-355

Note: States are listed as having an active, moderate, or limited role in regulating Indian gaming, largely based on the extent and frequency of their monitoring activities. Monitoring activities included inspection or observation of gaming operations, review of financial reports, and verification of gaming machine computer functions, among other activities. Other factors that were also considered in determining the extent of states roles included state funding and staffing levels, involvement in licensing and background investigations of gaming employees and vendors, among other factors. States categorized as having an active role monitor gaming operations at least weekly, and most have a daily on-site presence. States categorized as having a moderate role conduct monitoring activities at least annually, and all collect some amount of funding from tribes to support state regulatory activities. States categorized as having a limited role do not regulate class III Indian gaming in their state. Within each category—active, moderate, or limited role—states are listed in alphabetical order.

[a]Reported figures include assessments imposed on Indian gaming activity pursuant to tribal-state gaming compacts to defray the state's regulatory costs, as authorized by IGRA. 25 U.S.C. § 2710(d)(3)(C)(iii). Most states that reported funding amounts for state regulatory activities indicated that all or a majority of these state activities are funded through assessments on Indian gaming.

[b]Staff data are in full-time equivalents and rounded to the nearest whole number.

[c]States performed monitoring activities at least annually and visited gaming operations as needed or, in the case of Washington, determined their monitoring frequency in consultation with tribes.

[d]Nevada's regulatory funding is a percentage of revenue from two tribes, so the state declined to provide an exact number to protect confidentiality. In lieu of an exact figure, Nevada told us their regulatory funding is less than $300,000.

[e]New Mexico officials declined to be interviewed for this report. We obtained funding information from New Mexico's Fiscal Year 2013 Annual Report and information on annual monitoring of tribal gaming operations conducted by the state from a 2013 report to the New Mexico Legislative Finance Committee entitled Evaluation of Operational Effectiveness of Gambling Oversight in New Mexico. Other information on the number of regulatory staff for Indian gaming operations was not available.

[f]Oklahoma has over 100 gaming operations; however, most are small-scale operations consisting of a few slot machines installed at rest stops or travel centers.

[g]South Dakota has two regulatory staff that spend partial time monitoring Indian gaming operations. South Dakota officials told us total staff time involved in overseeing Indian gaming is equal to less than one full-time-equivalent.

[h]Idaho's visits included informal tours of gaming operations, but tours did not involve any state-initiated monitoring activity. Idaho officials estimated about 1 percent of their time is used to oversee Indian gaming.

OREGON STATE POLICE
STRATEGIC MASTER FACILITIES PLAN
FIRST PHASE

OREGON STATE POLICE
STRATEGIC MASTER FACILITIES PLAN
FIRST PHASE
JUNE 29, 2020

PROJECT PARTICIPANTS

OSP FACILITIES

- Kailean Kneeland, Administrative Services Director
- Sharon Domaschofsky, Business Services Manager
- Shannon Peterson, Facilities Coordinator

POLICE SERVICES BUREAU

- Stephanie Ingraham, Patrol Services Division
- Theodore Phillips, Patrol Services Division – SW Region
- Casey Thomas, Fish & Wildlife Division Captain
- Jon Harrington, Criminal Investigations Division Captain
- Lauren Jarrell, Evidence Program Manager
- Luann Allison, Southwest Region Office Manager
- Mary Resch, East Region Office Manager
- Sarah Furr, Interim Northwest Region Office Manager

FORENSIC SCIENCE & PATHOLOGY BUREAU

- Alex Gardner, Major
- Sean Hurst, Chief Medical Examiner
- Kelsey Evans, Administrative Supervisor
- Chrystal Bell, Director of Forensic Services
- Robert Jones, Lab Supervisor
- Elizabeth Flannery, Portland Forensic Lab Director
- Keith Kerr, Springfield Lab Director
- Melissa Simons, Central Point Lab Director
- Brian Medlock, Bend Lab Director
- Calvin Davis, Pendleton Lab Director
- Robert Hilsenteger, Forensic Services Manager
- Stephanie Winter-Sermeno, Forensic Services Manager
- Victoria Dickerson, Forensic Services Manager
- Robert Jones, Forensic Services Manager

HUMAN RESOURCES/SAFETY/INFORMATION TECHNOLOGY

- Kevin Silbernagel, Information Technology Manager
- Mark Hansen, Information Technology Manager
- Lili Wright, Safety/Human Resources Manager
- Blake Dye, Safety/Human Resources Manager
- Rachelle Knuth, Safety Coordinator
- Trista Robischon, Safety

FINANCIAL SERVICES

- Ben Milner, Deputy Chief Financial Officer

CONSULTANT TEAM

FFA ARCHITECTURE AND INTERIORS, INC.

- Troy Ainsworth, Principal
- Ian Gelbrich, Partner-In-Charge
- John Pete, Project Manager
- Lara Jackman, Project Architect
- Kathleen Strigle, Architectural Staff

MWL ARCHITECTS

- Jim McClaren, Senior Principal
- Russell McElroy, Senior Principal
- Bonnie Carver, Principal

KPFF CONSULTING ENGINEERS

- Stuart Finney, Structural Engineer Lead
- Mark Reuland, Civil Engineer Lead

MERINA + CO

- Brad Rafish, Partner
- Jordan Henderson, Senior Consultant

RIDER LEVETT BUCKNALL

- Daniel Junge, Senior Cost Manager

TABLE OF CONTENTS

01 **EXECUTIVE SUMMARY**

CURRENT CONDITIONS

STRATEGIC FACILITIES MASTERPLAN

FIRST PHASE IMPLEMENTATION

NEXT STEPS

02 **EXISTING FACILITIES ANALYSIS**

SPRINGFIELD

CENTRAL POINT

03 **DESIGN CRITERIA FOR NEW FACILITIES**

PROTOTYPE TOURS

STATE ANALYSIS

PROTOTYPES

04 05

CONCEPTUAL PLANNING AND COST

COST SUMMARY

SPRINGFIELD AREA COMMAND

SPRINGFIELD FORENSIC LAB & MEDICAL EXAMINER

CENTRAL POINT

FACILITY WORK PACKAGING PLAN

INDUSTRY BENCHMARKS AND BEST PRACTICES

LEASE VS BUY CONSIDERATIONS

OPERATIONS AND MAINTENANCE FUNDING

FACILITY MANAGEMENT STAFFING

APPENDIX

CENTRAL POINT STRUCTURAL FACILITY EVALUATION

CENTRAL POINT FLOODPLAIN ASSESSMENT

CENTRAL POINT SITE SURVEY

01 EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Oregon State Police Vision Statement: "To provide premier public safety services."

The department of Oregon State Police (OSP) is charged with protecting the people, property, and natural resources of Oregon. Created in 1931, the department is now organized into four bureaus and two offices. OSP provides multi-disciplined services throughout its Area Command, Forensic Services Lab, and Medical Examiner facilities that are essential and wide-ranging. These include transportation safety, major crime investigations, drug investigation, fish and wildlife enforcement, medical examiner services, state emergency response coordination, and specialized forensic services including DNA identification.

With significant population growth in Oregon over recent years coupled with ever-evolving disaster preparedness needs, providing Oregon State Police services throughout the state is no small task. The information shared in this report represents a crucial step towards ensuring that Oregon State Police can provide effective public safety services into the future, for all Oregonians.

CURRENT CONDITIONS

Across the board, Oregon State Police staff have shown tremendous resourcefulness when it comes to performing their duties. However, several key facilities are missing the basic resources and infrastructure that is essential to fulfilling Oregon State Police's role in our communities, state-wide. Inadequacies in terms of space, security, amenities, and technology add unnecessary difficulty to already challenging roles.

A facility survey conducted in the last half of 2019 found that OSP employees highly value facility security, adequate space, and environmental health. However, among the survey respondents facility quality was viewed as inadequate, dated, and substandard. Employees reported that poor technology, environmental distractions, and lack of space consistently presented productivity challenges. All of these factors can lead to adverse impacts on employee health, sense of security, and morale.

A number of deficiencies can be observed first-hand in existing OSP facilities. For example, not all existing Area Command buildings are built to essential facility standards or are provided with emergency backup power. This means that during emergency situations, these facilities would not be adequately equipped to meet Oregon's public safety needs. Additionally, OSP Forensic Services Lab facilities were found to be lacking the appropriate layout of spaces to properly process evidence in keeping with a state-wide model, and will not be able to keep pace with future growth. Furthermore, due to constraints in Medical Examiner facilities, autopsies are deployed relatively rarely compared to population numbers and the capacity to perform this work is easily overloaded. These services are primarily located in Multnomah County with very limited access elsewhere in the state. Recent preparations in response to the COVID-19 pandemic have highlighted the lack of capacity available in state-wide peak demand situations.

The time to invest in this critical infrastructure is now, before another public health crisis, before additional population growth further outpaces OSP facility resources, and before Forensic Services Lab and Medical Examiner capabilities fall further behind.

STRATEGIC FACILITIES MASTERPLAN

In March 2020, OSP completed a Strategic Facilities Framework Plan and developed a new facilities vision statement: *"We aspire to own, operate and maintain appropriate facilities that adequately support our critical public safety mission and enable us to best protect the people, property and natural resources of Oregon."*

The next step in accomplishing OSP's vision is to work towards the following long-range goals that the Framework Plan identified for OSP facilities across the state. In doing so, service delivery can be improved in a way that matches future growth:

- Goal 1 - Control Our Destiny. Develop physical, structural, and financial capacity to ensure adequate facilities.
- Goal 2 - Protect and Preserve. Undertake appropriate measures to ensure employee safety and security, and effective evidence handling/storage.
- Goal 3 - Create Better Space. Ensure adequate/functional space to maximize agency productivity, employee satisfaction, and public perception.

FFA Architecture & Interiors was contracted to develop a strategic master facilities plan for OSP, with the first phase of this effort focused on Springfield and Central Point. The planning process included operational assessments of existing facilities, building prototype tours, staffing and operations workshops, conceptual planning, and facility work packaging. With each step, the team focused on maximizing long term value to achieve the most effective use of state funds.

When the proposed masterplan goals are accomplished, Oregon State Police divisions will be more effectively dispersed throughout the three regions, evolving staffing needs will be prioritized to meet the demands of a growing population, and investments in crucial facilities will allow for continued progression toward national standards and more efficient service distribution.

This strategic masterplan is well-positioned to align with the state facility and agency goals outlined in Oregon Executive Orders 17-01, 17-20, and 20-04. These goals include energy and water efficiency targets, reducing greenhouse gas emissions, accomplishing cost savings by reducing energy footprint, and creating workplace environments that support employee health and well-being.

FIRST PHASE IMPLEMENTATION

This report provides expanded findings for the Springfield Area Command and Lab and the Central Point Command Center and Lab. OSP is prioritizing these facilities due to their significant deficiencies and need to perform critical functions associated with Area Command, Forensic Services Laboratory, and Medical Examiner operations. Investment in these facilities first would have a major positive impact on providing a more equitable distribution of resources across the state.

The first phase outcomes established with this report indicate a number of benchmarks in terms of budget and facility size. For Central Point, the option of an entirely new development on the existing site was evaluated against an alternate scheme that would remodel the existing facilities and build in phases the additional square footage that is needed. This alternate scheme would result in the best value for OSP, and therefore was selected to move forward. The proposed project budget for Central Point is $32,655,066.

Springfield, as an enhanced center of OSP operations, would make use of a strategy that locates Area Command facilities on one site, with Forensic Services Lab and Medical Examiner facilities co-located on another site. This puts the proposed project budget for the two Springfield projects combined at $80,896,527. A further summary of key project data is in the table at right.

Project Data Summary

Springfield Area Command		
	Building Square Footage	17,176 sf
	Site Area	87,120 sf (2 acres)
	Total Proposed Project Budget (2023)	$ 14,603,754
	Initial O&M Budget	$ 205,250
Springfield Lab & Medical Examiner		
	Building Square Footage	68,641 sf
	Site Area	217,800 sf (5 acres)
	Total Proposed Project Budget (2023)	$ 66,292,773
	Initial O&M Budget	$ 1,335,950
Central Point		
	Building Square Footage	46,183 sf
	Site Area	151,441 sf (3.5 acres)
	Total Proposed Project Budget (2022)	$ 32,655,066
	Initial O&M Budget	$ 776,900

NEXT STEPS

This funding application is just one step in a lengthy process to make the proposed facilities a reality and provide these public safety services to Oregonians. The project schedule illustrates the timeline for funding approval in June or July 2021.

For these types of facilities, it is recommended the project manager, architectural & engineering team, and general contractor are hired through a qualification based selection to make sure the selected team has the right experience and knowledge to deliver these essential operations. OSP is currently evaluating which project delivery method(s) would be the best fit for these projects:

- Construction Manager / General Contractor (CM/GC) Delivery
- Developer-led Capital Investment
- Design-Build

The proposed project timelines on the schedules to the right reflect a Design-Build process, although all of the delivery methods listed would have roughly the same design and construction timeline. The difference in schedules would be determined by OSP's desired engagement in the design process and the time needed upfront to establish contracts. The project team recommends the selection of a delivery method that allows OSP, as the future facility owner, to be the final decision maker on design details that have a critical impact on the day to day operation and long term performance of the facility.

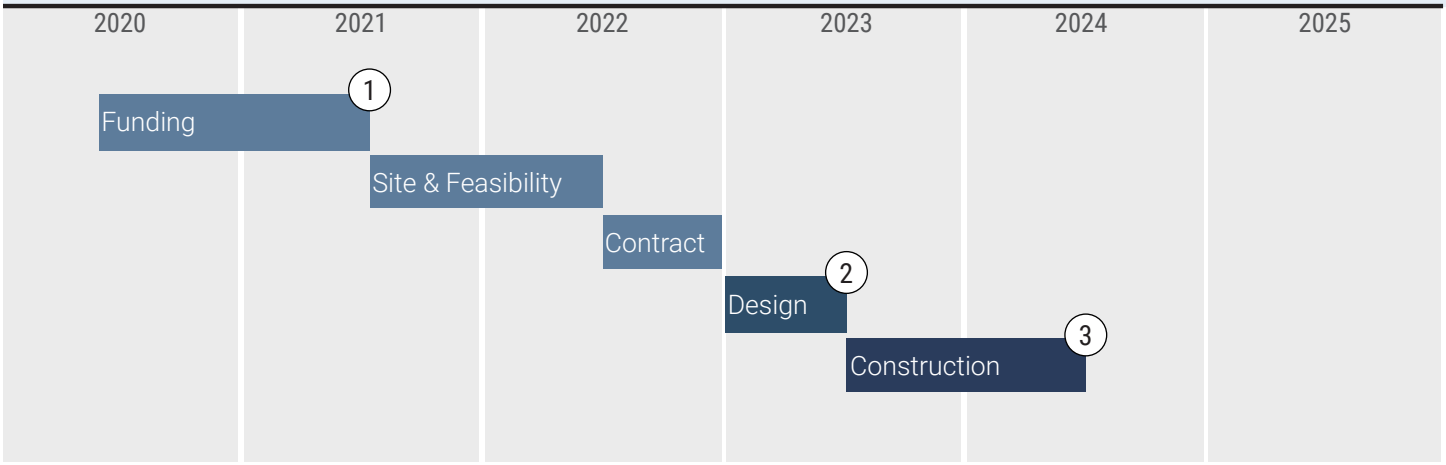
The investments in Springfield and Central Point are an important step towards providing public safety services as well as disaster preparedness here in Oregon. It is critical that funding is approved in June 2021 to meet the proposed budget goals, as well as meet the schedule and operational requirements that sustain OSP operations.

PROJECT MILESTONES

1. Funding Approved
   (June/July 2021)
2. Bid Springfield AC
   (July 2023)
3. Move into Springfield AC
   (June 2024)
4. Bid Springfield FL + ME
   (July 2023)
5. Move into Springfield FL + ME
   (June 2024)
6. Bid Central Point
   (July 2022)
7. Move into Central Point
   (July 2023)

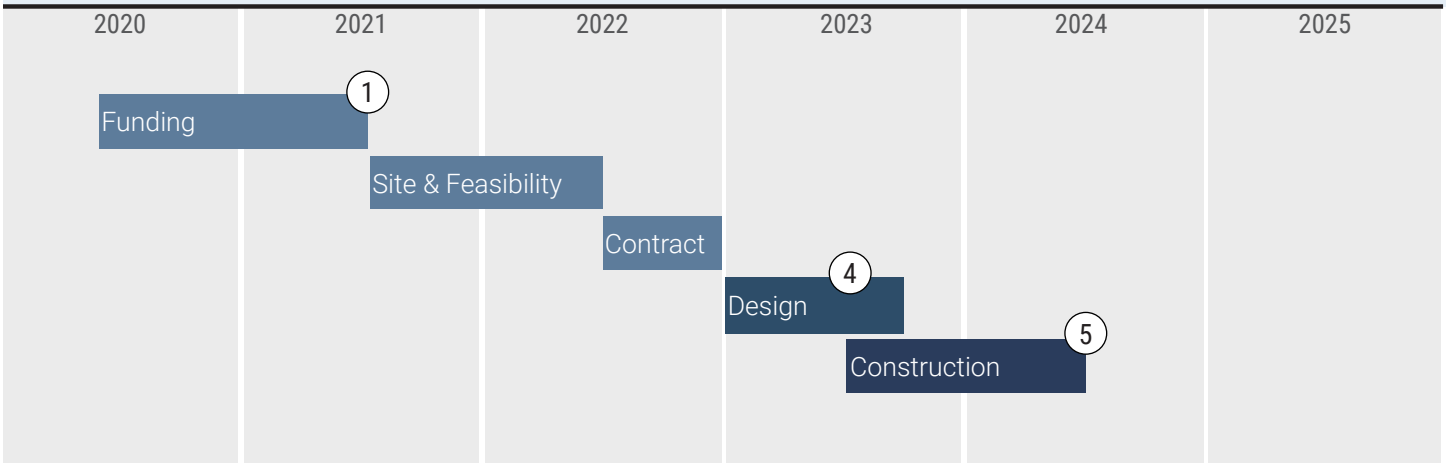
SPRINGFIELD AREA COMMAND

PROJECT SCHEDULE



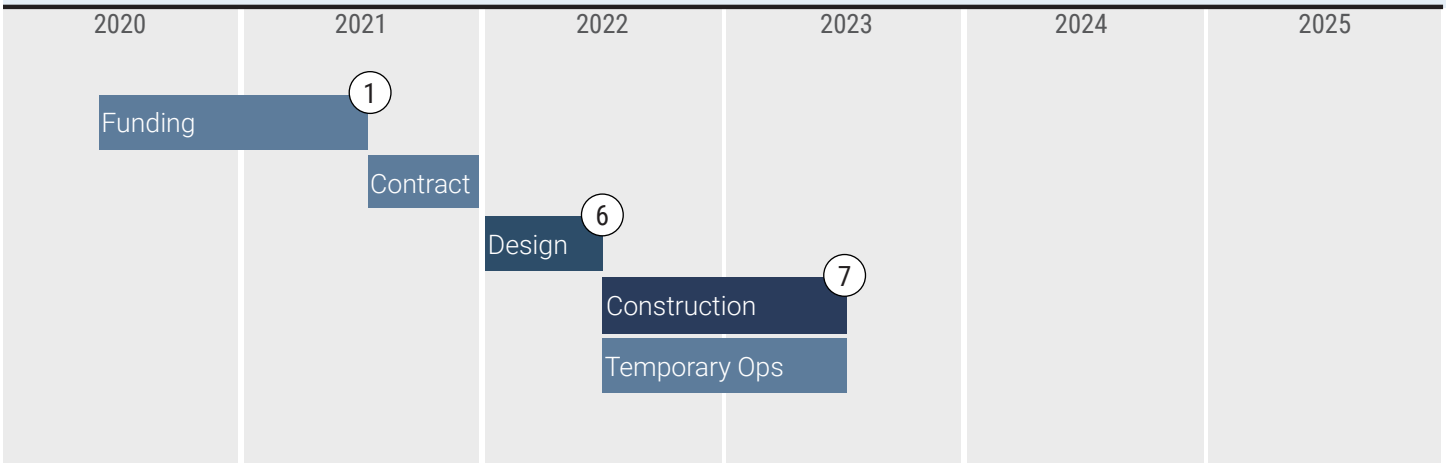
SPRINGFIELD FORENSIC LAB + MEDICAL EXAMINER

PROJECT SCHEDULE



CENTRAL POINT

PROJECT SCHEDULE



02 EXISTING FACILITIES ASSESSMENT

OVERVIEW

The Oregon State Police (OSP) operates out of 44 facilities across the state. The first phase of the strategic master facilities plan focused on the Springfield and Central Point facilities. These facilities were prioritized by OSP due to their significant deficiencies and need to perform critical functions associated with Area Command, Forensic Services Lab, and Medical Examiner operations. In addition, both areas have seen significant population growth beyond the capacity of the existing infrastructure.

The Springfield facility is currently leased, and the assessment consisted of an operational review by the project team. The Central Point facility is owned by OSP. There, the project team toured the facility performing an operational review, a visual assessment of the structure, and a flood plain analysis. A limited boundary and topographic survey was also created to provide a more precise evaluation of the site's relationship to the floodplain.

While observing OSP's existing facilities, the project team took into account operational and visual conditions. Four lenses were used to analyze the existing conditions: resiliency, security, operations, and overall building environment. These lenses help set the stage for how an Oregon State Police facility should function and operate.

A high priority related to resiliency at this time is energy efficiency in the built environment. Oregon Executive Order number 17-20 further reinforces this as a priority for state agencies. The current deficiencies in the Springfield and Central Point facilities make both of these locations unable to meet any of the requirements contained within the Executive Order.

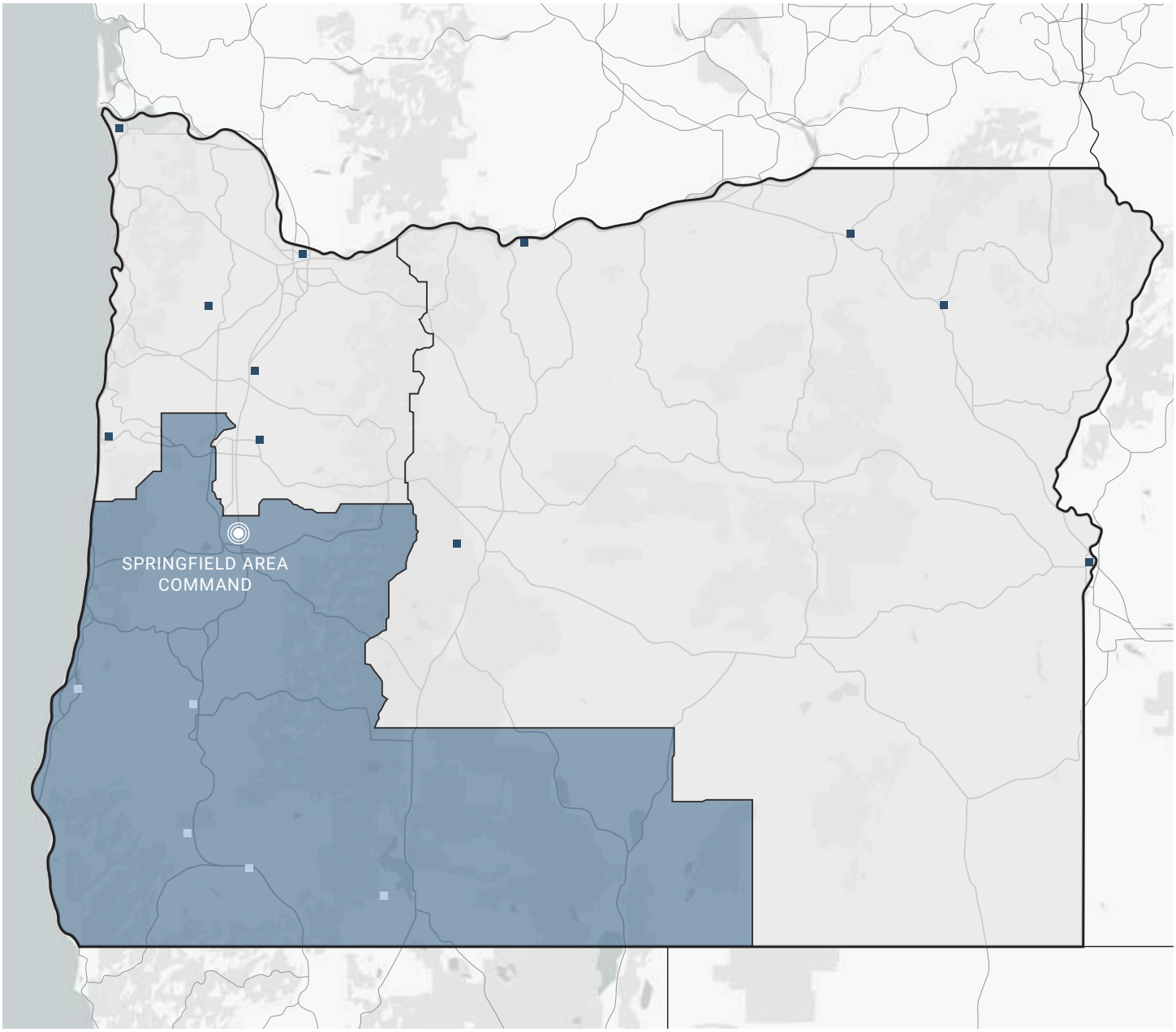
SPRINGFIELD

3620 Gateway St , Springfield, OR 97477

SUMMARY

The Springfield Area Command and Lab building was built in 1984, and Oregon State Police has been leasing the space for 35 years through an inter-agency agreement with ODOT. It has served as the Southwest Regional Headquarters for about 8 years. The property consists of a 10,200 SF primary building toward the eastern side of the site with public access from the south parking lot and secure access from the south, east, and north. The primary building includes Patrol, Detectives, Fish & Wildlife, and Forensic Services Lab functions. There is also a smaller service building located to the west of the primary building, which is accessed via the secure parking lot. The service building provides space for evidence storage, freezers and refrigerators, auto servicing, temporary vehicle evidence storage, and water tank firearms testing. The facility spaces have been adapted and modified according to operational needs over the years, but the infrastructure of the facility itself remains in its original conditions.

SPRINGFIELD PATROL AND LAB



FACILITY ASSESSMENT

BUILDING INFORMATION

YEAR BUILT
1984

TOTAL SQ. FT.
13,548

SEISMICALLY UPGRADED
No

RENT
$174,099 a Year

SECURE PARKING
Yes

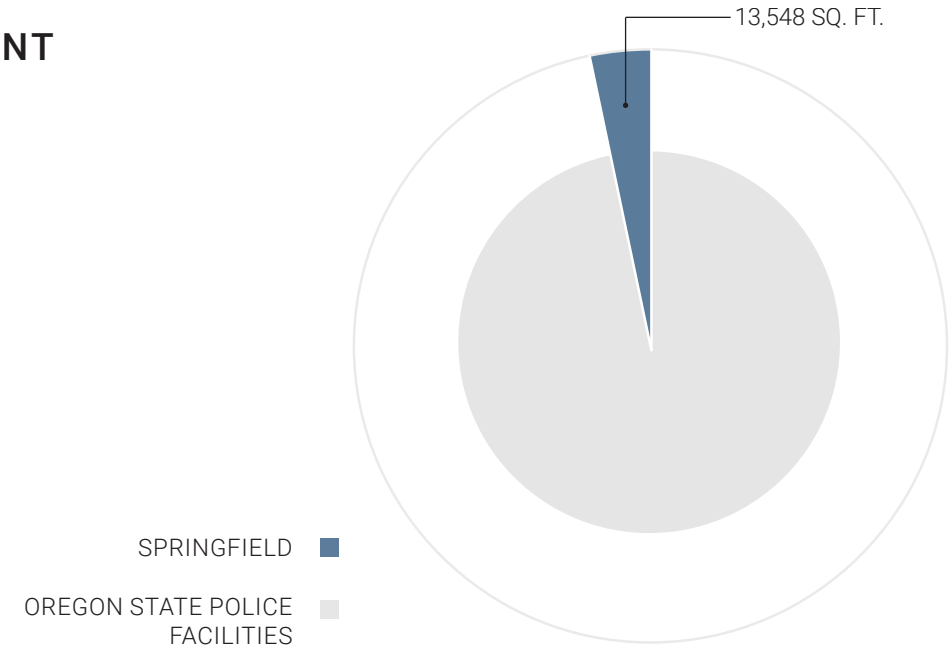
SPECIALTY DIVISIONS
Area Command
Crime Lab

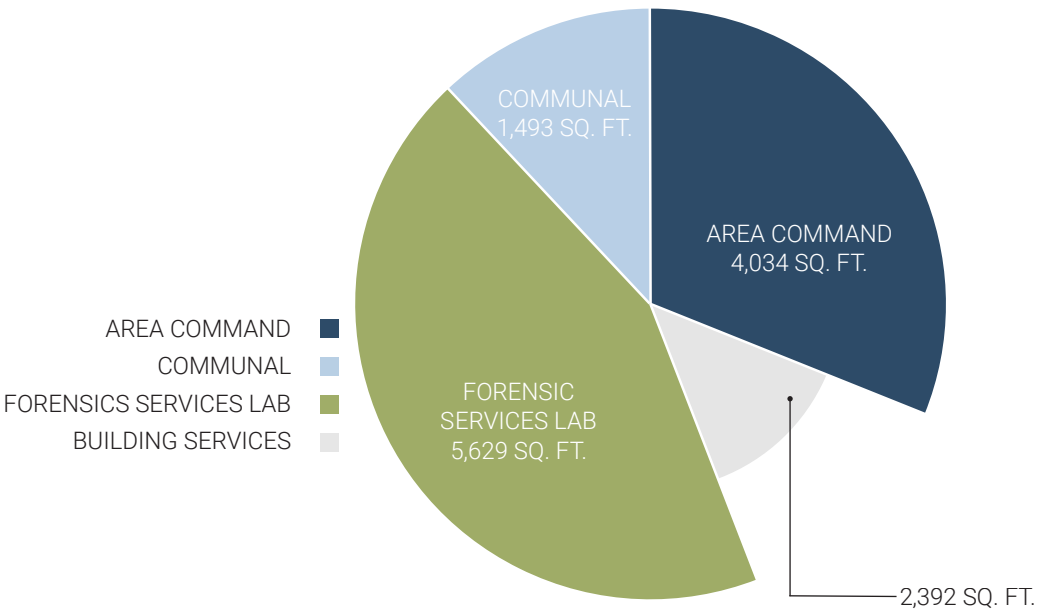
CRIME LAB / ME INFORMATION

REQUEST DISTRIBUTION (OCTOBER 2019)
Springfield Lab - 21%

REQUESTS BY DISCIPLINE (OCTOBER 2019)
Toxicology - 40%
Chemistry - 36%
Latent Prints - 11%
Biology - 11%
Firearms - 1.33%
Trace - 0.57%

ME CASES (2019)
Cases - 581
Autopsy - 132
External Exam - 111





RESILIENCY

The Springfield facility is not equipped with a backup generator at this time. There is a generator on site, but it is non-operational. This means that there is no backup power or emergency lighting provided on site. If the building were to experience a power outage due to a storm, system failure, or other event, OSP operations would be completely shut down at this location and critical evidence could be lost. Evidence storage freezers and refrigerators, Forensic Services Lab freezers and refrigerators, patrol operations, and the server room are all spaces that would benefit from being equipped with emergency backup power.

OSP is currently working with the lessor, ODOT, to determine the cost to add emergency power at this site to preserve critical evidence in the event of a power outage. However, the service building is not sprinklered, which is where evidence is stored for Forensics and Police Services-- therefore, evidence is still highly at risk in the event of a fire.

The primary building is fully sprinklered, but the service building is not. In the event of a fire, critical evidence would be lost and the building would likely sustain significant damage, disrupting OSP operations. The building has not had any seismic upgrades.

Generator

Evidence Refrigerator

SECURITY

Front Entrance


Looking into Lobby

Security was a repeated concern throughout the Springfield site. There are currently no security cameras on site and no visual security or exterior surveillance measures in place to protect building occupants. The service building also creates a blind spot, and there have been encampments set up on the back side of it in the past. At one point, someone living at that encampment started a fire against the shop building.

There is a makeshift audible alert system on the back wall of the Civilian Staff Office. It consists of a doorbell mounted near the Patrol Lieutenant's Office, that sounds a bell in the Patrol Break Room/ Report Writing area. There was no alert system observed at the Lab Front Office, although it does have a separate lobby with a secured entry.

Bollards were installed at the front entry near the public parking lot to protect against ramming vehicles. Earthen berms around the building perimeter in an effort to further protect the facility; however, this has contributed to moisture intrusion. The detective office areas are currently undergoing mold remediation due to such issues.

The only ballistic glazing observed was at the Civilian Staff Office window into the public lobby, including the transaction window. The other exterior windows are mirror tinted, but such a mirror tint only functions in daylight—when it is dark outside one can see into the building.

There is only one small lobby area for people to wait for walk-in reports, evidence release, sex offender registration, vehicle release, and public interviews. There are no public restrooms, and no public interview room or fingerprinting room off of the lobby. To access these functions, members of the public must cross the secure line, presenting a potential risk.

OPERATIONS

Area Command

At the Springfield facility, patrol operations are mostly consolidated to the east side of the building, with some additional functions located in the service building. There is not enough secure parking on site, resulting in a portion of the staff parking in the unsecured area. These parking constraints also mean that there is very limited space for long term evidence vehicle storage. Additionally, since there is no covered parking provided, it is difficult to keep patrol vehicles primed and ready to go in all weather conditions.

On the interior of the building, trooper report writing stations are limited and are in an open area shared with the break room, temporary evidence lockers, print/copy area, and the patrol entry door from the secure lot. There is a lot happening in this one small area, which makes for high noise levels. With these shared functions, evidence storage in this area does not have proper ventilation and there does not appear to be enough area for evidence processing or general storage.

Other needs observed were for a larger women's locker room to accommodate an increased number of troopers, as well as a wellness room. There are currently no interview room toilet or public toilet facilities on site. Communal areas such as the previous fitness room and formal briefing room have now been converted into work areas to meet growing space needs, and there is very limited area to accommodate any future staff. Additionally, when there is the need to have a meeting of 25 people or more staff have to meet off-site due to lack of space.

Forensic Services Lab

Evidence storage is located in a separate building from the lab causing an inefficient workflow. This means that technicians and lab front office staff frequently have to go back and forth between the main building and the service building with evidence, rain or shine. There is not enough parking for staff in the secure lot and the outside area is not well lit. There have also been issues with rodents in the mobile Forensic Services Lab vehicle stored in the secure lot. Evidence vehicle storage is limited, and the shop mechanic's bay area routinely has to be sacrificed for evidence vehicle processing.

In the lab, testing areas are divided into separate areas throughout but share one very narrow central hallway for circulation without bio vestibules, which is an evidence contamination risk. Lack of space also means there are not separate testing rooms for suspect and victim evidence. There is not a drying room for evidence, and more sheltered outdoor space is needed for splatter analysis and firearm angle training. Furthermore, offices are consolidated into shared spaces that would benefit from separation for acoustics and privacy. There is not enough space in the break area for all Forensic Services Lab staff to meet, so conference rooms are rented off-site at the nearby hotel.

In terms of equipment, there is a shortage of fume hoods throughout, and a need for more lab desks, bigger hoods, and additional sinks. The instrument room needs a separate zone to mitigate its inherent heat and noise.

Medical Examiner

Medical Examiner facilities do not currently exist on-site; instead, these functions are performed at the local hospital. However, regulations dictate that service can only be provided at the hospital exclusively for Lane county, leaving the surrounding region underserved. This also means that any samples from the Medical Examiner have to be transported when Forensic Services Lab testing is necessary, leading to inefficiencies in the process.

Report Writing

Evidence Tech

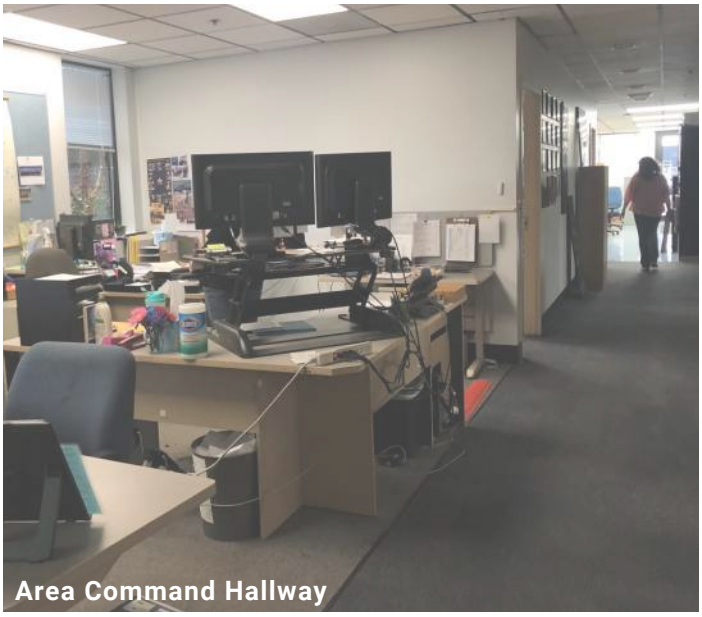
Evidence Storage - Service Building

Toxicology Lab

BUILDING ENVIRONMENT

The overall building environment has not been noticeably updated over the years. Both the HVAC system and the roof are at or nearing the end of their service life. Much of the furniture is still the original furniture, and has not been upgraded to meet current OSP standards. Carpet is installed in high traffic areas such as the main Area Command hallway and locker rooms, which is difficult to keep clean. The original acoustical ceiling tile and fluorescent lights remain. Several storage spaces and print/copy areas have been reclaimed for offices, leaving storage in less efficient locations and some offices without access to daylight.

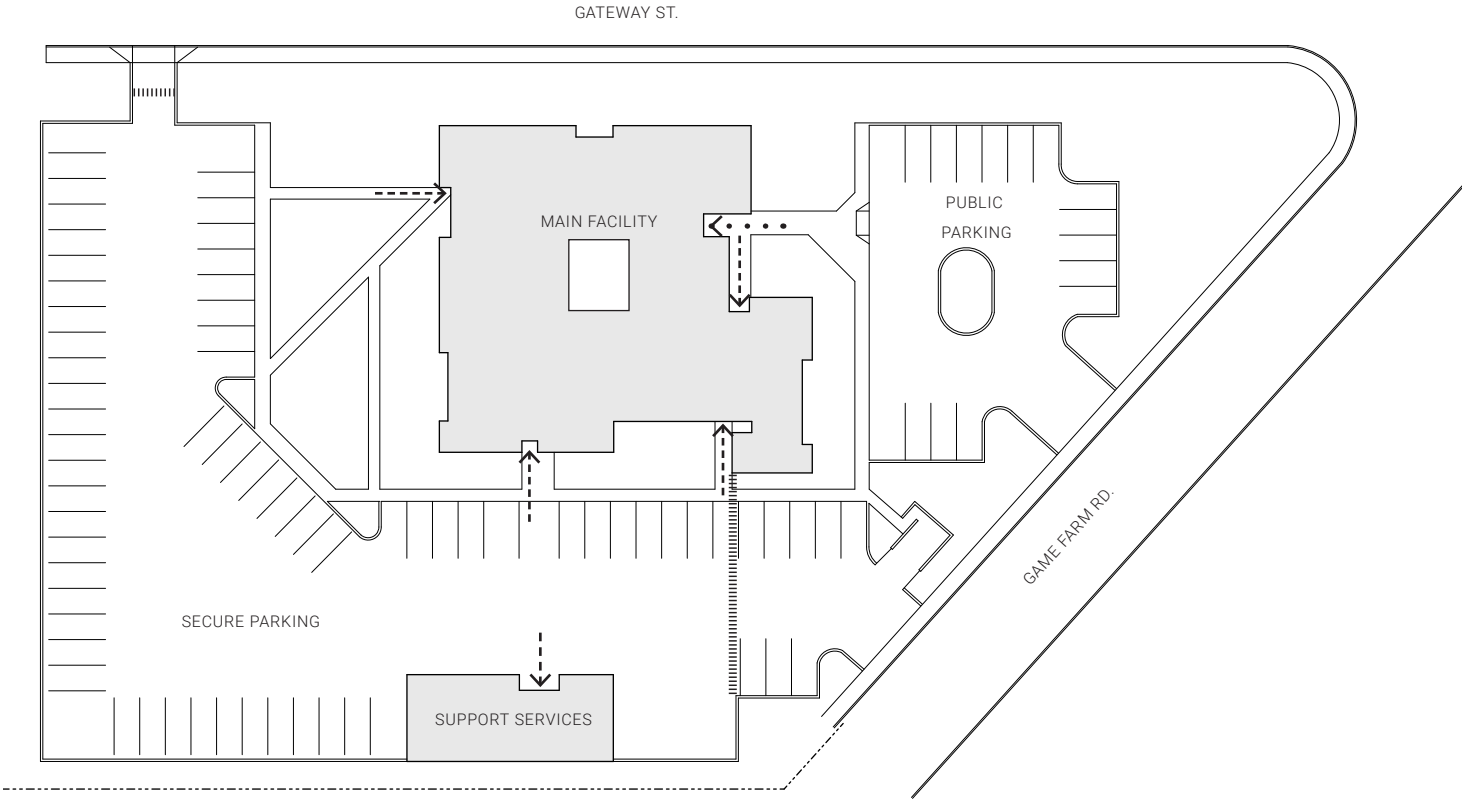
The building is designed around a central courtyard, but this space is not utilized and the pavers are not level due to tree root growth in the area. There is also a lack of access to daylight in areas that would benefit, such as the fish and wildlife office, area command break room, and report writing area. An evidence-based design approach to daylighting and workplace environments would increase employee health and wellness, in alignment with state agency wellness plan goals.



Area Command Hallway

Forensic Services Lab Hallway

SPRINGFIELD SITE PLAN



N

SITE PLAN

1” = 80’-0”

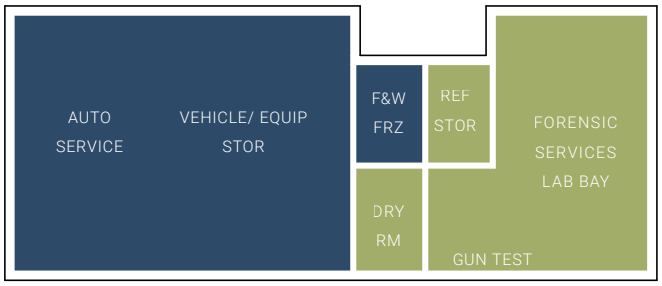
LEGEND

- ENTIRE BUILDING OUTLINE
- PROPERTY LINE
- PUBLIC
- OFFICER
- SECURITY LINE

N

MAIN FACILITY FLOOR PLAN

1/32" = 1'-0"



N

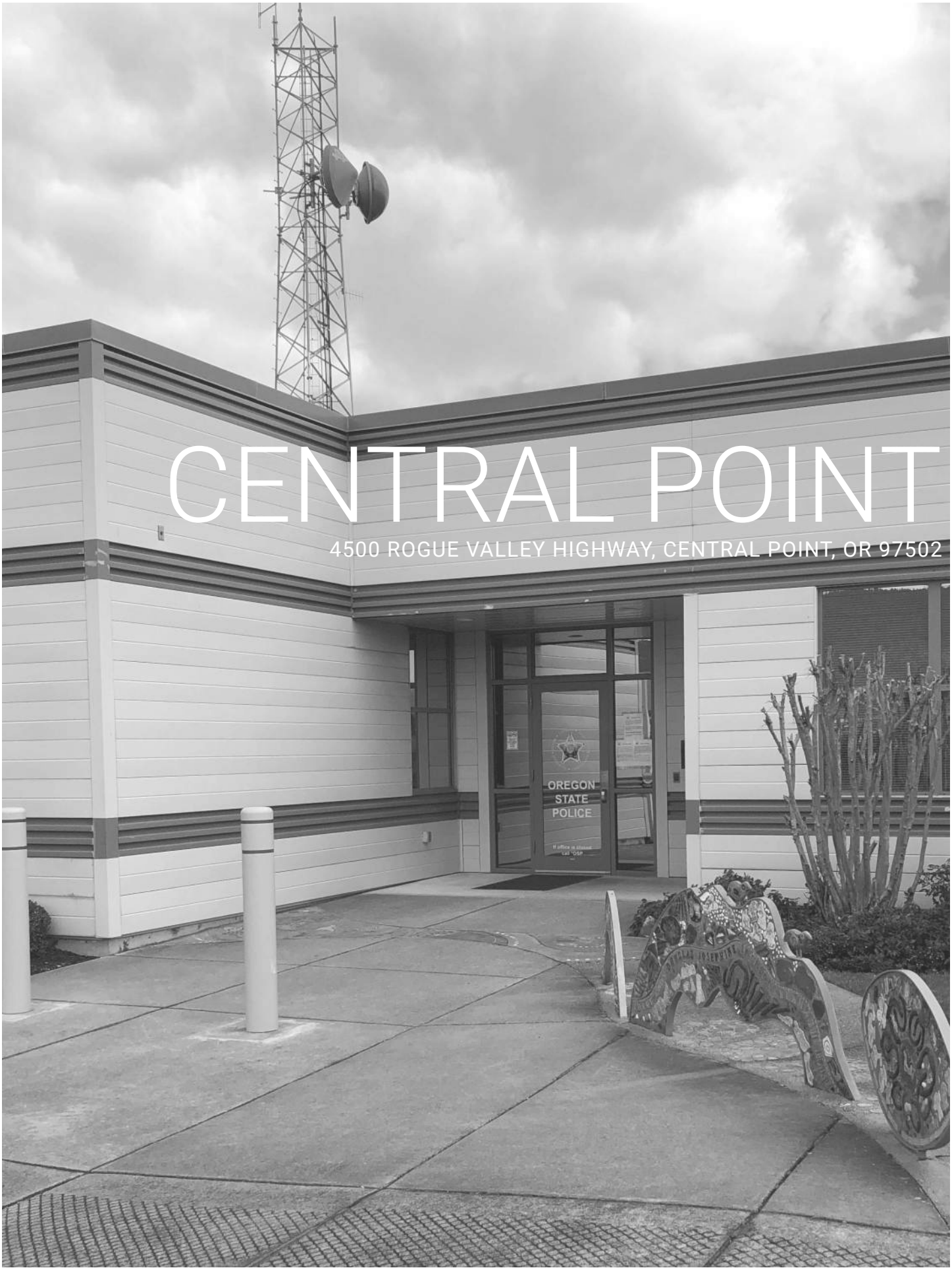
SUPPORT SERVICES FLOOR PLAN

1/32” = 1’-0”

LEGEND

ENTIRE BUILDING OUTLINE

BUILDING ENTRANCE / EXIT



CENTRAL POINT

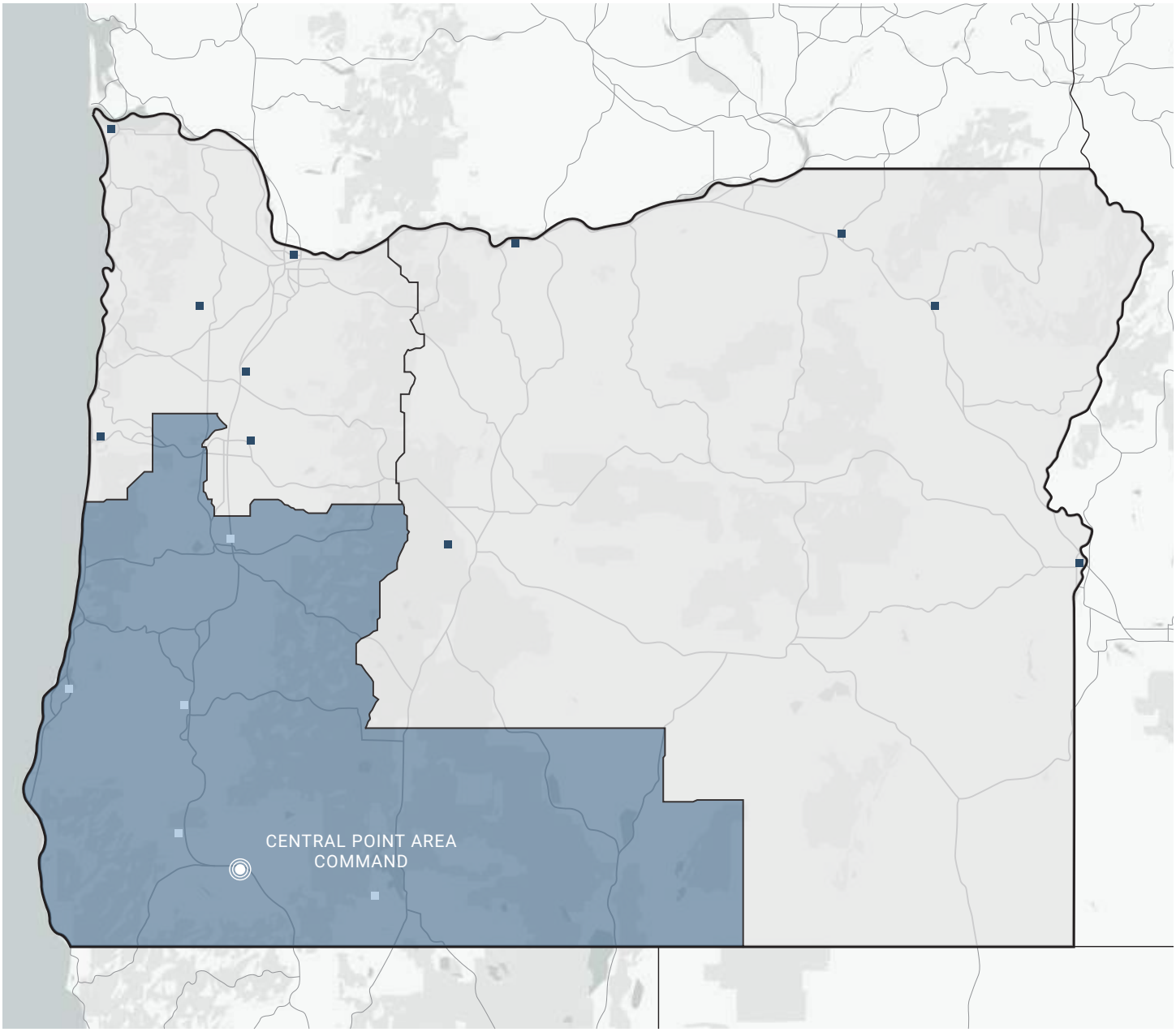
4500 ROGUE VALLEY HIGHWAY, CENTRAL POINT, OR 97502

SUMMARY

Built 23 years ago in 1997, the building has served as the Central Point Command Center and Lab for the Oregon State Police (OSP). Previously leased from the Department of Administrative Services (DAS), in 2017 the property ownership was transferred to OSP. The facility consists of a primary structure centered on the property with public access from the west parking lot and secure access from the south and east. The building, which used to be the Southwest Regional Headquarters, includes Patrol, Detectives, Fish & Wildlife, and Forensic Services Lab. OSP leases a portion of this building out for ODOT services. In the secure parking lot, the facility also includes a service building. The service building provides space for evidence storage, medical exams, auto servicing, vehicle storage, and freezers. The site is large enough for a potential expansion of the main building to the east. Operations have internally shifted around over the years, but the infrastructure of the facility itself remains in its original conditions and has not been improved in 23 years.

CENTRAL POINT

AREA COMMAND / LAB / ME / DISPATCH



FACILITY ASSESSMENT

BUILDING INFORMATION

YEAR BUILT
1997

TOTAL SQ. FT.
23,470

SEISMICALLY UPGRADED
No

RENT
OSP Owned

SECURE PARKING
Yes

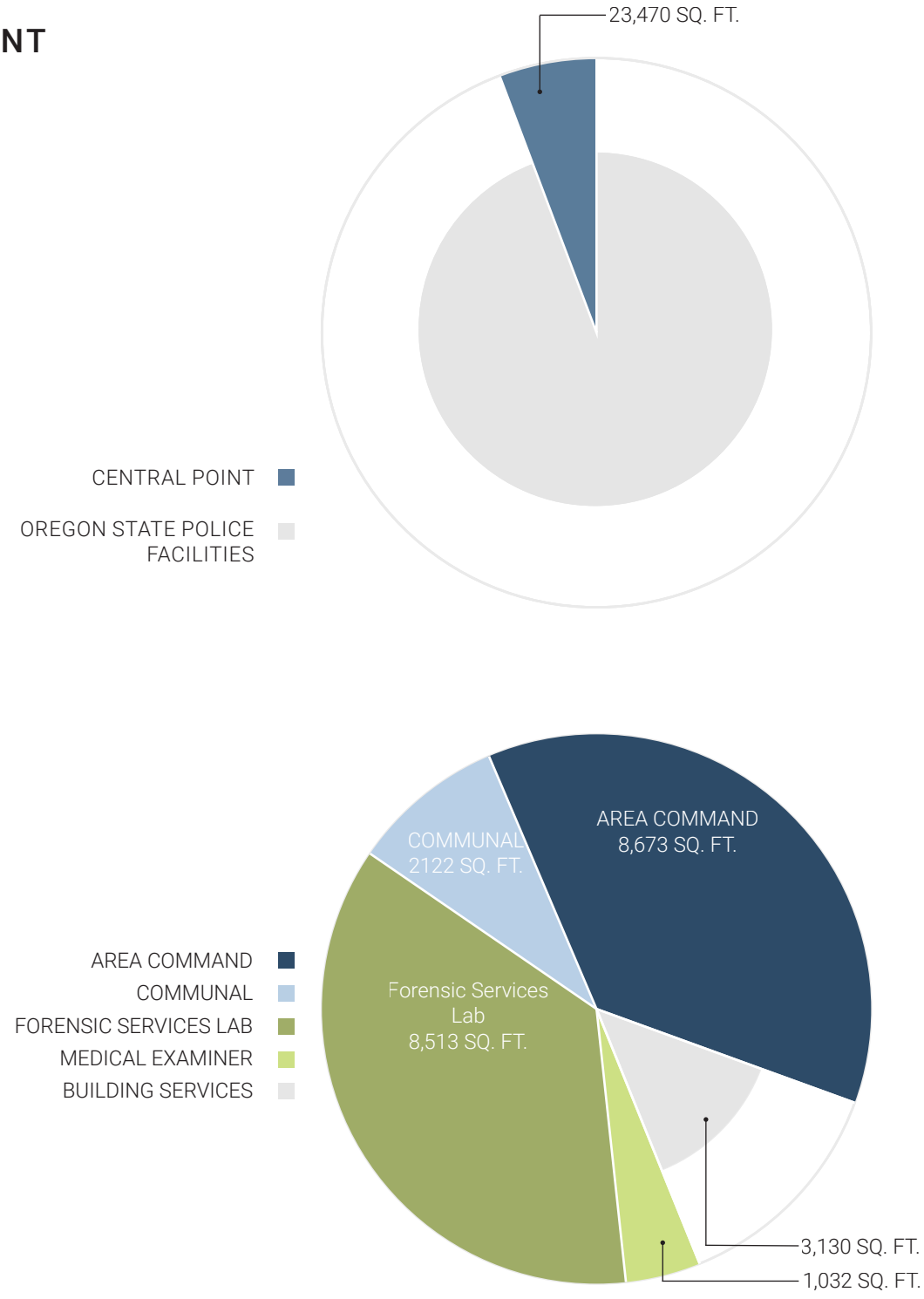
SPECIALTY DIVISIONS
Area Command
Forensic Services Lab
Medical Examiner
Dispatch

Forensic Services Lab / ME INFORMATION

REQUEST DISTRIBUTION (OCTOBER 2019)
Springfield Lab - 11%

REQUESTS BY DISCIPLINE (OCTOBER 2019)
Chemistry - 82%
Biology - 10%
Latent Prints - 7%
Firearms - 0.75%
Field Investigations - 0.37%

ME CASES (2019)
Cases - 607
Autopsy - 115
External Exam - 44



RESILIENCY

The facility includes a backup generator on site, although emergency power is only supplied to dispatch and emergency lighting. Medical Examiner, Lab, and Fish & Wildlife freezers are not on emergency power and neither are the Patrol Operations. The electrical system serving dispatch incorporates an uninterrupted power supply (UPS), but only serves dispatch. If the building experiences a power outage, OSP operations are completely shut down at the facility. The building does not have a fire sprinkler system. In the event of a fire, critical evidence could be lost and the building would likely sustain significant damage.

Through observation of the facility and analysis of the original structural plans, KPFF deduced that the building was originally built to meet the 1994 Uniform Building Code as an Occupancy Category I "Essential Facility" in seismic zone 3. However, the detailing for modern buildings to reach "Essential Facility" has increased in complexity since 1994. Based on this information, KPFF anticipates the building would react much as a modern office building would in the event of an earthquake, meaning occupants of the building would be able to safely exit the building but would not be allowed to reenter. Today's standards for essential facilities preserve full operations after the seismic event.

The site is west of Griffin Creek, a regulatory floodway as defined by FEMA. The eastern portion of the site, including an existing structure, is located within the base flood zone which is considered a Special Flood Hazard Area. A precise evaluation of the site's relationship to the floodplain was created in the form of a topographic site survey. Any future development within the flood zone has limitations and requirements for "Critical Facilities." A summary of these requirements and site diagrams is provided in KPFF's April 14, 2020 memorandum.

Emergency Generator

Emergency Generator (Exterior)

SECURITY

Reception

Main Entrance

Little has been upgraded or added to the facility in terms of security. Bollards were installed at the front of the parking lot to protect against ramming vehicles, though little else. Currently there are only two security cameras on site, both of which are original to the building. One at the front door and one at the back entry. There are no cameras surveying the perimeter, parking area, or security gate. In the event the facility is attacked or there is an active shooter on site, OSP has no ability to survey the exterior and determine the threat.

Glazing is tinted on the exterior, but the exterior wall assembly and windows don't meet level 3 ballistic requirements. The only ballistic glazing observed was at the front lobby transaction window. Access to the multipurpose room as well as the medical examiner office is directly through the public lobby. The lobby is unsecured, and this presents a potential risk to officers as well as undesired interactions with sex offenders coming to the facility to register. A second means of vehicle egress from the secure lot is provided with brick pavers in the grass on the north side of the property. However, this is not an ideal secondary response pathway if the roadway is blocked or in the event of a power outage, when the perimeter security gate becomes disabled.

OPERATIONS

Area Command

Patrol operations are spread throughout the facility. This distance between functions limits an officer's response time and reduces connected, collaborative interactions among staff. The secure parking area provides no covered parking for patrol vehicles, which is essential to keeping the vehicles primed and ready to go in all weather conditions. Furthermore, there is a lack of dedicated evidence vehicle storage.

On the interior of the building, there are limited report writing stations with evidence bag and tag sharing the same space,. This means that the evidence intake area does not have the proper ventilation it requires, and creates a distracting environment for report writing. The evidence lockers are outdated, and evidence storage also does not have proper ventilation, forcing evidence technicians to work in the administrative area instead.

Communal areas such as the former fitness room and briefing room have now been transformed into work areas to meet the growing space needs for increased numbers of OSP staff. The detectives, Fish and Wildlife, and Patrol have limited existing areas in which to accommodate any future staff. There are no temporary holding facilities, interview room toilets, or public restrooms.

Forensic Services Lab

The Forensic Services Lab is facing many operational issues due to lack of space, outdated HVAC equipment and ventilation, and overlapping functions co-located in the same space rather than in separate designated areas. Due to this lack of space, the Lab Technician work areas are spread throughout the lab, either in testing areas or up front by reception, which is not effective. In addition, files and case storage are located in cluttered hallways and there is limited temporary evidence storage. All of the HVAC equipment is original to the building and the lab is encountering on-going issues with fume hood ventilation.

Lack of space and an inherently inefficient building layout means several of the laboratory testing functions are overlapping. Biological lab spaces are not separated from facility walkways by vestibules, and are located near the frequently-used exterior access door which presents an evidence contamination risk. There are not separate testing rooms for suspect and victim evidence. Lab and analysis workspaces are in the same work environment for biological and chemical tests, which should be separated.

The receiving lobby for the Forensic Services Lab is located at the back of the building. This means that any visiting evidence technicians or detectives need access to the whole Central Point facility to drop off or access evidence, presenting a security concern and disruption of functions.

Medical Examiner

The medical examination facility is in the service building. The facility lacks the proper lighting, materials, and ventilation to effectively perform autopsies. The body receiving area is in the parking lot and does not meet privacy or National Association of Medical Examiners requirements. The lack of cooler storage limits the number of autopsies that can be performed and there is no mass disaster infrastructure or ability to expand cooler storage in an emergency. The office, library, and preparation area in the service building are small and deficient. The Medical Examiner office has been moved across the site to an office in the public lobby due to space constraints. The office lacks privacy, has security risks due to its direct access off the public lobby, and is a long way from the operations area.

General Hallway

Patrol Parking

Forensic Services Lab

Officer Evidence Processing

BUILDING ENVIRONMENT

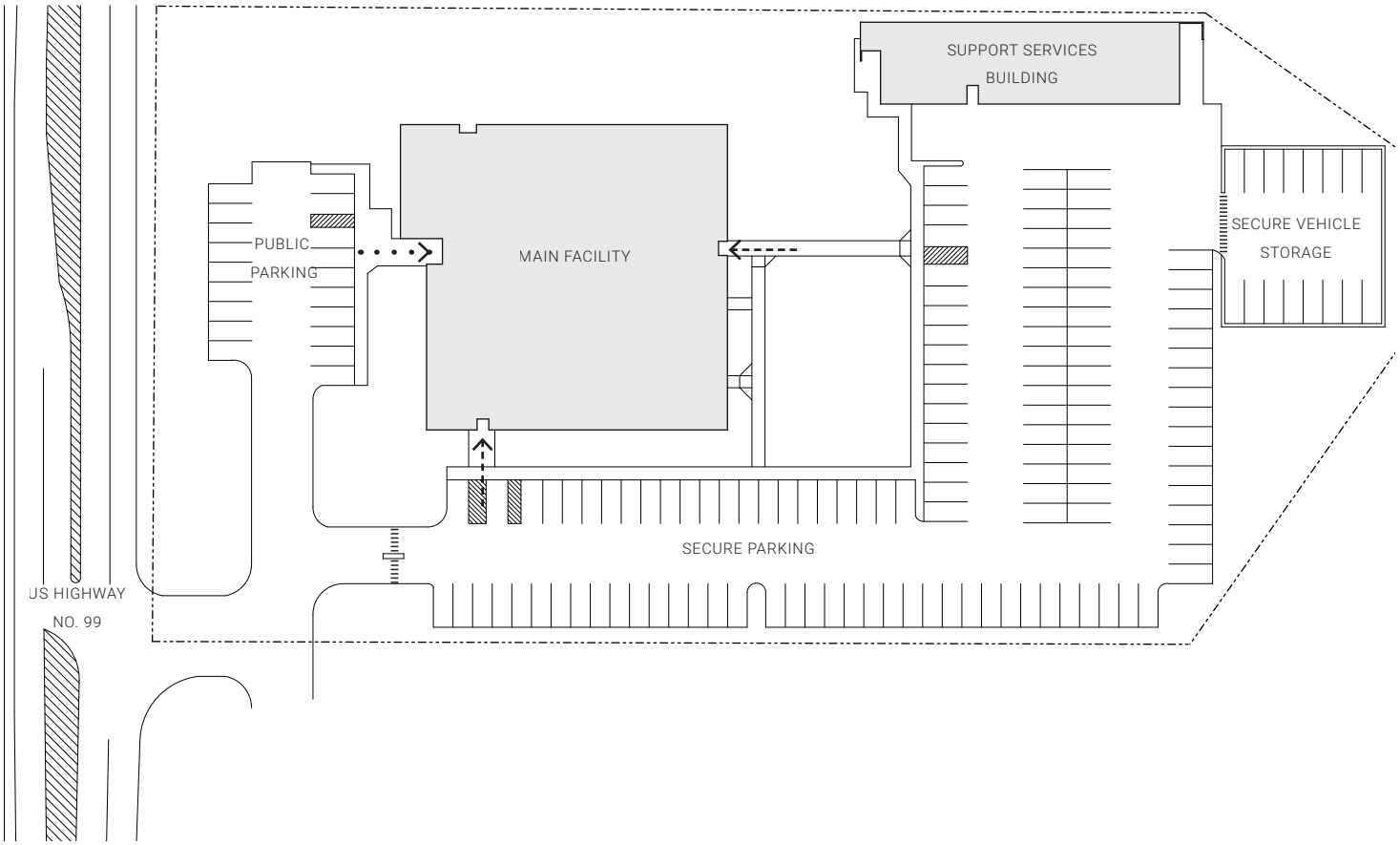
The overall building environment is outdated and has not been updated since initial construction. The majority of HVAC rooftop units have exceeded their estimated useful life and are in poor condition. Furthermore, they operate on a refrigerant with is no longer available. Therefore, full replacement of the HVAC units is recommended.

The furniture is the same furniture from when OSP moved in 23 years ago and does not meet current OSP standards. There is carpet in high traffic areas, which is hard to keep clean, and the original acoustical tile ceiling and fluorescent lights remain. Several storage rooms have been reclaimed for office and meeting spaces, meaning storage and janitorial supplies are in the hallways. There is also a lack of access to natural daylight in the report writing room, sergeants office, and fish & wildlife office. An evidence-based design approach to daylighting and workplace environments would increase employee health and wellness, in alignment with state agency wellness plan goals.

Hallway

Work Stations

CENTRAL POINT SITE PLAN



N

SITE PLAN
1" = 80'-0"

LEGEND

ENTIRE BUILDING OUTLINE

PROPERTY LINE

PUBLIC

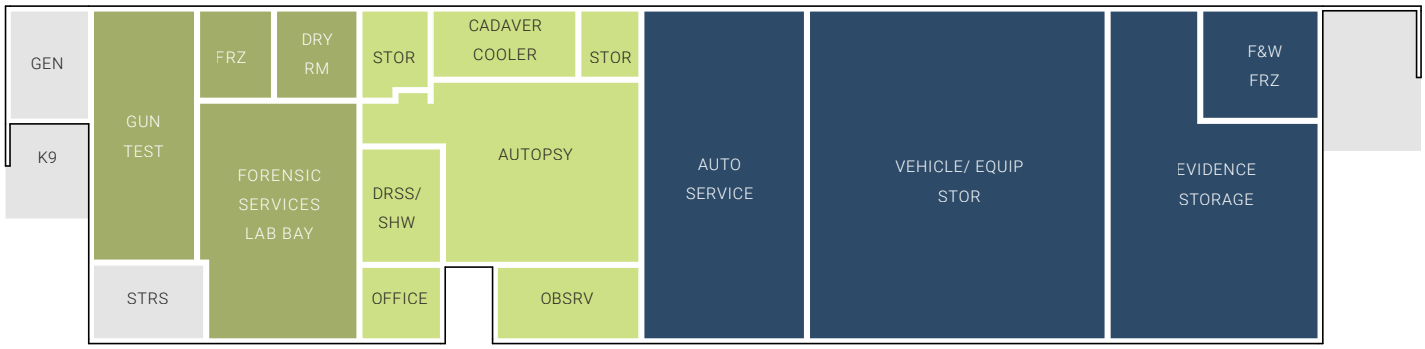
OFFICER

SECURITY LINE

N

MAIN FACILITY FLOOR PLAN

1/32" = 1'-0"



N

SUPPORT SERVICES FLOOR PLAN

1/32” = 1’-0”

LEGEND

ENTIRE BUILDING OUTLINE

BUILDING ENTRANCE / EXIT

03 DESIGN CRITERIA FOR NEW FACILITIES

OVERVIEW

In order to accomplish its vision "to provide premier public safety services", it is imperative that Oregon State Police develops design criteria for new facilities in alignment with the Department's desired long-range outcomes. These outcomes include facilities that are modern, equitably-designed, adequately-sized, safe, and resilient.

To assist in achieving these outcomes, the design team went through a three-step process of focused analysis and research. The first step involved a series of tours of prototypical facilities within the Oregon State Police facility portfolio. The team toured OSP's Central Point Office, Springfield Office, Portland Patrol Office, Portland Forensic Laboratory & Medical Examiner Office, Warrenton Patrol Office, Pendleton Patrol Office, and the Pendleton Forensic Laboratory. These building prototype tours served to help the team understand facility needs that are common to various locations, as well as any recurring challenges for existing facilities. It also added to the team's understanding of OSP operations, efficiencies in building layouts, and working relationships between different divisions.

Next, a variety of state-wide attributes and statistics were analyzed for their service impacts on Oregon State Police facilities. This helped the consultant team to look at the OSP functions as a holistic, interconnected system, while drawing out the specific characteristics of the three regions served and the unique challenges of the Central Point and Springfield areas.

Then, prototype models were developed using first-hand information gleaned from OSP staff workshops specific to Area Command, Forensic Services Lab, and Medical Examiner facilities. These prototype models present area summaries of square footages as a function of anticipated staffing numbers, and are a result of a thorough analysis of program needs specific to Oregon State Police facilities.

As a result of this process, Oregon State Police now has a road map to assist in its long-range goal of purpose-built, standardized facilities to effectively serve functional and operational needs. With these prototype recommendations in place, OSP can now take the next steps toward a well-planned portfolio that balances ownership opportunities with fiscal and political realities.

Step 1 - Prototype Tours

SUMMARY

Tours of existing, prototypical Oregon State Police buildings were a key part of understanding overlaps and separations of functions as well as differing needs between Area Command, Forensic Services Lab, and Medical Examiner facilities. The team heard first-hand from a variety of staff what is working well for them at these prototype facilities, so that these successes can inform future projects.

The Astoria Area Command at Warrenton was toured as an example of a building constructed recently (5 years ago) that efficiently provides much needed facility resources for area Patrol, Fish and Wildlife, and Criminal Investigation Divisions. It consists of a two building scheme, similar to that of Springfield and Central Point, where there is a main facility and a support services building. However, the Warrenton facility locates the two buildings in close proximity to each other and connects them via a covered breezeway for increased efficiency and usability.

The Pendleton Forensic Services Lab operates as a regional lab and serves the northeast portion of the state. It provides local agency support for crime scene investigation, biological processing, latent prints, and chemistry. It is organized well with clean zones and bio vestibules to avoid any potential contamination of evidence.

The Portland Forensic Services Lab is currently tasked with processing 45% of the state's caseload. The facility is equipped with the broadest array of forensic science services in the state, including chemistry, DNA, firearms/ tool mark analysis, the implied consent program, and trace evidence analysis. Some of these services provided by the Portland facility are not currently available at Forensic Services Labs elsewhere in the state.

The Portland Medical Examiner serves as the primary autopsy resource for the state. It has multiple autopsy stations, CT scanner, and both cooler and freezer storage. The facility also provides work space for county death investigators and an observation area for high suspicion cases.

At each of these prototype tours, the team looked for lessons learned across a broad spectrum of needs. Successful attributes of existing facilities would then be incorporated into design criteria for new facilities, and influence conceptual planning for Springfield and Central Point.

ASTORIA AREA COMMAND AT WARRENTON

2320 SE DOLPHIN AVENUE, WARRENTON, OR

The Astoria Area Command at Warrenton is one of the newest OSP buildings. The facility consists of a 5400 sf main building and a 4000 sf services building, joined by a covered breezeway. The plan is organized around trooper cubicles and a supply hub at the center, with offices, evidence, lockers, lobby, and other functions ringing the perimeter. There is a large conference room that comfortably holds 20-30 people, which can be accessed off of the lobby. Also, there is a secure interview room with an intervening hallway between it and the lobby. Natural light is provided to closed-door offices throughout by windows that are above eye level for security purposes. The shop building has three large pull-through bays. When needed, the shop also lends itself to Fish and Wildlife processing, large vehicle evidence, or defensive tactics training.

BUILDING INFORMATION

YEAR BUILT
2015

TOTAL SQ. FT.
9,400

RENT
$185,424 a Year

SPECIALTY DIVISIONS
Area Command


Lobby


Shop

PENDLETON LAB

612 AIRPORT ROAD, PENDLETON, LAB

The Pendleton Forensic Services Lab was recently built in 2018. It is in a separate building, but adjacent to the Pendleton Area Command. The front door is controlled with an intercom and remote release for security. All of the casework in the facility is lab grade, so that all surfaces can be easily decontaminated. The lab area is separated from the office and public functions by a bio vestibule, to help prevent contamination of evidence in the testing area. The facility provides ample positive pressure hoods and good ventilation. In latent prints there are separate rooms for powder testing and alternate light source testing. The vehicle exam bay is large with space for photography and tools on rolling carts. There are multiple screening rooms, allowing victim and suspect evidence to be analyzed separately.

Bio Vestibule

Drug Chemistry

BUILDING INFORMATION

YEAR BUILT
2018-2019

TOTAL SQ. FT.
11,377

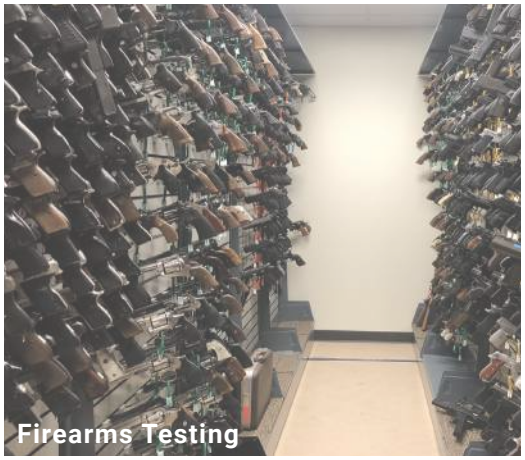
RENT
$434,100 a Year

SPECIALTY DIVISIONS
Area Command
Forensic Services Lab

PORTLAND FORENSIC SERVICES LAB

13309 SE 84TH STREET, CLACKAMAS, OR

The Oregon State Police Forensic Services Lab in Portland offers the most comprehensive forensic science functions among the Oregon State Police facilities portfolio. It covers the same services as the regional locations located in Central Point and elsewhere, such as Field Investigation, Latent Print Processing, Drug Chemistry, and Biology. Beyond those it adds several specialized disciplines including DNA, firearms, trace evidence analysis, and intoxilyzer service. Labs are located strategically throughout the state in order to optimize access by law enforcement, but the Portland Lab is heavily relied upon, with a case distribution load of 45%. This increased scope of service is reflected in the increased size and the addition of specialized infrastructure in the Portland Lab.


Firearms Testing

Vehicle Bay

BUILDING INFORMATION

YEAR BUILT 2004	RENT $1,847,724 a Year
TOTAL SQ. FT. 51,873: Forensic Lab 14,600: Medical Exam.	SPECIALTY DIVISIONS Forensic Services Lab Medical Examiner

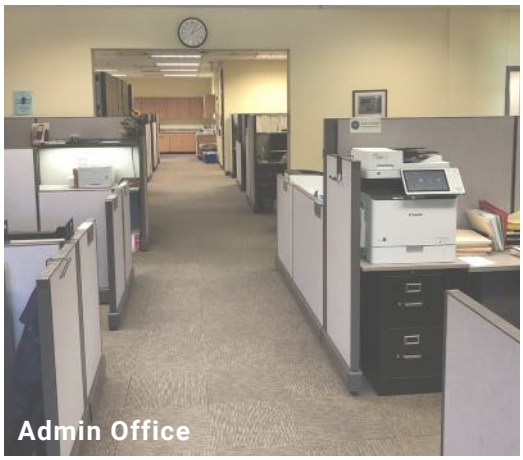
PORTLAND MEDICAL EXAMINER

13309 SE 84TH STREET, CLACKAMAS, OR

The Oregon State Police Medical Examiner facility located in Portland shares a building with the Portland Forensic Services Lab. Medical Examiner functions are centralized on the ground floor in the northwest portion of the building. There is a separate lobby and receiving area from those of the Forensic Services Lab, and they are accessed from the secure parking lot. Offices are located to one side of the space, with receiving, storage, and autopsy to the other, and locker rooms and equipment storage is located between. Some of the offices have direct access to daylight, but most are located toward the interior of the building.

The Portland Medical Examiner facility currently has a state-wide case distribution of 76%, compared to 12% in Springfield and 12% in Central Point. The Portland facility is already reaching capacity every 4-6 weeks, and does not have room for expansion to keep pace with future population growth.

Receiving


Admin Office

Step 2 - State Analysis

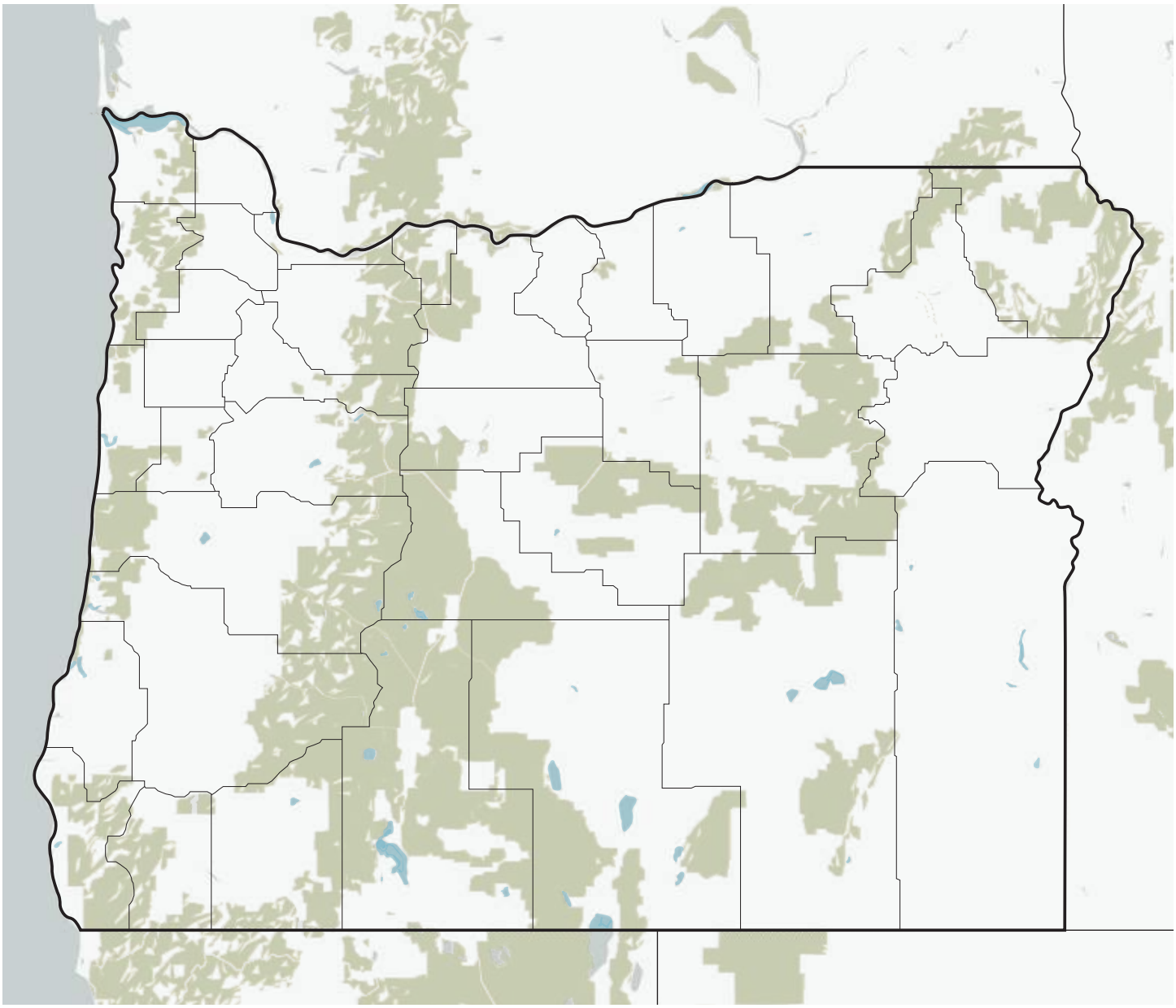
SUMMARY

The design team mapped and analyzed a variety of state-specific attributes, features, and statistics to study how they impact service demands on Oregon State Police facilities. This included major geographic features, highways, and population data as well as case load distribution, calls for service, and staff numbers per office. While OSP functions as an interconnected state-wide system, each of its three regions holds unique challenges.

In the maps that follow, there is a concentration of OSP facilities along the major interstates of I-5 and I-84. Similarly, demand for service stays relatively consistent along the I-5 corridor. This holds true for Patrol as well as for the Forensic Services Labs and Medical Examiner offices. However, not all of the OSP facilities along the I-5 corridor are currently set up to handle the demands of their region. In order to compensate, currently an outsize portion of case loads from the Southwest region are directed to Portland.

Multnomah County has seen a large amount of population growth in the recent past, but this trend is slowing. At the same time, both Central and Southwest Oregon are increasing in population more rapidly and need OSP facilities that can keep pace with increased demand. Looking at all of this data together, it becomes clear that Springfield and Central Point have the opportunity to be strategic infrastructure investments to achieve a more successful balance of service throughout the state.

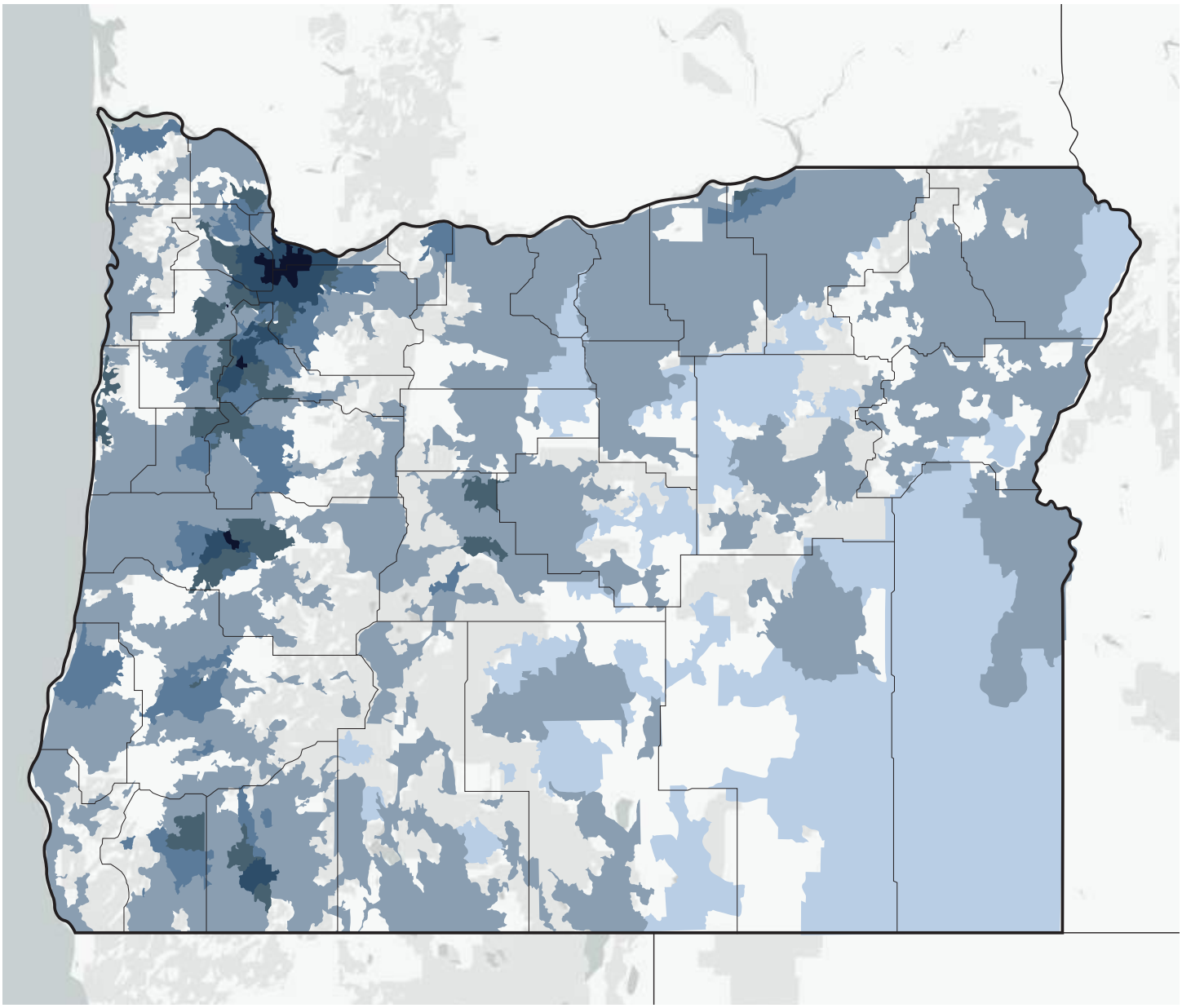
GEOGRAPHY



KEY

- Parks and Forests
- Water

POPULATION



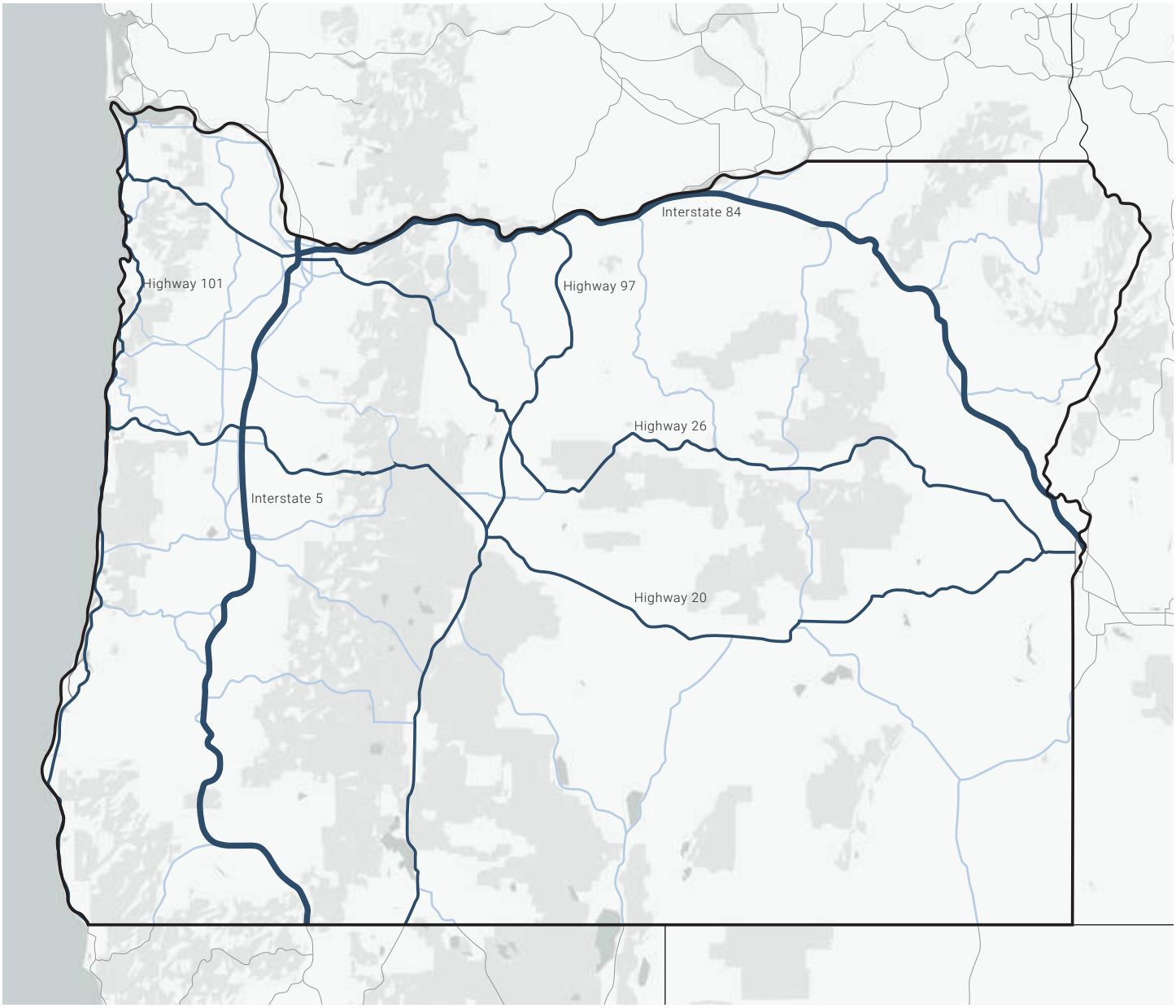
KEY

Person per Square Mile

- < 1
- 1 - 101
- 101 - 210
- 210 - 601
- 601 - 3299
- > 3299

Population Data gathered from OHSU study in 2018

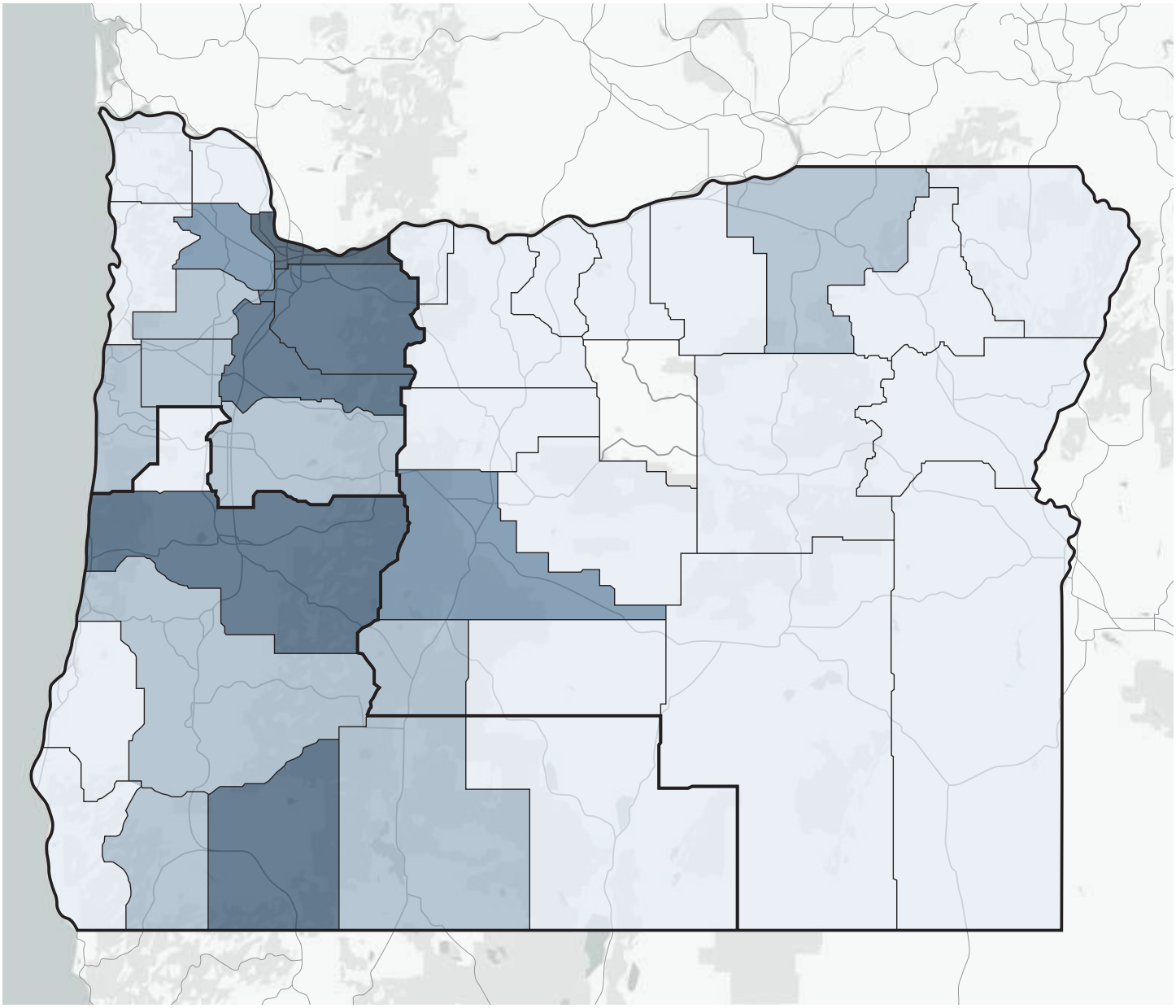
MAJOR HIGHWAYS



KEY

- State Border
- Major Interstate
- Major Highway
- Minor Highway

FATAL CRASHES

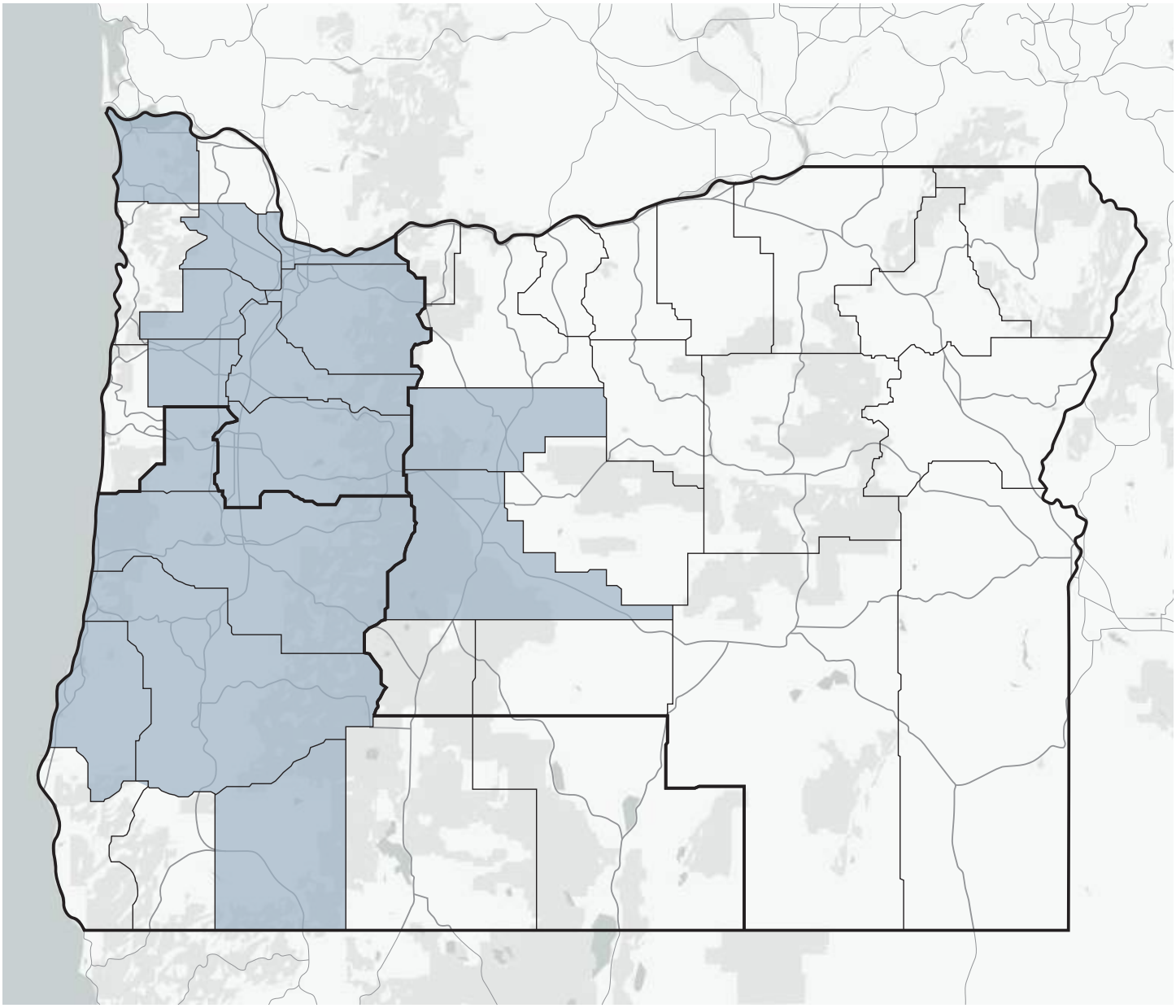


KEY

- 0
- 1-10
- 11-20
- 21-30
- 31-40
- 51-60

Carsh Data from 2016

24 HOUR PATROL

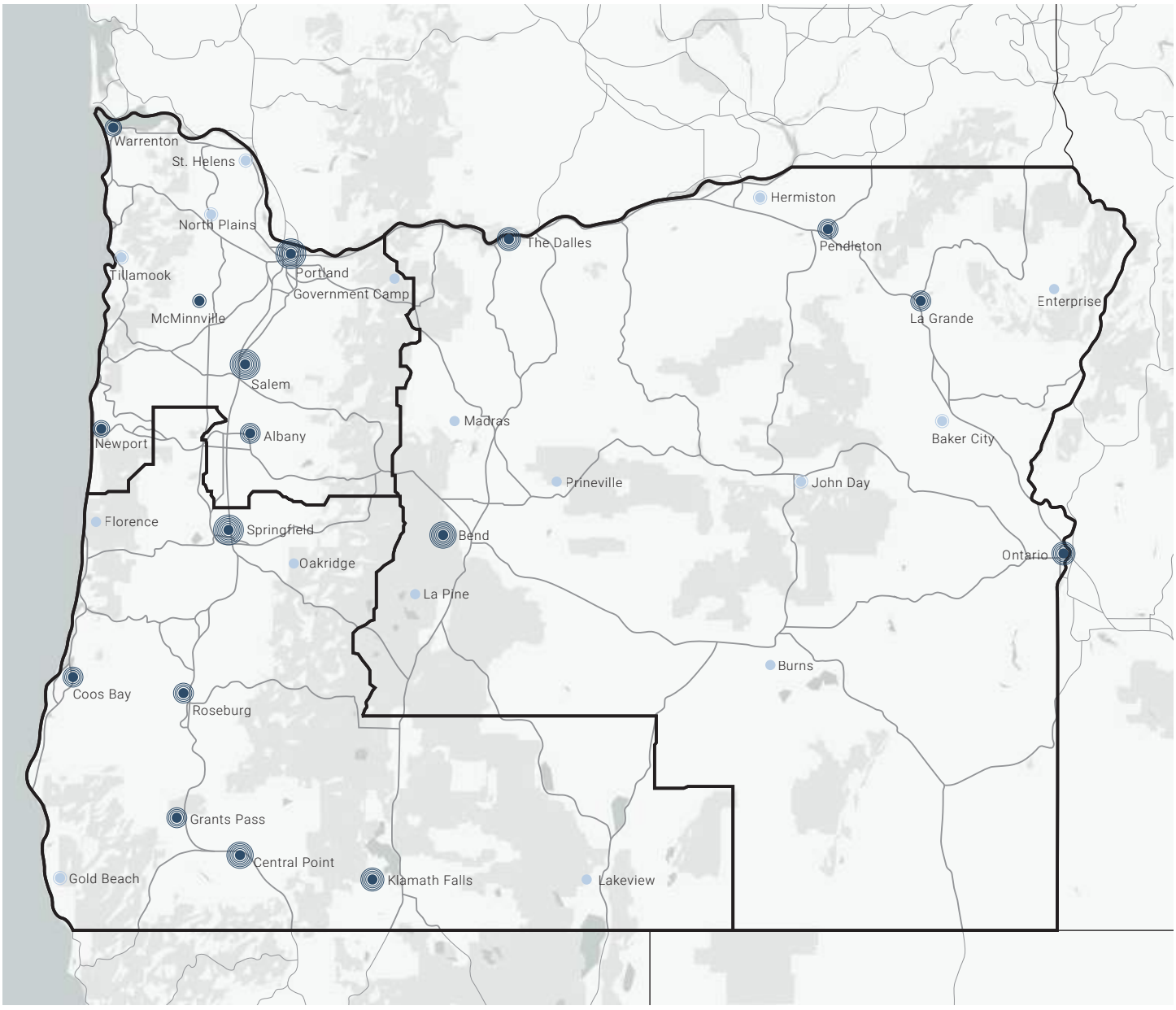


KEY

24 Hour Patrol

24 Hour Patrol Data from 2020

OSP FACILITIES



KEY

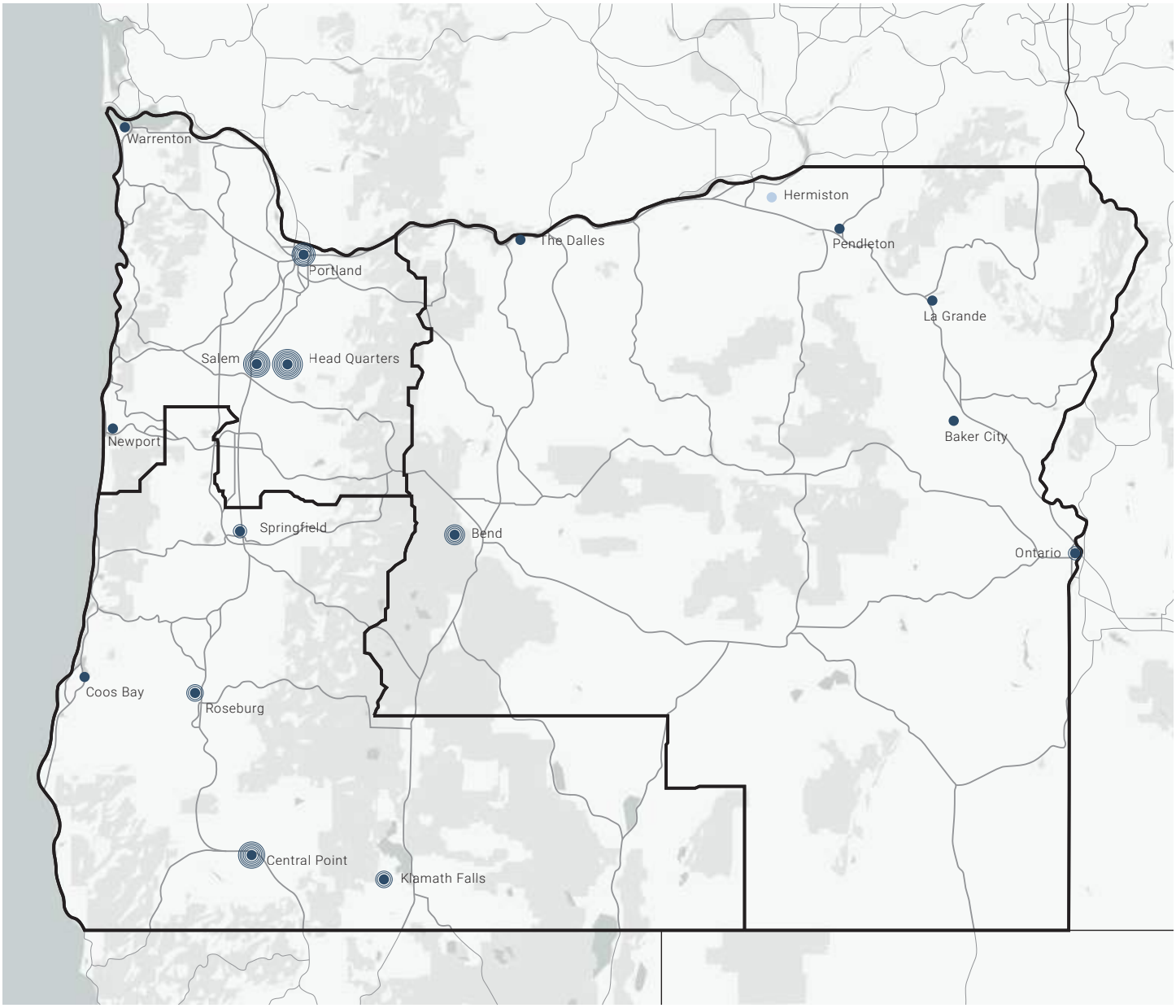
- Area Command
- Worksite

Authorized Strength per Officer

- 0 -5
- 6 - 10
- 11 - 15
- 16 - 20
- 21 - 25
- 26 - 30
- 31 - 35

Facility Data from 2020

MAJOR CRIMES



KEY

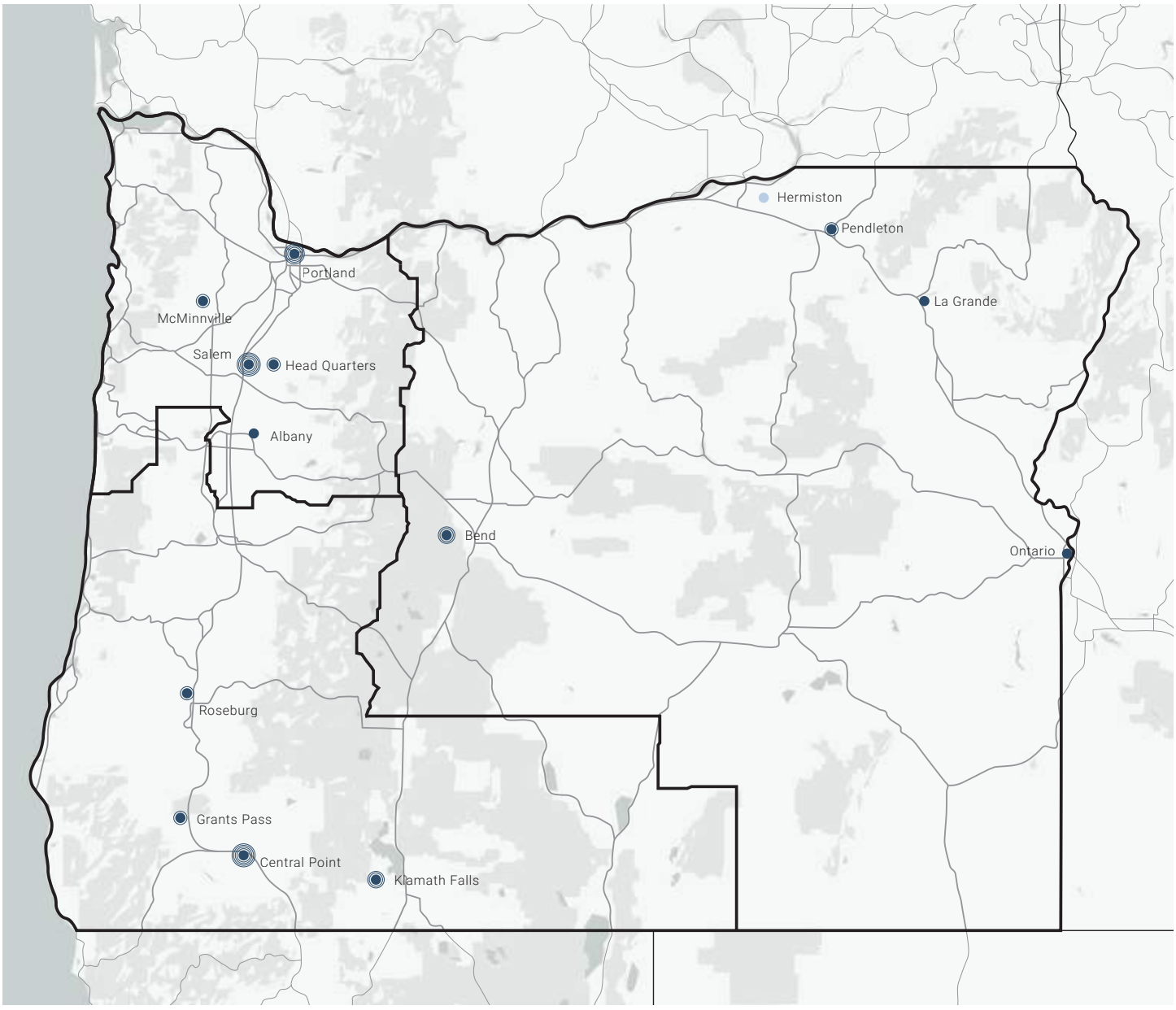
- Area Command
- Worksite

Authorized Strength per Detective

- 1 - 2
- 3 - 4
- 5 - 6
- 7 - 8
- 9 - 10
- 11 - 12
- 13 - 14

Major Crimes Data from April 2020

DRUG TASK FORCE



KEY

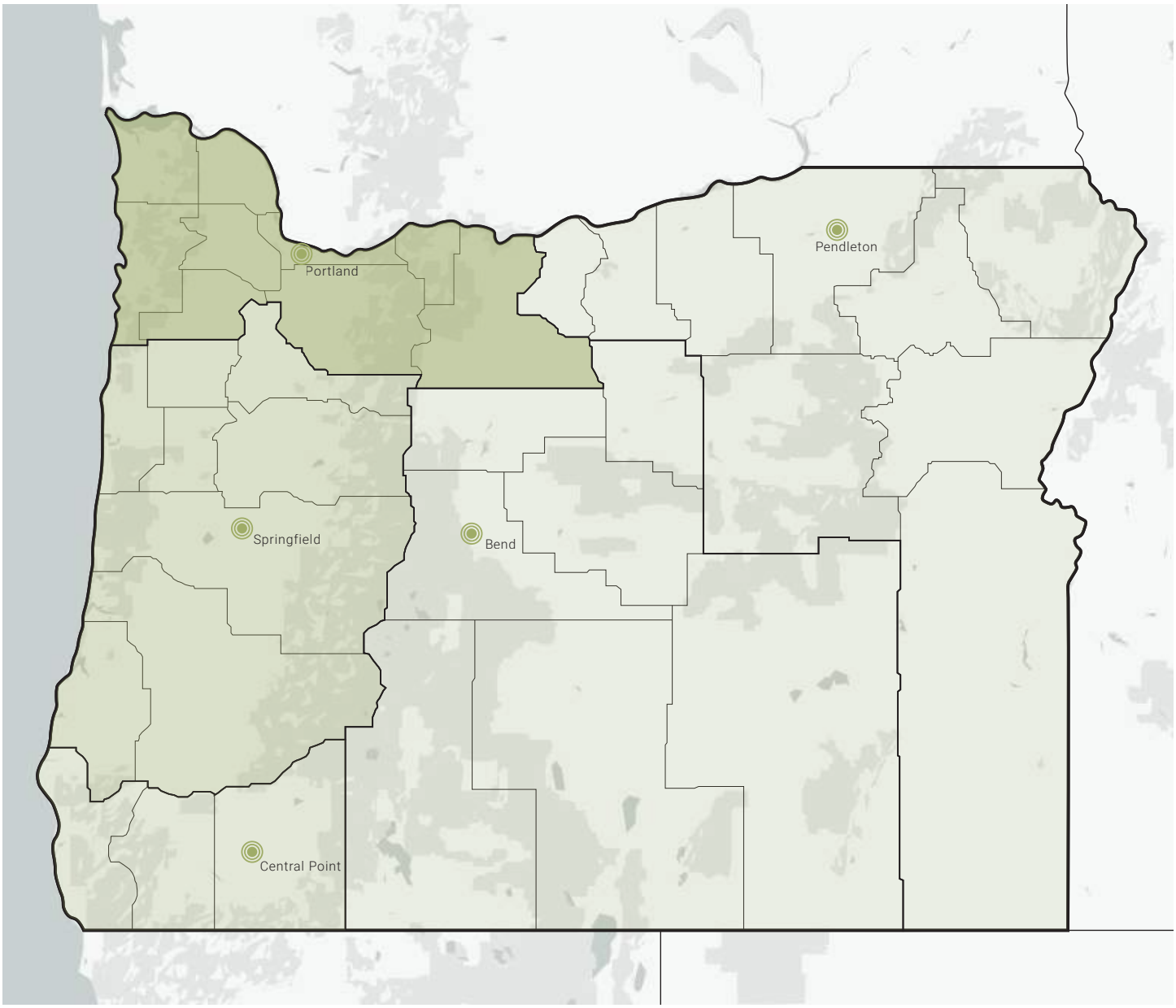
- Area Command
- Worksite

Authorized Strength

- 1
- 2
- 3
- 4
- 5

Drug Task Force Data from April 2020

OSP FORENSIC SERVICES LABS AND DISTRIBUTION



KEY Case Distribution

45% Portland Lab
Biology Processing
Chemistry
DNA
Field Investigations
Firearms / Tool Mark Analysis
Implied Consent Program
Toxicology
Latent Print Analysis
Trace Evidence Analysis

21% Springfield Lab
Biology Processing
Chemistry
Field Investigations
Firearms Processing
Latent Print Analysis
Toxicology
Trace Evidence Analysis

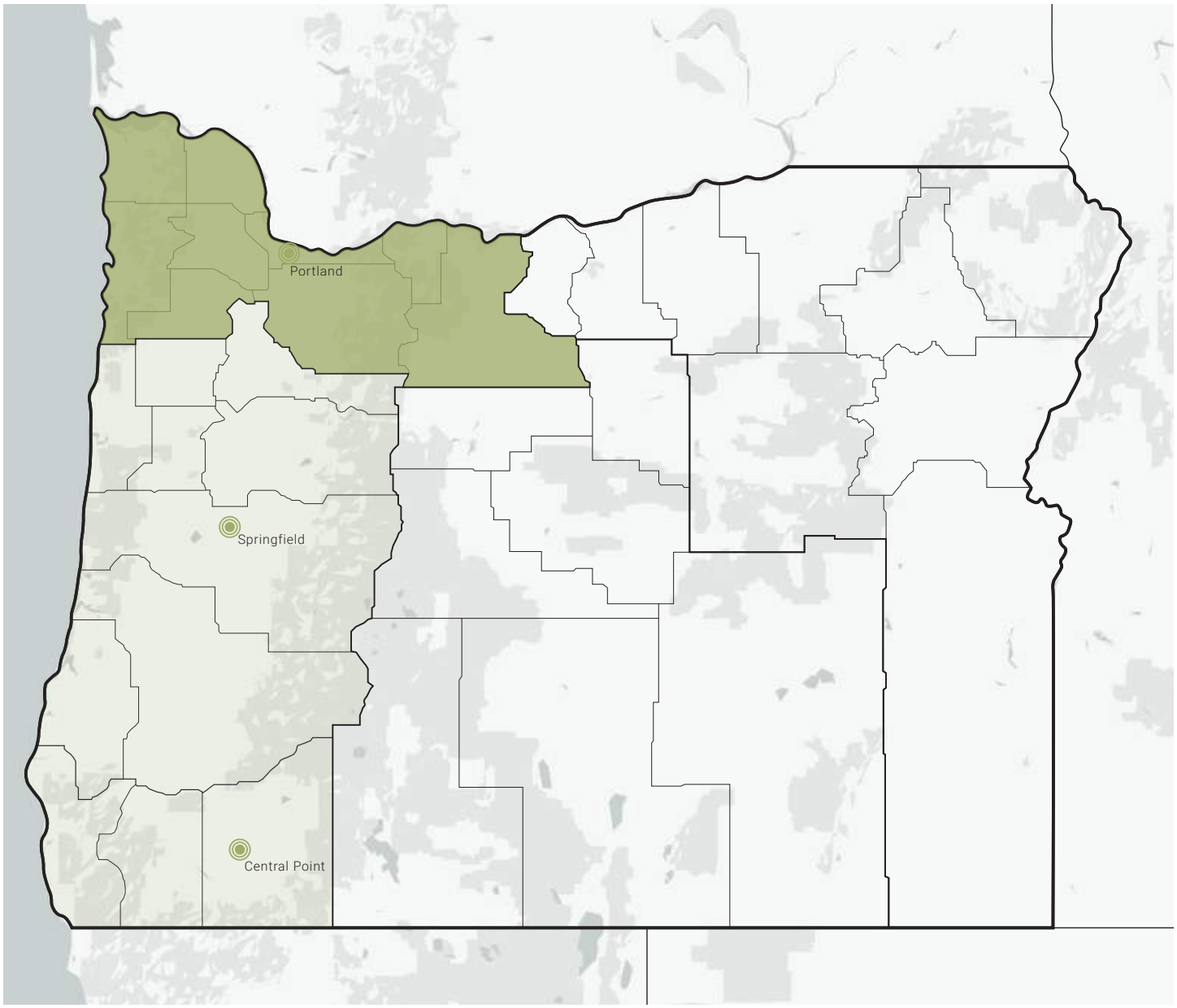
11% Central Point Lab
Biology Processing
Chemistry
Field Investigations
Firearms Processing
Latent Print Analysis
Serial Number Restoration

4% Bend lab
Biology Processing
Chemistry
Field Investigations
Latent Print Analysis

4% Pendleton Lab
Biology Processing
Chemistry
Field Investigations
Firearms Processing
Latent Print Analysis

Forensic Servics Data from 2019

OSP MEDICAL EXAMINER AND DISTRIBUTION

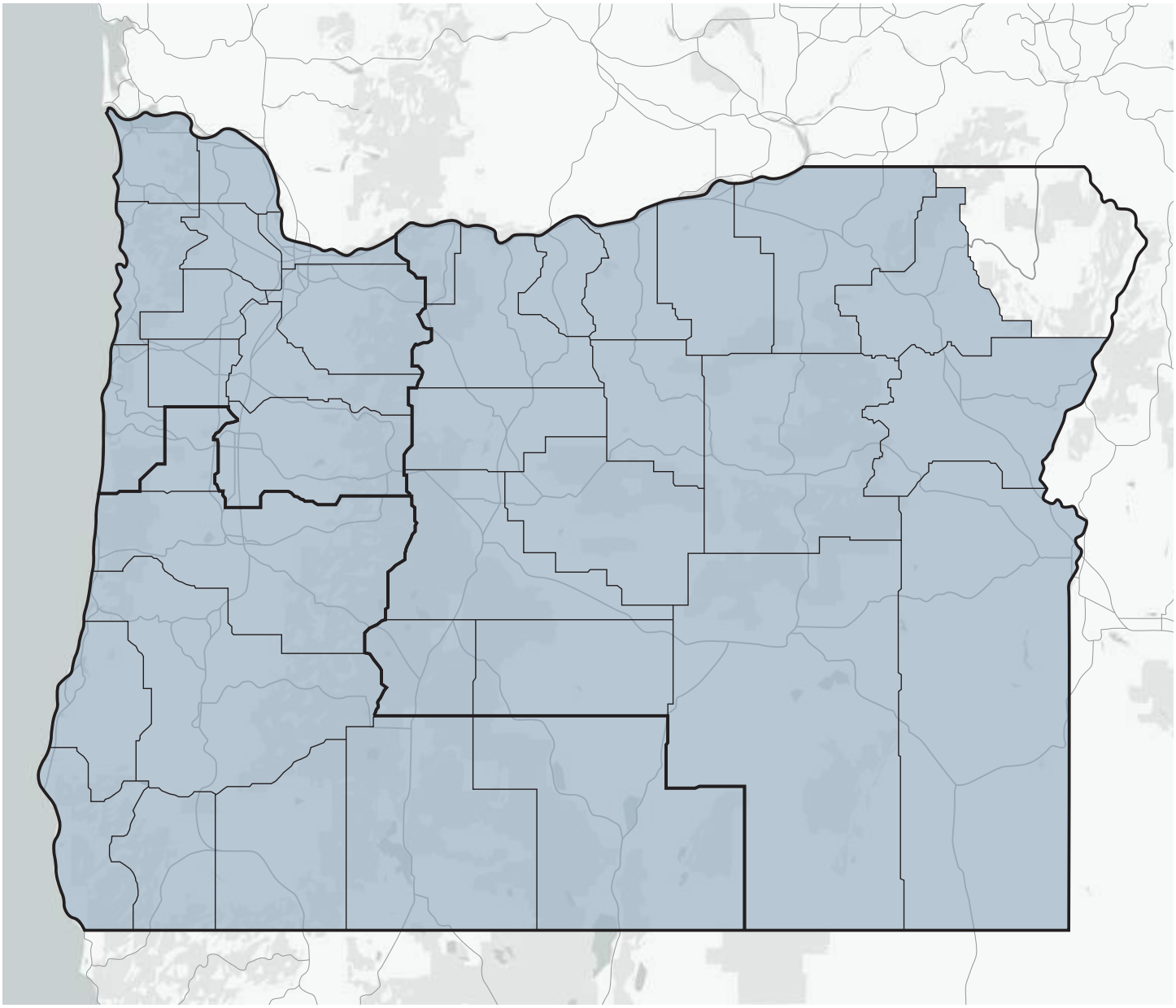


KEY Case Distribution

- 76% Portland Lab
- 12% Springfield Lab
- 12% Central Point Lab

Medical Examiner Data from 2019

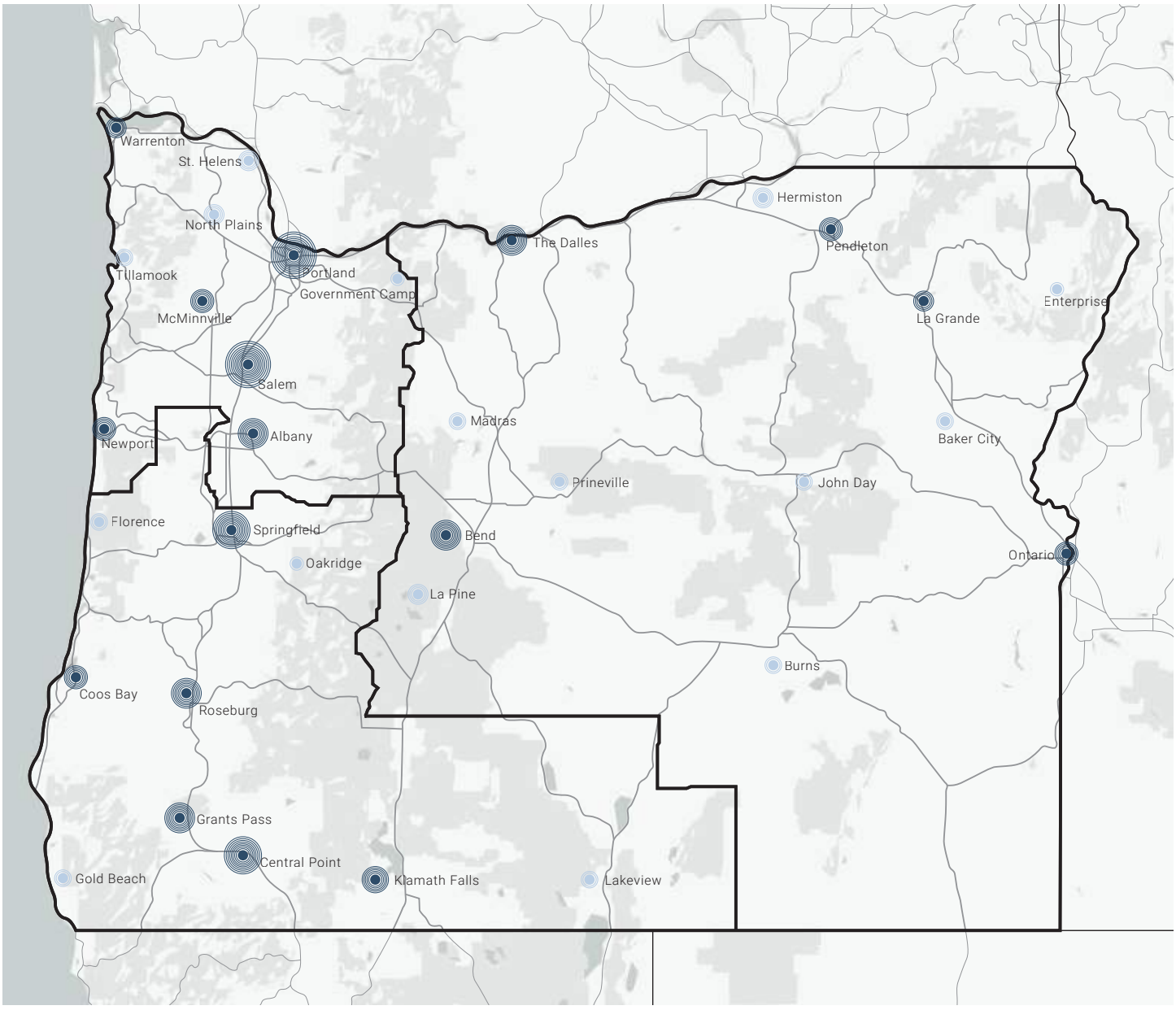
24 HOUR PATROL - 2030



KEY

24 Hour Patrol

OSP FACILITIES - 2030



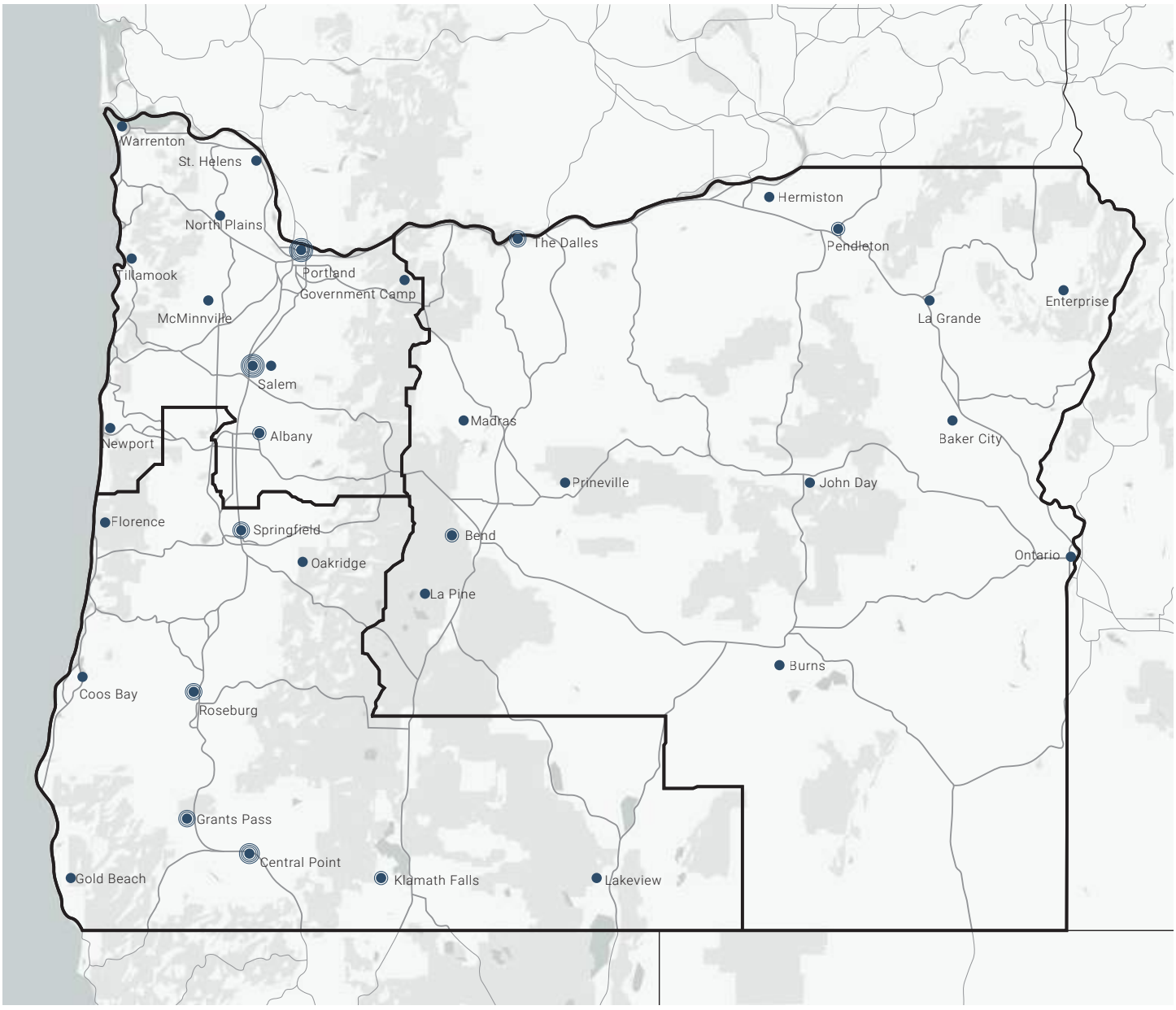
KEY

- Area Command
- Worksite

Authorized Strength per Officer

- 0 -5
- 6 - 10
- 11 - 15
- 16 - 20
- 21 - 25
- 26 - 30
- 31 - 35
- 36 - 40
- 41 - 45
- 46 - 50
- 51 - 55

ASSIGNED CALLS FOR SERVICE



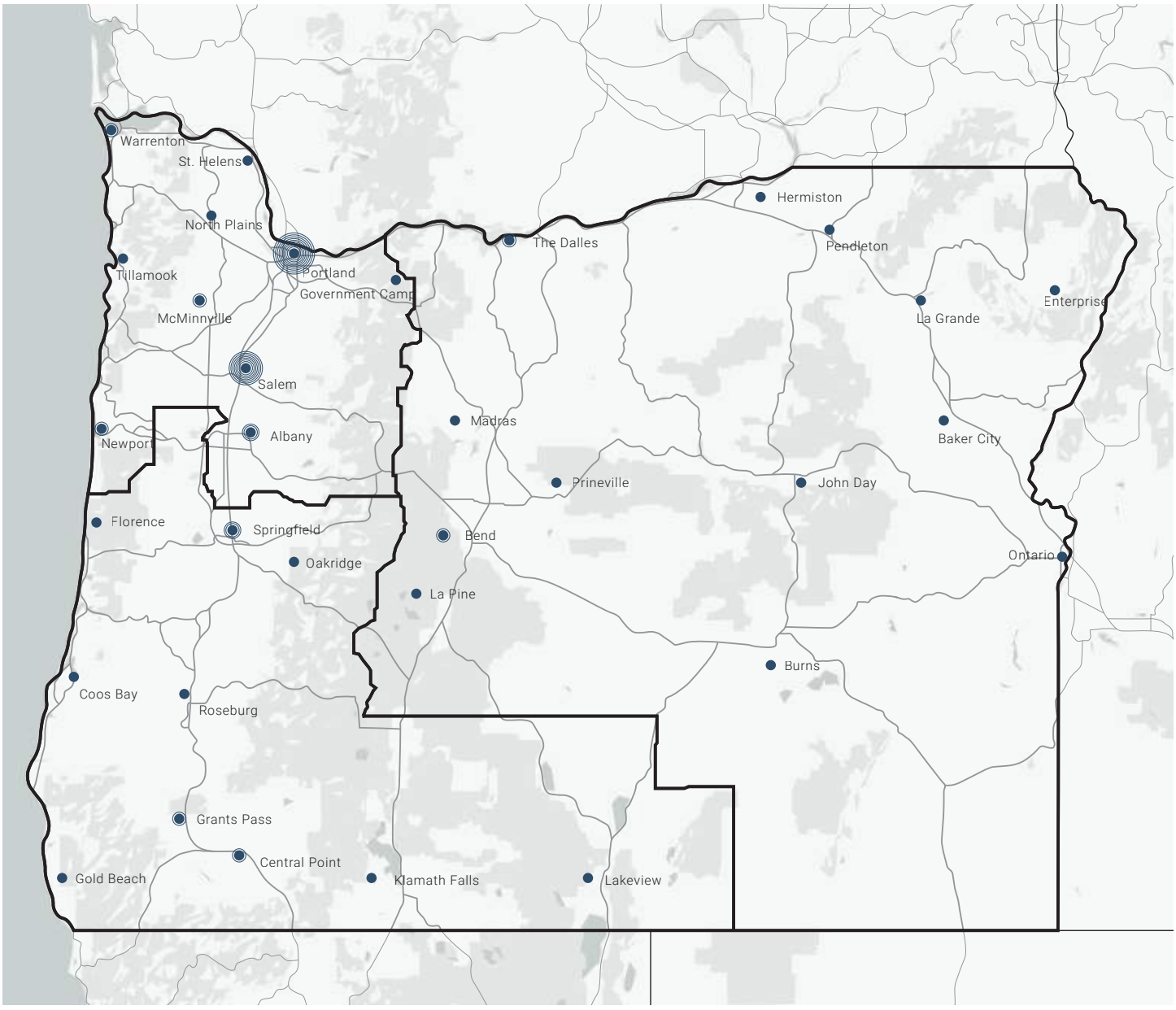
KEY

Percent of Assigned Calls for Service

- 0 -2
- 3 - 4
- 5 - 6
- 7 - 8
- 9 - 10

Calls for Service Data from 2019

UNANSWERED CALLS



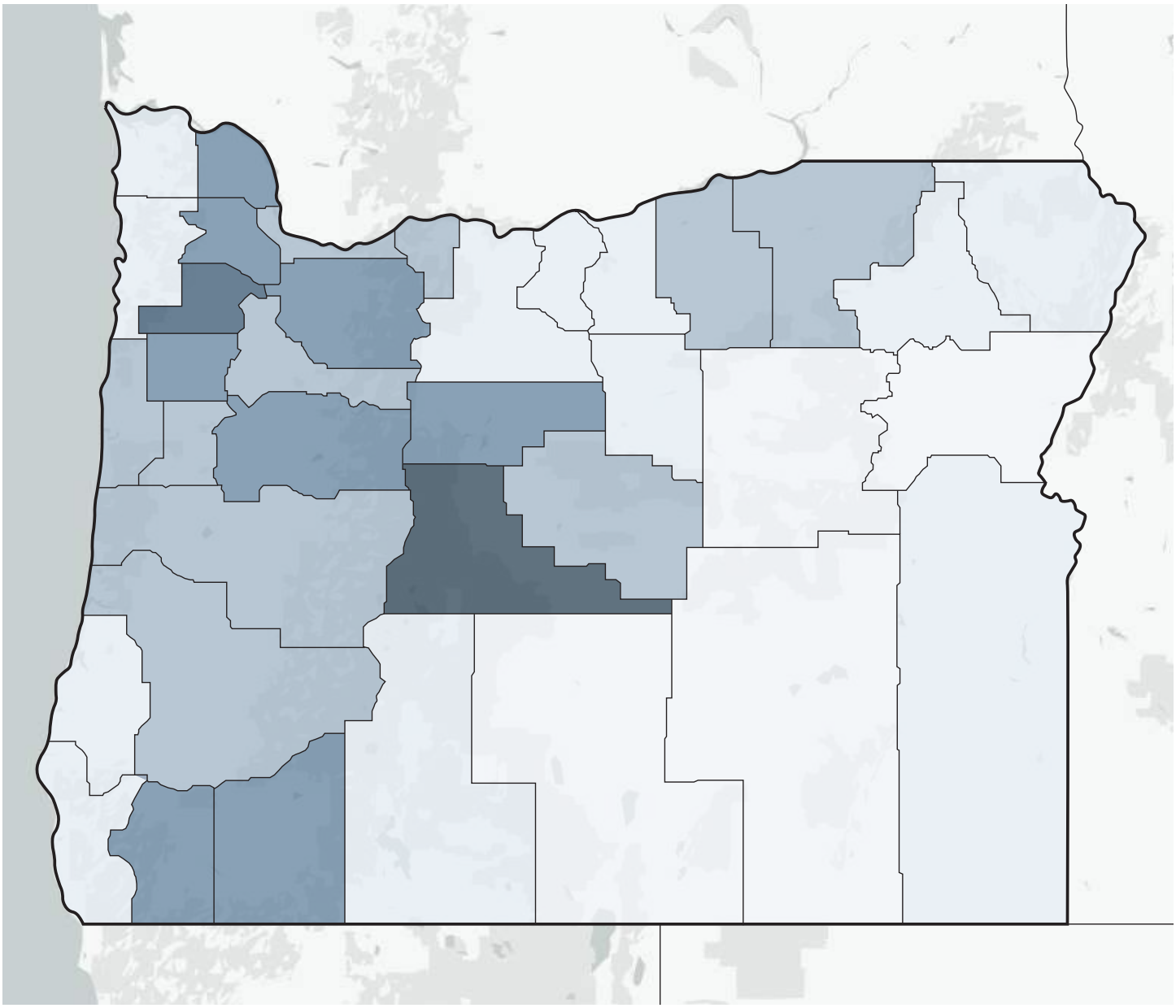
KEY

Percent of Unanswered Calls

- 0 - 2
- 3 - 4
- 5 - 6
- 7 - 8
- 9 - 10
- 11 - 12
- 13 - 14
- 15 - 16
- 17 - 18
- 19 - 20

Unanswered Calls Data from 2019

POPULATION INCREASE



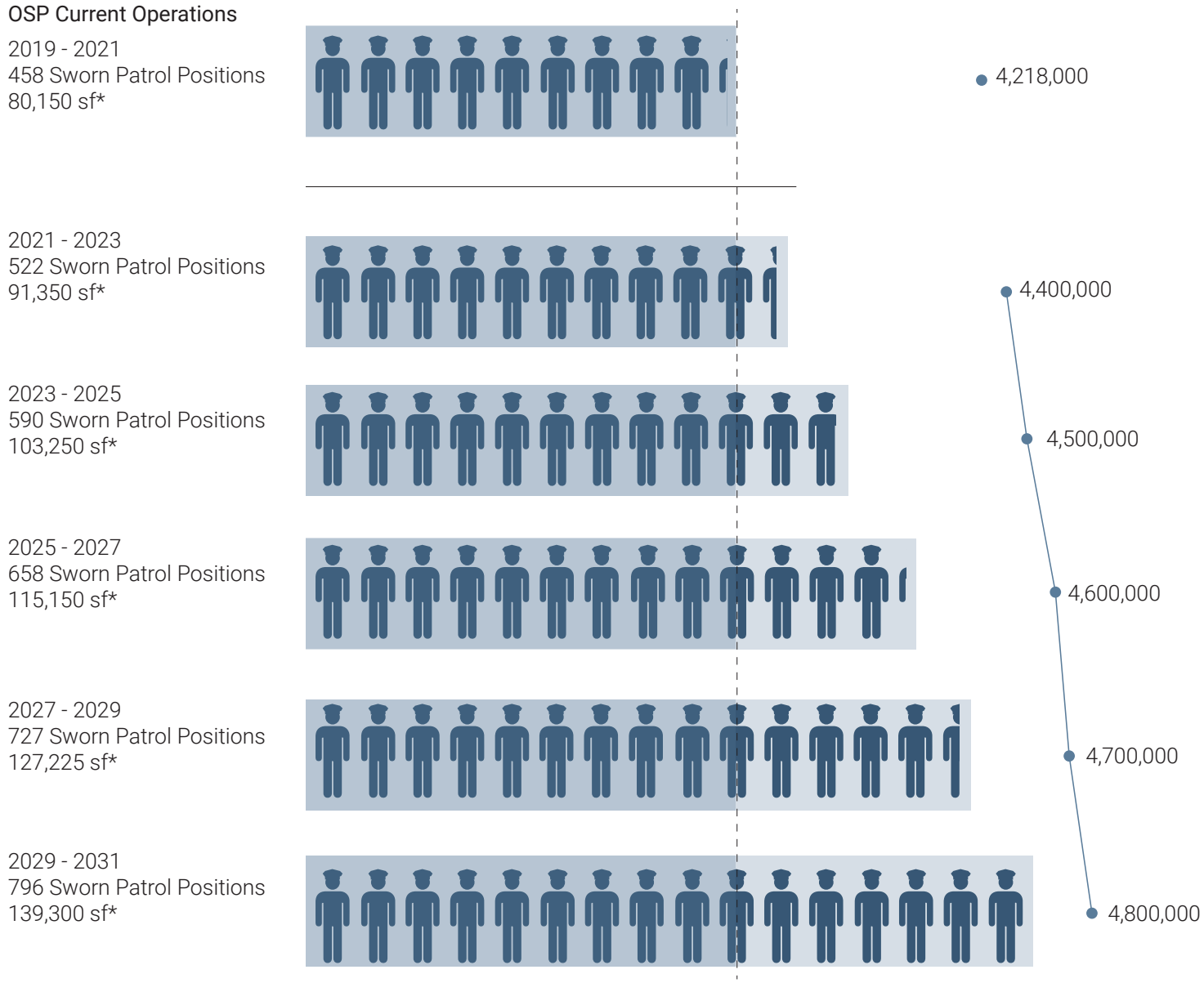
KEY

Percent Increase

- 90 - 100
- 100 - 110
- 110 - 120
- 120 - 130
- 130 -140
- 160 - 170

Major Crimes Data from 2000 - 2016

PATROL SERVICES DIVISION SWORN STAFFING AND FACILITY PROJECTIONS - 10 YEAR PLAN



KEY

- 50 OSP Sworn Staff
- OSP Current Facility Capacity
- Recommended Facility Size
- Projected Oregon Population

Oregon State Police staffing is anticipated to increase in proportion to Oregon's population growth in order to establish a more effective ratio between the number of staff and the civilian population. For example, SB1545 (2020) which ultimately did not pass during the 2020 legislative session proposed increasing the number of Patrol troopers from 8 sworn per 100,000 population to 15 sworn per 100,000 population. OSP facilities need to expand to accommodate this increase in staff numbers, or will even more quickly outgrow their already undersized facilities.

*Square footage calculated using 175 per staff metric for only sworn staff. Does not include vehicles and specialty support spaces.

Step 3 - Prototypes

SUMMARY

The following section shares prototype models for future Oregon State Police projects, using the Springfield Area Command and Lab and the Central Point Command Center and Lab as case studies. The prototypes represent target square footages related to program needs and anticipated staffing numbers.

The prototypes were developed by looking at OSP facilities as state-wide system, while keeping in mind that each location and facility type has its own specific challenges and opportunities. During the initial information-gathering phase, comprehensive staff questionnaires were filled out by patrol operations staff from the Southwest region, as well as Medical Examiner and Forensic staff from across the state. After that, a series of virtual workshops was held online to identify needs specific to Area Command, Forensic Services Lab, and Medical Examiner facilities. The consultant team detailed recent trends specific to each facility type, and OSP staff from across the state were able to share their first-hand experiences with the team.

A number of key findings emerged from the prototype workshops regarding improvements that can be made state-wide. For example, Forensic Services Lab and Medical Examiner case loads could be more efficiently distributed across the state by re-working regional capacity. While Central Point shares many similarities with Pendleton and Bend as a regional model, the Springfield facilities are uniquely positioned to become an enhanced center of OSP services. Furthermore, the facility life of the Portland Forensic Services Lab can be extended by moving several functions to Springfield. Doing so would allow the Portland lab to grow its Biology and DNA processing capacity at the current facility. This is reflected in the increased square footage alloted to Forensic Services Lab and Medical Examiner functions in the Springfield model prototypes.

COMMAND PROTOTYPE MODEL: SPRINGFIELD

The design team facilitated multiple workshops with OSP staff to generate a scalable prototype model for Area Command facilities. The facility attributes and needs were documented in a series of program categories. These are shown in the table below, from 1.00 Public Spaces - 8.00 Evidence / Bag & Tag.

Example Functions in each Program Category

1.00	Public: Lobby, registrants vestibule, interview room, public restroom
2.00	Trooper / F & W / Investigations: Report writing area, offices
3.00	Training / Meeting & Support: Meeting rooms, break room, lockers, trooper equipment storage
4.00	Impairment Processing: Processing space, toilet
5.00	Emergency Communications: Manager and supervisor offices, dispatch work-stations, server room
6.00	Building Support: Mechanical room(s), sprinkler room(s)
7.00	Support Building: Auto repair functions, Fish & Wildlife vehicles, evidence vehicle exam bay
8.00	Evidence / Bag & Tag: Evidence processing room, evidence technician office, evidence storage

With increased staff comes an increased need for space. Some areas have square footage directly tied to the projected number of particular staff positions, for example, the offices for detectives or report writing stations for troopers. Other areas, such as the break room or toilet facilities, have square footage based on the total number of all staff. Still other spaces are factored in using a standard size that is not related to staffing but is instead based on program needs: an interview room, 50-person meeting room, or public lobby.

The prototype was then customized to the unique program needs and staffing projections for Springfield. With these specific needs entered into the spreadsheet, the design team was able to calculate the required building square footage to meet OSP's operational requirements.

All of these categories, 1.00-8.00, are added together as applicable to determine the net square footage of the Main Facility (8,890 sf) and the Support Building (5,565 sf). Beyond this number, a factor needs to be added to account for building circulation, thickness of walls, mechanical shafts, and the like. With that grossing factor added for the Main Facility and Support Building, we reach a total gross square footage of 17,176 sf for the Area Command facilities. It should be noted that the gross square footage of the facility does not include the surrounding area of the site. The site requirements for each facility are calculated as part of the conceptual planning section.

The next layer of information that is provided by this model is the gross square feet of area per staff member. This factor provides a useful check in ensuring that a facility is the appropriate size for the number of staff needed. The Main Building, which houses all of the office functions, has 180 gross sf of area per staff number. This is on track to meet the aggregate space standard of 175 usable square feet per head count put forth in Department of Administrative Services state-wide policy.

Springfield	Year	Number of Staff: Current Staffing 2020	Number of Staff: Move-in Staff 2023	Number of Staff: 20-Year Staffing Estimate 2043	20-Year Area Estimate 2043	Remarks

Area Summary: Oregon State Police Command Center

Springfield

Springfield	Staff / Section 2020	2023	2043	2043
1.00 Public Spaces	0	0	0	530
2.00 Trooper / F & W / Investigations Office Area	42	42	58	2,522
3.00 Training / Meeting & Support Spaces	0	0	0	4,975
4.00 Impairment Processing	0	0	0	343
5.00 Not Used	0	0	0	0
6.00 Building Support	0	0	0	610
7.00 Support Building	1	1	1	
8.00 Evidence / Bag & Tag	1	1	1	
Total OSP Troopers, F&W and Non-lab Staff	**44**	**44**	**60**	
Net Square Footage of Main Facility:				**8,980**
Total Main Building Gross SF (Single Story)	Grossing Factor	20%		1,796
TOTAL GROSS SQUARE FOOTAGE OF SINGLE STORY MAIN BUILDING:				**10,776**
Gross Square Feet of Area of Main Building Per Staff:				**180**

Support Building	
7.00 Support Building	4,217
8.00 Evidence / Bag & Tag	1,348
Net Square Footage of Main Facility:	**5,565**
Total Main Building Gross SF (Single Story) Grossing Factor 15%	835
TOTAL GROSS SQUARE FOOTAGE OF SINGLE STORY SUPPORT BUILDING:	**6,400**
TOTAL GROSS SQUARE FOOTAGE OF FACILITIES:	**17,176**

COMMAND PROTOTYPE MODEL: CENTRAL POINT

The prototype model for the Central Point Command Center utilizes the process outlined for Springfield on the previous page, but is adapted to the unique program needs and staffing projections for Central Point.

For the Central Point model, an additional program category was added (5.00) in order to provide space for the Emergency Communications/ Dispatch function that is located at this facility.

The program category square footages total a net square footage of 13,739 square feet for the Main Facility and 7,323 sf for the Support Building. With a grossing factor added for building circulation, mechanical shafts, etc, we reach a total gross square footage of 24,908 sf for the Central Point Command facilities.

		Number of Staff				
		Current Staffing	Move-in Staff	20-Year Staffing Estimate	20-Year Area Estimate	
Central Point	**Year**	**2020**	**2023**	**2043**	**2043**	*Remarks*

Area Summary: Oregon State Police Command Center

Central Point

Central Point	**Staff / Section**			
	2020	**2023**	**2043**	**2043**
1.00 Public Spaces	0	0	0	530
2.00 Trooper / F & W / Investigations Office Area	49	49	70	3,728
3.00 Training / Meeting & Support Spaces	0	0	0	5,320
4.00 Impairment Processing	0	0	0	343
5.00 Emergency Communications / Dispatch	39	39	45	3,208
6.00 Building Support	0	0	0	610
7.00 Support Building	1	1	1	
8.00 Evidence / Bag & Tag	2	2	2	
Total OSP Troopers, F&W and Non-lab Staff	**91**	**91**	**118**	
Net Square Footage of Main Facility:				**13,739**
Total Main Building Gross SF (Single Story)	Grossing Factor	20%		2,748
TOTAL GROSS SQUARE FOOTAGE OF SINGLE STORY MAIN BUILDING:				**16,486**
Gross Square Feet of Area of Main Building Per Staff:				**140**

Support Building	
7.00 Support Building	5,913
8.00 Evidence / Bag & Tag	1,410
Net Square Footage of Main Facility:	**7,323**
Total Main Building Gross SF (Single Story) Grossing Factor 15%	1,098
TOTAL GROSS SQUARE FOOTAGE OF SINGLE STORY SUPPORT BUILDING:	**8,422**
TOTAL GROSS SQUARE FOOTAGE OF FACILITIES:	**24,908**

FORENSIC SERVICES PROTOTYPE MODEL

This scaleable prototype model for the Oregon State Police Forensic Laboratory System takes into account the many unique attributes and features of this highly specialized building type. In the prototype model the spaces are broken into the series of program categories shown in the table at right, from 1.00 Lab Administration - 8.00 Toxicology, as applicable to each facility. For each program category, staffing projections were used as a factor to size the spaces in a way that accommodates projected growth.

While some categories in the model have square footage directly tied to the projected number of particular staff positions, other areas have square footage based on the total number of all staff. Still other spaces are factored in using a standard size that is not related to staffing but is instead based on program needs. Each of these calculations is based on insights gleaned in the workshops and facility surveys as well as in-depth knowledge of this building type and data from similar projects.

A key outcome of the prototype workshops was the determination that the Springfield Area Command and Lab is uniquely positioned to become an enhanced center of OSP services in its region. To achieve this, staffing in Springfield would see a significant increase over the next 20 years, while OSP facilities in Central Point, Bend, and Pendleton could remain relatively the same size in terms of staffing.

The prototype models reflect this increased staff and service capacity for Springfield to make these targeted state-wide improvements possible. Taking all information together, the models recommend a total gross square footage of 48,016 square feet for the Springfield Forensic Services Laboratory and 9,649 sf for the Central Point lab.

Staffing Forecast
(Other OSP Forensic Services Labs)

Pendleton	Current	2043
1.00 Lab Administration	1	1
2.00 Lab Support/Employee Facilities	0	0
3.00 Evidence Control	1	1
4.00 Biology	1	2
5.00 Chemistry	1	4
6.00 Latent Print Processing	2	2
Total Lab Staff for Facility	**6**	**10**

Bend	Current	2043
1.00 Lab Administration	2	3
2.00 Lab Support/Employee Facilities	0	0
3.00 Evidence Control	1	1
4.00 Biology	2	2
5.00 Chemistry	2	5
6.00 Latent Print Processing	3	2
Total Lab Staff for Facility	**10**	**13**

Portland	Current	2043
1.00 Lab Administration	3	10
2.00 Lab Support/Employee Facilities	0	0
3.00 Evidence Control	5	6
4.00 Biology	32	45
5.00 Chemistry	9	10
6.00 Latent Print Processing	9	5
7.00 Toxicology	19	19
8.00 Trace Evidence	4	4
9.00 Firearms	7	7
Total Lab Staff for Facility	**88**	**106**

Space Name	Year	Number of Staff: Current Staffing	Number of Staff: Move-In Staff	Number of Staff: 20-Year Staffing Estimate	20-Year Area Estimate	Remarks:
		2020	2023	2043	2043	

Area Summary: Oregon State Police Forensic Laboratory System — *Springfield*

Base Laboratory Design/Blood Alcohol/LP Comparison

Springfield	Staff / Section 2020	2023	2043	2043
1.00 Lab Administration	1	5	5	1,415
2.00 Lab Support/Employee Facilities	0	0	0	5,369
3.00 Evidence Control	2	3	4	3,304
4.00 Biology	2	2	2	1,040
5.01 Chemistry/Blood Alcohol	7	9	9	6,768
6.01 Latent Print Process/Comparison	7	15	15	5,415
7.00 Toxicology	5	24	24	13,624
Total Lab Staff for Facility:	**24**	**58**	**59**	
Net Square Footage of Facility:				**36,935**
Grossing Factor 30%				11,081
TOTAL GROSS SQUARE FOOTAGE OF FACILITY :				**48,016**
Gross Square Feet of Area per Lab Staff:				814

Area Summary: Oregon State Police Forensic Laboratory System — *Central Point*

Base Laboratory Design

Central Point	Staff / Section 2020	2023	2043	2043
1.00 Lab Administration	1	1	1	283
2.00 Lab Support/Employee Facilities	0	0	0	1,001
3.00 Evidence Control	1	1	1	616
4.00 Biology	1	2	2	1,040
5.00 Chemistry	4	5	5	3,760
6.00 Latent Print Processing	4	2	2	722
Total Lab Staff for Facility:	**11**	**11**	**11**	
Net Square Footage of Facility:				**7,422**
Grossing Factor 30%				2,227
TOTAL GROSS SQUARE FOOTAGE OF FACILITY :				**9,649**
Gross Square Feet of Area per Lab Staff:				877

MEDICAL EXAMINER PROTOTYPE MODEL

Similar to the Forensic Services Laboratory scaleable prototype, this model for the Oregon State Police Medical Examiner System takes into account the many unique demands of the program and the information gleaned through staff surveys and workshops.

A major takeaway from the existing facility tours, staff surveys, and prototype workshops was the need to significantly increase medical examiner capacity state-wide. Right now, 76% of the medical exam case load is directed to Portland, with the remaining cases evenly split between Springfield and Central Point. However, the Portland facility reaches capacity every 4-6 weeks, and more rural areas in the state remain drastically underserved.

The National Association of Medical Examiners recommended Oregon should perform 3,259 autopsies per year based on population. Due to lack of facilities, Oregon performed only 846 in 2017, 728 in 2018, and 759 in 2019. This has many repercussions state-wide; for example, it is worth noting that autopsies are an important public health surveillance tool. Investment in OSP Medical Examiner facilities will allow for continued progress toward national standards and more equitable service distribution across the state.

The size of a Medical Examiner facility is driven by the number of autopsies desired and number of certified pathologists to perform them. The prototype models reflect the increased staff and service capacity that is needed in order to make these key improvements to state wide services possible. Springfield's central location along I-5 allows OSP to strategically invest in medical examiner services to both maximize the existing facility life in Portland as well as right size Central Point to fit on the existing site OSP owns.

The spaces are broken into the series of categories shown in the table at right, from 1.00 Public Entry - 4.00 Sally Port/ Storage. For each program category, staffing projections were used as a factor to size the spaces in a way that accommodates projected growth. The program category totals are added up to determine the net square footage for each laboratory. Beyond these numbers, a factor needs to be added for building circulation, thickness of walls, mechanical shafts, and the like. Taking all of this information together, the models recommend a total gross square footage of 22,309 square feet for the Springfield Medical Examiner and 12,413 sf for the Central Point Medical Examiner.

Staffing Forecast
(Other OSP Medical Examiner Locations)

Portland	Current	2043
1.00 Public Entry	0	0
2.00 Administrative Offices	13	33
3.00 Autopsy Complex	0	0
4.00 Sally Port / Storage	0	0
Total Lab Staff for Facility	**13**	**33**

Area Summary: Oregon State Police Medical Examiner System — *Springfield*

Springfield	Staff / Section 2020	2023	2043	2043
1.00 Public Entry				918
2.00 Administrative Offices	1	3	18	4,181
3.00 Autopsy Complex				7,529
4.00 Sally Port/Storage				4,534
Total Lab Staff for Facility:	**1**	**3**	**18**	
Net Square Footage of Facility:				**17,161**
Grossing Factor 30%				5,148
TOTAL GROSS SQUARE FOOTAGE OF FACILITY :				**22,309**
Gross Square Feet of Area per Lab Staff:				1,239

Area Summary: Oregon State Police Medical Examiner System — *Central Point*

Central Point	Staff / Section 2020	2023	2043	2043
1.00 Public Entry				918
2.00 Administrative Offices	2	2	5	2,187
3.00 Autopsy Complex				4,563
4.00 Sally Port/Storage				1,881
Total Lab Staff for Facility:	**2**	**2**	**5**	
Net Square Footage of Facility:				**9,549**
Grossing Factor 30%				2,865
TOTAL GROSS SQUARE FOOTAGE OF FACILITY :				**12,413**
Gross Square Feet of Area per Lab Staff:				2,483

04 CONCEPTUAL PLANNING & COST

OVERVIEW

The next step is to propose a conceptual development plan and cost with design criteria for new facilities established using prototypes customized to the unique program needs and staffing projections for both Springfield and Central Point. Both locations have a strong case to be made for making improvements as soon as is viable.

Why Springfield

Investing in the Springfield facilities now would have many benefits and make a positive impact for decades to come. Area Command functions would directly benefit from significant improvements to the cramped spaces and lack of security that staff currently face. On top of this, the increased capacity proposed for Springfield Forensic Services and Medical Examiner functions would take the disproportionate case load burden off of the Portland facility.

This investment would also be a major improvement to Oregon State Police department resiliency. In the event of an earthquake or other infrastructure collapse in Portland, the whole state would not have to rely so heavily on one OSP facility. With its central location on I-5, population in central Oregon rapidly growing, and proximity to the University of Oregon for forensic science recruitment and training, Springfield is the clear choice for an enhanced center of OSP services in the region. The facility lease with ODOT expires in 2023, so now is the time to plan next steps.

Why Central Point

In order to provide effective public safety services into the future, investment in the Central Point facility also needs to happen now. The Central Point facility is currently the only location owned, and not leased, by OSP. However, the infrastructure of the facility itself remains in its original conditions and has not been improved in 23 years. This is resulting in significant deficiencies in terms of resiliency, security, operations, and building environment, as evidenced in the existing facilities portion of this report.

The area surrounding Central Point has experienced a large population growth over recent years. This increased demand has caused the availability of OSP services, particularly of the Medical Examiner, to fall significantly behind. Travel distance is a key factor in the ability to provide these services, with rural areas being the most under-served. Central Point is well-positioned to expand its service region further into Southern and Central Oregon if its Medical Examiner facility can increase service capacity.

COST SUMMARY

The following pricing summary is a Rough Order of Magnitude (ROM) cost estimate. Since the project is not designed, the cost estimating comes from market research applied to the square footage of the program.

Direct Construction Costs

Pricing starts with the Direct Construction Cost, also known as Hard Costs. This includes cost per square foot values for the direct material and labor costs associated with each facility type. A percentage is then applied to these ROM values to factor in contingency and contractor markups. The resulting construction budget represents the total amount incurred by the general contractor to construct the facility.

ROM Values

The Project Team used comparable projects to generate a baseline number for each facility type that will be part of Springfield and Central Point projects. This includes Area Command, Warehouse, Dispatch, Crime Lab, and Medical Examiner operations. Both FFA and MWL have design and constructed over 20 comparable facilities both locally and nationally to draw data from. This data was provided to the cost estimating consultant, RLB, as part of the cost estimating process. RLB added this information to their construction data base, escalated each project accordingly to a 2020 budget, and then tailored each value to regional factors specific to Springfield and Central Point. The average from these projects allowed the team to have a fair and realistic cost to apply to the building square footage. The resulting ROM values are comparable to other facilities being built in the region.

Comparable Facility ROM Costs

Hard Costs	Springfield	Central Point
Area Command	$ 347.00 sf	$ 354.00 sf
Warehouse	$ 285.00 sf	$ 291.00 sf
Dispatch	-	$ 362.00 sf
Forensic Services Lab	$ 395.00 sf	$ 404.00 sf
Medical Examiner	$ 475.00 sf	$ 485.00 sf
Developed Site Area	$ 55.00 sf	$ 62.00 sf

Contingency

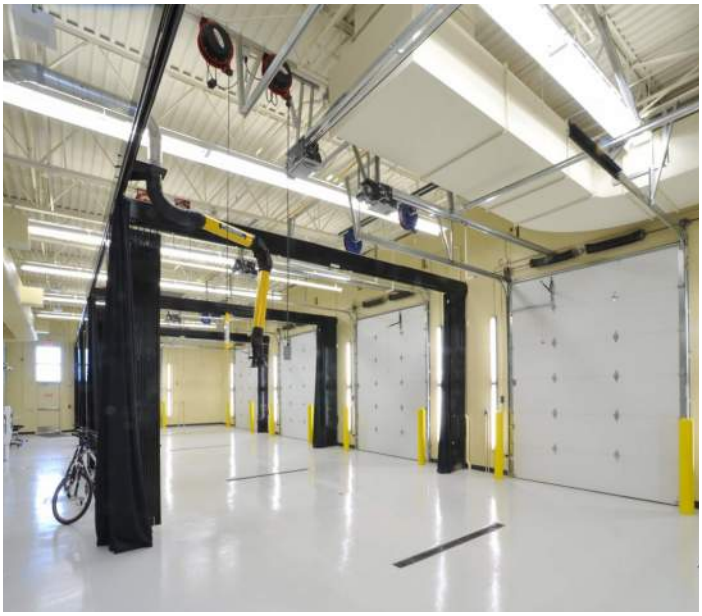
In this early stage, since nothing is drawn or detailed, an estimating contingency percentage is also applied to the direct construction cost. We recommend this starts at 15% for new construction and 20% for remodels in the ROM cost phase and then as the design develops, the percent contingency held will reduce.

Contractor Markups

The general contractor then applies a markup to cover the contractor's overhead and profit, bonding and insurance, and general conditions. The contractor markups also include the 1.5% for green technology (ORS 279C and OAR 330-135-0010) and 1% for art (ORS 276.080). The industry average is 19.5%.

Soft Costs

Soft costs are a percentage that gets applied to the hard cost total. This percentage will include all of the other factors that go into a project including: Architectural and Engineering design fees, geotechnical reports, site surveys, and special inspections, building permits and System Development Charges (SDC), furniture and A&V systems, etc. Land acquisition and temporary operational requirements are not factored into either hard costs or soft costs and will need to be estimated separately by the OSP.



Escalation

Through market research and the current trends in construction escalation, the Project Team estimated a base number of the Total Proposed Project Budget, the hard costs and soft costs totaled together. This number is based on the current 2020 market. The Portland area has recently had one of the highest year-over-year rate increases in the comparative cost of construction, it is typically recommend to apply a 7% compounding factor to the 2020 construction budget. It is still uncertain how COVID-19 will impact the economic conditions but considering the recent developments we have lowered this escalation to 3.5% in 2021, 4.5% in 2022, and 4.0% in 2023. Each year construction is held off, the total number will escalate.

CONCEPTUAL PLAN & COST: SPRINGFIELD AREA COMMAND

The Springfield Facility estimated cost chart to the right takes the square footage areas from the Springfield Area Command prototype model and extrapolates a proposed project budget ROM cost. The estimated cost chart for the Springfield Forensic Services Lab and Medical Examiner facility is broken out as a separate project on the next spread.

Financial Logic

Cost savings can be achieved by developing the Springfield Area Command facilities on a separate site from Forensic Services and Medical Examiner facilities, for a couple of reasons. For example, Area Command functions necessitate a location very close to I-5, which comes with a cost premium. Additionally, the Area Command components are the only program areas that are required to be developed to essential facility standards. These enhanced requirements add significant resiliency, but also add necessary cost. By separating the Area Command site from Forensic Services and Medical Examiner functions, each element is built to the level that makes sense in terms of design and budget.

Facility Size

The current building in Springfield has 13,548 sf total, across all disciplines. The prototype model identified the need for 17,176 sf, just for Area Command functions. This is an increase in built area of more than 20% from the current building, on top of expanded site development needs.

Site

The proposed development strategy is to locate the Area Command facility on a site that is close to I-5 and built to essential facility standards. The existing site in Springfield does not meet current needs, much less provide space for future growth. By locating the Springfield Area Command on a new site, it can be purpose-built and accomplish OSP's goals of maximizing agency productivity, employee satisfaction, and public perception for years to come.

Springfield Facility Size Data

Area Command Site	
Area Command	10,776 sf
Warehouse	6,400 sf
Total Building	**17,176 sf**
Developed Site	30,980 sf
Total Site	**87,120 sf (2 acres)**

Springfield Area Command Estimated Cost

Direct Construction Cost			
Area Command			
Area Command (10,776 sf)		$ 347 / sf	$ 3,739,272
Warehouse (6,400 sf)		$ 285 / sf	$ 1,824,000
Site (30,980 sf)		$ 55 / sf	$ 1,703,900
		Sub-Total:	$ 7,267,172
Estimated Contingency	15%		$ 1,090,076
Contractor Mark-Ups	19.5%		$ 1,629,663
Proposed Construction Budget	**2020**		**$ 9,986,911**
Soft Costs			
Project Soft Costs	30%		$ 2,996,073
Proposed Project Budget	2020		$ 12,982,984
	2021	(3.5%)	$ 13,437,388
	2022	(4.5%)	$ 14,042,071
	2023	**(4.0%)**	**$ 14,603,754**
	2024	(4.0%)	$ 15,187,904
	2025	(4.0%)	$ 15,795,420

CONCEPTUAL PLAN & COST: SPRINGFIELD FORENSIC LAB & M.E.

The Springfield Facility Estimated Cost chart to the right takes the square footage areas from the prototype models for the Springfield Forensic Services Laboratory and Medical Examiner facilities and extrapolates a proposed project budget ROM cost.

Financial Logic

In addition to all of the state-wide improvements to OSP services previously mentioned, developing the Springfield facilities as proposed makes financial sense in that it will be the minimum investment for the most gain over the long term. With this model the Forensic Services facilities in Pendleton, Bend, Central Point, and Portland could remain their current sizes but OSP would still be able to increase services and accommodate future expansion, keeping pace with population increases. Investing in built-to-suit new facilities in Springfield is less expensive than remodeling all OSP Forensic Labs to handle the projected growth. Indeed, it would still allow for forensic service expansion in Portland by shifting certain services and training functions to Springfield. In turn, this strategy generates the most utility out of the Portland Medical Examiner and Forensic Services facility before a remodel becomes an absolute necessity.

Facility Size

By combining forensic lab and medical examiner services under one roof, OSP can make use of efficiencies in programming to consolidate certain space needs. Even still, the recommended square footages from the prototype model illustrate a need for an increase in size of nearly six times that of the current facility in order to provide the service levels and staffing targets established for Springfield. This underscores the urgent need for growth in order to bring OSP facilities up to recommended standards.

Site

It would best suit the needs and duties of the Oregon State Police to have Forensic Services and Medical Examiner facilities co-located on a shared site. The location of this OSP facility provides an opportunity for the Forensic Services and Medical Examiner to be close to the University of Oregon. Springfield is poised to become the primary OSP training area for the state, and these disciplines would benefit from recruitment and education partnerships.

Springfield Facility Size Data

Forensic Services Lab + Medical Examiner Site	
Forensic Services Lab	48,016 sf
Medical Examiner	20,625 sf*
Total Building	**68,641 sf**
Developed Site	76,830 sf
Total Site	**217,800 sf (5 acres)**

*Square footage does not include county death investigators. See 6/2/2020 FFA memo for square footage assigned to county death investigators and future scalability.

Springfield Forensic Services Lab & Medical Examiner Estimated Cost

Direct Construction Cost			
Forensic Science Lab & Medical Examiner			
Forensic Services Lab (48,016 sf)		$ 395 / sf	$ 18,966,320
Medical Examiner (20,625 sf)		$ 475 / sf	$ 9,796,875
Site (76,830 sf)		$ 55 / sf	$ 4,225,650
		Sub-Total:	**$ 32,988,845**
Estimated Contingency	15%		$ 4,948,327
Contractor Mark-Ups	19.5%		$ 7,397,748
Proposed Construction Budget	**2020**		**$ 45,334,920**
Soft Costs			
Project Soft Costs	30%		$ 13,600,476
Proposed Project Budget	2020		$ 58,935,396
	2021	(3.5%)	$ 60,998,135
	2022	(4.5%)	$ 63,743,051
	2023	**(4.0%)**	**$ 66,292,773**
	2024	(4.0%)	$ 68,944,483
	2025	(4.0%)	$ 71,702,263

CONCEPTUAL PLAN & COST: CENTRAL POINT

The Central Point Facility Estimated Cost chart to the right takes the square footage areas from the prototype models for the Springfield Area Command, Forensic Laboratory, and Medical Examiner facilities and extrapolates a proposed project budget ROM cost.

Financial Logic

At this point, the significant deficiencies in the current building point to a new building being a potential development strategy. With numerous roof leaks, no LED lighting, non-essential structure, and an extensive list of deferred maintenance, the building has not been improved in 23 years. Facility improvements should be made now, so that deferred maintenance does not continue to add up into a more costly expense later.

With the Central Point facility, Oregon State Police already owns the land via a 2017 transfer from DAS and debt service on the property has a pay-off date in 2021. Therefore, the goal would be to utilize the existing site in order to make the best use of this investment.

Facility Size

The prototype models for Central Point show that a significant increase of square footage is needed beyond the area provided currently. At the existing Central Point facility, the Medical Examiner functions provided are only a small fraction of what is needed. Furthermore, the extent of deficiencies with the Crime Lab points towards a complete re-design of this area being the most effective strategy. The current facility is 23,470 sf, and the proposed facility would double the current size.

Site

The proposed building and site requirements will fit on the current Central Point property. Since Area Command functions need to be built to essential facility standards but the other uses do not, if that section of the building could be portioned off it could result in cost savings. More exploration is needed to determine how a variety of proposed options could fit on the existing site and utilize areas of the existing building. Each option has its own pros and cons.

The site is located within a base flood zone which is considered a Special Flood Hazard Area. Any future development in this zone is subject to limitations and requirements for “Critical Facilities”. Beyond that, operational needs for each program component will affect its position on the site.

Central Point Facility Size Data

Area Command & Dispatch	16,486 sf
Warehouse	8,422 sf
Forensic Services Lab	9,649 sf
Medical Examiner	11,626 sf*
Total Building	**46,183 sf**
Developed Site	58,257 sf
Total Site	**151, 441 sf (3.5 Acres)**

*Square footage does not include county death investigators. See 6/2/2020 FFA memo for square footage assigned to county death investigators and future scalability.

Central Point Facility Estimated Cost

Direct Construction Cost			
Area Command (13,278 sf)		$ 354 / sf	$ 4,700,412
Warehouse (8,422 sf)		$ 291 / sf	$ 2,450,802
Dispatch (3,208 sf)		$ 362 / sf	$ 1,161,296
Forensic Services Lab (9,649 sf)		$ 404 / sf	$ 3,898,196
Medical Examiner (11,626 sf)		$ 485 / sf	$ 5,638,610
Site (58,257 sf)		$ 62 / sf	$ 3,611,934
Demolition (23,470 sf)		$ 16 / sf	$ 375,520
		Sub-Total:	$ 21,836,770
Estimated Contingency	15%		$ 3,275,516
Contractor Mark-Ups	19.5%		$ 4,896,896
Proposed Construction Budget	2020		$ 30,009,181
Soft Costs			
Project Soft Costs	30%		$ 9,002,754
Proposed Project Budget	2020		$ 39,011,936
	2021	(3.5%)	$ 40,377,353
	2022	(4.5%)	$ 42,194,334
	2023	(4.0%)	$ 43,882,108
	2024	(4.0%)	$ 45,637,391
	2025	(4.0%)	$ 47,462,887

CONCEPTUAL PLAN & COST: CENTRAL POINT - ALTERNATE

An alternate scheme proposed for the Central Point facility would remodel the existing buildings and add additional square footage in phases, as shown in the diagrams to the right. Cost savings are achieved by utilizing as much existing infrastructure as possible. This alternate scheme also meets the prototype size recommendations for the facility.

Financial Logic

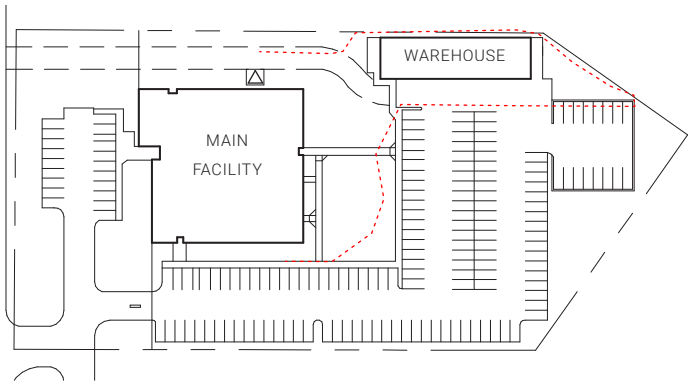
The estimated cost chart on the next page has been adjusted to include renovation costs. The costs per square foot of these categories reflect the anticipated scope of replacing vs. renovating existing building infrastructure. For example, much of the existing structure and electrical system can be utilized, but new HVAC and LED lighting would need to be added.

Facility Size

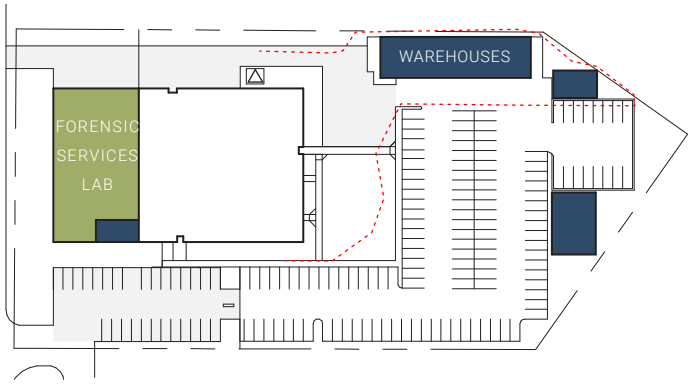
A significant increase of square footage is needed beyond the current building. As shown in the diagrams to the right, it is possible to fit this additional square footage on the existing site. Construction would be carried out in phases in order to minimize disruption to existing facility operations.

Site

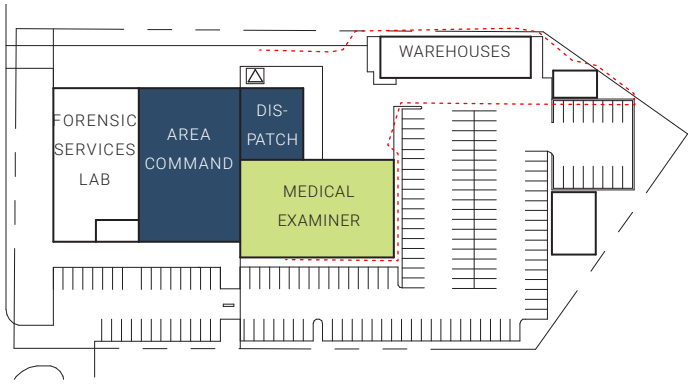
The site is located within a base flood zone which is considered a Special Flood Hazard Area. Any future development in this zone is subject to limitations and requirements for "Critical Facilities". As shown in the option to the right, all building functions except for a small portion of warehouse functions can be sited outside of the Flood Hazard Area. Some sitework will be needed in order for the new design to be functional, including the relocation of public parking and the addition of a service drive.



EXISTING: Main Facility & Support Building



PHASE 1: Remodel & add support warehouses; add Forensic Lab, new lobby, associated sitework



PHASE 2: Remodel Area Command and Dispatch; add Medical Examiner

Central Point Facility Estimated Cost - Alternate

Direct Construction Cost				
Remodel	Area Command (12,498 sf)		$ 221 / sf	$ 2,762,058
	Warehouse (5,144 sf)		$ 187 / sf	$ 961,928
	Dispatch (3,208 sf)		$ 226 / sf	$ 725,008
	Medical Examiner (4,248 sf)		$ 302 / sf	$ 1,282,896
	Sitework (31,602 sf)		$ 12 / sf	$ 379,224
New	Area Command (780 sf)		$ 354 / sf	$ 276,120
	Warehouse A (2,278 sf)		$ 291 / sf	$ 662,898
	Warehouse B (1,000 sf)		$ 291 / sf	$ 291,000
	Forensic Services Lab (9,649 sf)		$ 404 / sf	$ 3,898,196
	Medical Examiner (7,378 sf)		$ 485 / sf	$ 3,578,330
	Sitework (26,655 sf)		$ 62 / sf	$ 1,652,610
			Sub-Total:	$ 16,470,268
	Estimated Contingency (see note)	18%		$ 2,964,648
	Contractor Mark-Ups	19.50%		$ 3,789,808
	Proposed Construction Budget	2020		$ 23,224,724
Soft Costs				
	Project Soft Costs	30%		$ 6,967,417
	Proposed Project Budget	2020		$ 30,192,142
		2021	(3.5%)	$ 31,248,867
		2022	**(4.5%)**	**$ 32,655,066**
		2023	(4.0%)	$ 33,961,269
		2024	(4.0%)	$ 35,319,719
		2025	(4.0%)	$ 36,732,508

05 FACILITY WORK
PACKAGING PLAN

OVERVIEW

To assist the Oregon State Police in identifying operations and maintenance requirements for the proposed construction and/or remodel of the Central Point and Springfield facilities, a high-level analysis was conducted. This analysis outlines the requirements for owning, maintaining, and operating the facilities proposed in Springfield and Central Point as well as recommendations for enhancing OSP's internal Facilities Management function to oversee these new facilities.

Facility management (FM) is "the practice of coordinating the physical workplace with the people and work of the organization. It integrates the principles of business administration, architecture, and the behavioral and engineering sciences."[1] It is an integral component of building ownership and is essential to ensure the appropriate stewardship of public assets. Now that OSP has the ability to own its own facilities, the development of a strategic and comprehensive approach to FM is key to ensuring OSP's facilities are resilient, safe, functional, and efficient. There are distinct roles and responsibilities an FM strategy should include to appropriately preserve the agency's facility-related assets, optimize facility performance, and reduce costs over the life of the facility. These responsibilities include:

Strategy and Planning:
- Strategic Planning
- Space Planning
- Capital Planning
- Cost Analysis

Asset Management:
- Asset Inventory
- Condition Assessments
- Criticality Assessments
- Preventative Maintenance Schedules

Customer Service:
- Furniture assembly/management
- Office tasks (hanging pictures, etc.)
- Office moves and set-up
- Meeting room management

Building Maintenance and Operations:
- Preventative maintenance
- Repairs/replacements
- Deferred maintenance
- Custodial service
- Grounds management
- Energy management
- Security

Project Management:
- Project planning
- Construction management
- Procurement
- Vendor management
- Lease negotiation

[1] Institute of Facilities Management (IFMA)

INDUSTRY BENCHMARKS AND BEST PRACTICES

For the purposes of this analysis, industry benchmarks and best practices were used to identify the specific funding requirements and staffing considerations necessary to provide industry-recommended building maintenance and operations. Additional considerations were identified through conversations with Oregon State Police (OSP) staff during a work session on April 22, 2020.

Recommendations from the Phase One facilities planning efforts were used to perform a high-level analysis of the operations and maintenance requirements for the proposed facility alternatives in Springfield and Central Point. The industry benchmarks utilized include general recommendations for maintenance and repair funding based on a facility's current replacement value as well as operations and maintenance expenditures based on per square foot costs from Coldwell Banker Richard Ellis (CBRE)'s CostLab.

For the purposes of establishing recommended levels of funding for maintenance and repair, the generally accepted minimum level of funding is between 2-4% of a facility's current replacement value.[2] This best practice covers the costs of ongoing preventative maintenance, unscheduled repairs, and asset replacements. Senate Bill 1067 (2017) requires Agencies to include an amount for deferred maintenance, which is at least 2% of the current replacement value of state owned buildings and infrastructure.

To quantify the estimated expenditures for building operations and maintenance and repair, CBRE's CostLab was used to provide benchmark information.[3] CostLab compiles data for facilities of varying types to develop cost models that break down annualized average expenditures into a per-square-foot cost for different types of buildings. Cost models for relevant building types from CBRE's CostLab are summarized in Table 1. These costs are based on an extensive collection of industry averages, adjusted by region and include average costs per square foot (sf) for:

Maintenance and repair:
- Preventative maintenance (PM)
- Unscheduled maintenance
- Repair and replacement of building systems and equipment

Operations:
- Custodial service
- Grounds and associated road maintenance
- Pest control
- Refuse management
- Security
- Telecommunications and utilities, etc.

Recapitalization of assets related to:
- Changes in use or function
- Modernization
- Code compliance, etc.

The estimated expenditures from CostLab represent average levels of maintenance and operations based on industry data for each building type. These models assume levels of expenditures based on the building systems typical of each building type and are useful for benchmarking facility performance and developing estimates for operations and maintenance expenditures for different types of facilities. For example, the expected costs for operating and maintaining a laboratory are expected to be greater than those of a general office building due to the number, type, and cost of specialized systems, the increased utility costs, and other factors.

[2] National Research Council. 1996. Budgeting for Facilities Maintenance and Repair Activities: Report Number 131. Washington, DC: The National Academies Press. https://doi.org/10.17226/9226

[3] CBRE CostLab Data Library, 2020

Table 1: Benchmark Operations and Maintenance Costs per Square Foot

Building Type	Maintenance & Repair			Operations	Recapitalization	Total
	Preventative Maintenance (PM)	Unscheduled Maintenance	Repair/ Replacement			
Office Building	$ 1.13	$ 1.40	$ 2.61	$ 7.04	$ 3.70	**$ 14.74**
Laboratory	$ 2.30	$ 2.67	$ 8.96	$ 11.61	$ 4.77	**$ 30.31**
Warehouse, Temp. Controlled	$ 0.87	$ 0.99	$ 2.59	$ 3.46	$ 1.72	**$ 9.63**
Call Center	$ 1.32	$ 1.61	$ 2.84	$ 10.47	$ 2.43	**$ 18.67**

LEASE VS BUY CONSIDERATIONS

The costs required to maintain and operate a building exist regardless of whether a facility is leased or owned. In a lease model, the costs required to maintain and operate the building are built into the rental rates. As a building owner, OSP will need to dedicate these funds towards specific maintenance and operations activities.

For illustration, the Oregon Department of Administrative Services' (DAS) uniform rental rates for general office space leased throughout the state are compared with the estimated annual maintenance and operations expenditures from CostLab's general office cost model in Table 2. DAS's rates for the 2019-2021 biennium are $1.55 per sf monthly or $18.60 per sf annually for basic office space.[4] Furthermore, the DAS uniform rent rate in 2021-23 will be $1.90 per sf monthly, or $22.80 per sf annually.

The lease vs. buy cost analysis is complicated and specific to the facility under consideration. A detailed lifecycle cost analysis and cost/benefit discussion is required to understand all cost factors (opportunity costs, market value, purchase price, interest, inflation, depreciation, financing strategy, necessary improvements, service levels, etc.) included in the lease vs. buy decision. However, in general, when compared with the benchmark costs from CBRE for office space ($14.74/sf), the uniform rental rate ($18.60/sf) accounts for a similar level of funding for maintenance and operations activities with additional charges for costs such as administrative overhead and debt service not included in the CostLab cost model.

The charges for facilities leased through other entities vary widely based on major factors such as market costs, availability, size, facility type (lab vs. office, etc.), and tenant improvements. For example, the leased rates for OSP's current facilities range anywhere from below the uniform rental rate to between $20.00/sf and $30.00/sf annually for larger facilities. Two leased facilities have annual rates greater than $40.00/sf. The level and quality of services received in different lease scenarios will vary greatly as well.

Understanding that the costs to operate and maintain OSP's facilities at the appropriate levels are being spent regardless of a lease or buy scenario, there are other important factors that should inform OSP's decision for facilities in Central Point and Springfield. These factors specifically have to do with OSP's need for purpose-built facilities that are preserved over time and enhance the Agency's ability to deliver service. In terms of Facilities Management, the benefits of OSP owning facilities include:

- The ability to ensure that appropriate levels of maintenance are occurring (something that is difficult to influence in a lease model),
- Shift to a proactive facilities maintenance and repair model,
- Flexibility and control over decisions to invest in facility repairs and upgrades that preserve assets and maximize value,
- Long-term accountability for the lifecycle costs/performance of the building,
- Ability to mitigate and control facility-related operational risks (for example, choosing to invest in back-up or redundant systems to ensure essential operations continue during emergency events, etc.)

[4] From the 2019-2021 Pricelist for DAS Enterprise Asset Management Services

Table 2: Comparison of Lease Rate vs. Estimated O&M Expenditures for General Office Space

	"Lease" Uniform Rental Rate: $18.60/sf	"Own" Estimated O&M Expenditures: $14.74/sf
Costs Included	• Building maintenance • Custodial service • Utilities • Security • Recycling • Landscaping • Administrative overhead • Debt service • Recapitalization	• Building maintenance • Repairs and replacements • Custodial service • Utilities • Security • Recycling • Landscaping • Recapitalization
Costs Not Included	• Lessee personnel costs for lease management • Specialized operations and maintenance needs (including 24/7 operations) • Tenant improvements	• Debt service for upfront capital investment • Personnel costs for Agency Facilities Management administration

Note: In an "own" scenario, the costs for debt service and overhead still exist but they aren't captured by CostLab's industry benchmarks for O&M costs/sf. Since debt service can vary widely based on specific financing details, which are unknown to us at this point, we haven't tried to include those costs in the "own" column.

OPERATIONS AND MAINTENANCE FUNDING

Dedicated funding in addition to a strategic and data driven approach to facilities management is key to OSP preserving its facility-related assets and maximizing the value of those assets over the duration of their expected life. Under-investing in facilities maintenance can lead to a backlog of deferred maintenance, aging facilities, loss of service or function, and increased costs over the life of the building. As an example of how deferred maintenance adds up, the deferred mainenance for Central Point will be $1.9 million (including project overhead) by the end of 2023, as indicated by Facility Condition Assessments (FCAs) completed by Faithful + Gould in March 2020. The following sections outline the recommended funding levels for the proposed programs in more detail.

Existing Central Point Facility

OSP currently owns the Central Point facility, consisting of an approximately 25,000 sf office and 6,000 sf shop space. The estimated annual expenditures for these existing facilities were determined based on CostLab data for preventative maintenance, unscheduled maintenance, and operations as well as the estimated capital investments needed over the next 10 years based on Facility Condition Assessments completed by Faithful + Gould in March 2020.

The expected annual expenditures for the office space include $28,000 for preventative maintenance, $35,000 unscheduled maintenance, and $175,000 for operations (Figure 1) in addition to the recommended capital expenditures by year for repairs and replacement from the March 2020 FCA.

The same information is presented for the existing shop space in Figure 2. Expected annual expenditures include $7,000 for preventative maintenance, $7,800 for unscheduled maintenance, $46,000 for operations, and the projected capital expenditures by year from the March 2020 FCA.

Proposed Central Point Facility

Utilizing information prepared as part of the facilities planning process for Central Point, the proposed program includes the construction of a purpose-built building on the site of the current Central Point facility. The recommended program includes:

- 13,278 sf Area Command
- 8,422 sf Warehouse
- 3,208 sf Dispatch
- 9,649 sf Forensic Service Lab
- 11,626 sf Medical Examiner

The annual average expenditures for the Central Point facility estimated based on CostLab data includes approximately $77,300 for preventative maintenance; $91,000 for unscheduled maintenance; $263,300 for repair and replacement of assets; and, $412,300 for building operations. The annual average expenditures are shown in Figure 3 next to the expenditures for the existing Central Point facility.

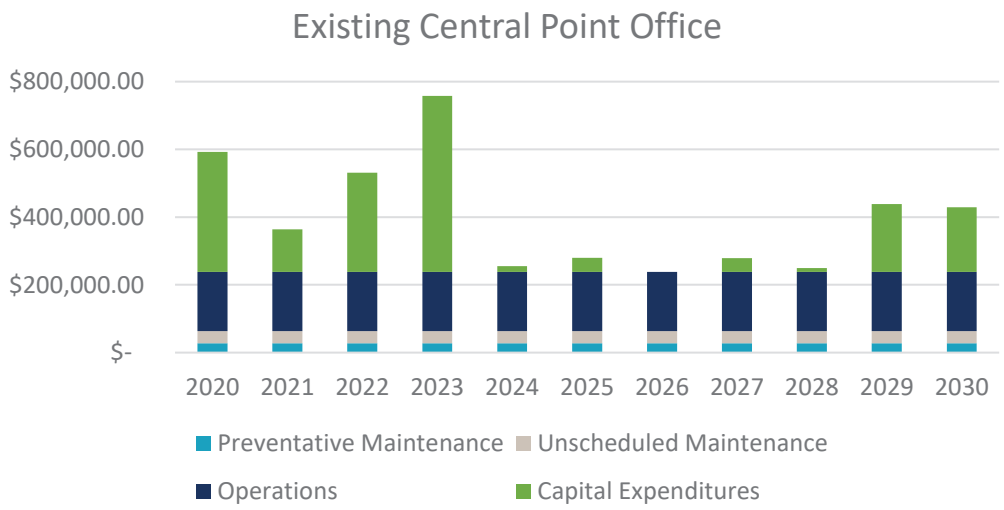


Figure 1: Annual Estimated O&M Expenditures for Existing Central Point Office

Figure 2: Estimated Annual O&M Expenditures for Existing Central Point Shop

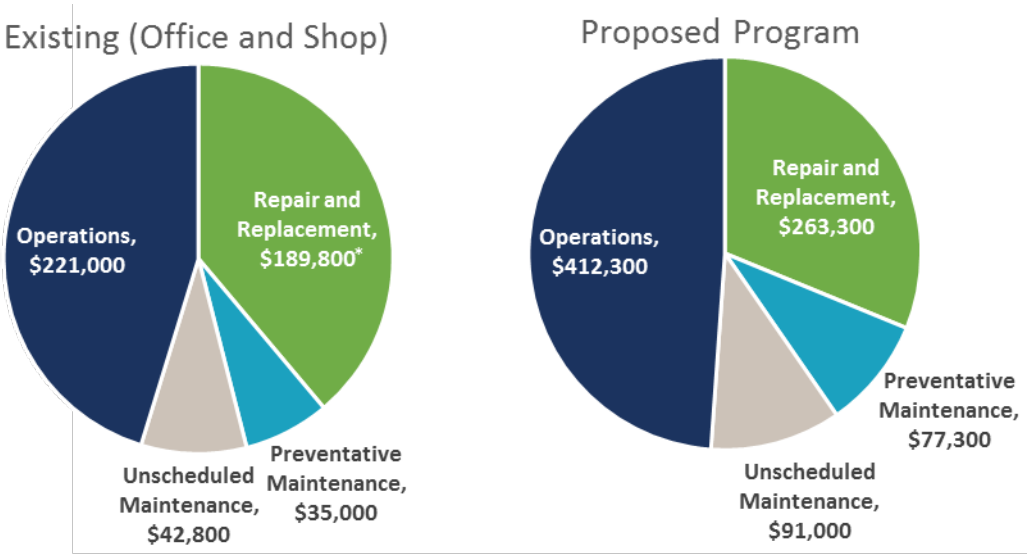


Figure 3: Estimated Annual Central Point O&M Expenditures

Proposed Springfield Facility

The current OSP facilities in Springfield are leased, therefore, only the operations and maintenance requirements for the proposed program were estimated. The proposed Springfield program includes recommendations for two separate facilities:

Area Command Site, including:

- 10,776 sf Area Command
- 6,400 sf Warehouse

Forensic Services Lab + Medical Examiner Site, including:

- 48,016 sf Forensic Services Lab
- 20,625 sf Medical Examiner

The annual average expenditures estimated for the Springfield Area Command Site includes $18,200 for preventative maintenance; $22,200 for unscheduled maintenance; $43,700 for repair and replacement of assets; and, $94,000 for building operations (Figure 4).

The annual average expenditures estimated for the Springfield Forensic Services Lab + Medical Examiner Site include approximately $166,700 for preventative maintenance; $194,800 for unscheduled maintenance; $603,400 for repair and replacement of assets; and, $744,700 for building operations (Figure 5).

Budgeting Recommendations:

OSP should specifically budget in line with industry recommendations and estimated operations and maintenance expenditures for the proposed Central Point and Springfield facilities. Assuming the newly constructed facilities include warranties for major equipment and systems, the expected maintenance and repair requirements for this initial warranty period will begin lower than the projected annualized average expenditures and rise over time as OSP takes responsibility for repairs and replacements. Operations costs will remain relatively consistent over time.

For the initial warranty period, it is recommended that OSP begin by budgeting the minimum level of resources for maintenance and repair based on general guidelines of 2% current replacement value per year. Dedicating maintenance and repair funding in line with this level will cover costs for ongoing preventative maintenance and provide dedicated funding for unscheduled maintenance tasks outside of warranty coverage. Operations costs for these new facilities should be budgeted at the estimated annual average level described above. The budgeting recommendations below do not include costs associated with the additional staff time recommended in the following section.

After the initial warranty period, OSP should aim to budget maintenance and repair between the recommended levels of 2-4% replacement value to cover the estimated expenditures for preventative maintenance, unscheduled maintenance, and ongoing repairs and replacements. Capital costs for repair and replacement should be determined based on ongoing monitoring of asset condition/ performance and based on a rolling five-year capital plan informed by maintenance history, expected end of service life, and equipment repair/ replacement costs.

Specific decisions during project design will have a significant impact on the lifecycle costs of maintaining and operating both facilities. These recommendations are for budgetary purposes and should be refined once the design for each facility is revisited.

[5] Current Replacement Value (CRV) based on 2020 direct construction cost estimates

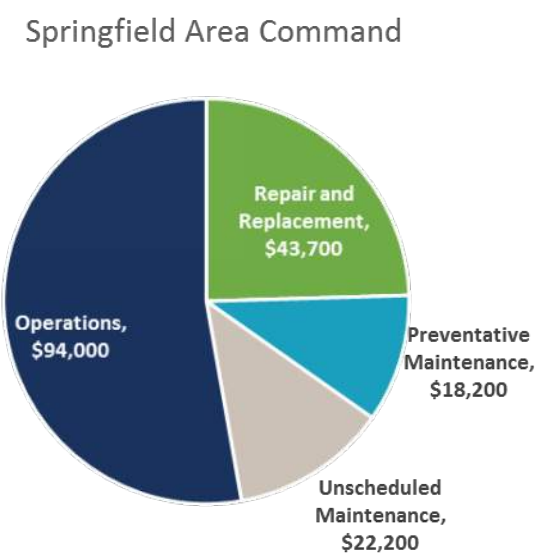


Figure 4: Estimated Annual Springfield Area Command O&M Expenditures

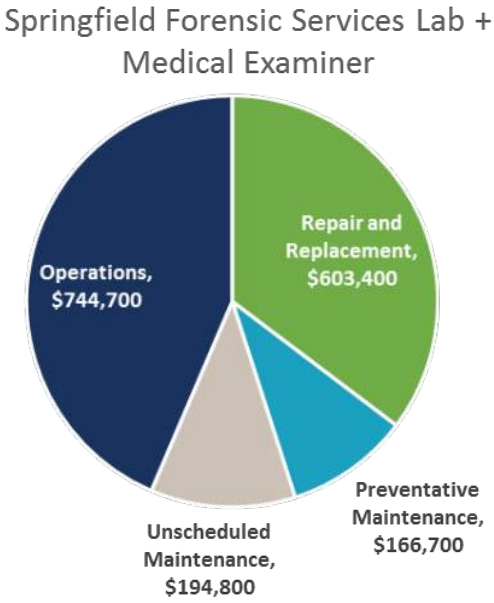


Figure 5: Estimated Annual Springfield Forensic Services Lab + Medical Examiner O&M Expenditures

Proposed Central Point Facility:	Initial Annual Budget	Long-Term Funding
Operations	$412,300	TBD based on data from initial period
Maintenance, including: • Preventative Maintenance • Unscheduled Maintenance	$364,600[5]	Costs based on facility-specific maintenance schedules, historic data and in line with annualized expenditure estimates from CostLab
Repair and Replacement		Develop specific 5-year capital expenditures plan to account for repair/replacement

Proposed Springfield Area Command:	Initial Annual Budget	Long-Term Funding
Operations	$94,000	TBD based on data from initial period
Maintenance, including: • Preventative Maintenance • Unscheduled Maintenance	$111,250[5]	Costs based on facility-specific maintenance schedules, historic data and in line with annualized expenditure estimates from CostLab
Repair and Replacement		Develop specific 5-year capital expenditures plan to account for repair/replacement

Proposed Springfield Forensic Services Lab + Medical Examiner:	Initial Annual Budget	Long-Term Funding
Operations	$744,700	TBD based on data from initial period
Maintenance, including: • Preventative Maintenance • Unscheduled Maintenance	$591,250[5]	Costs based on facility-specific maintenance schedules, historic data and in line with annualized expenditure estimates from CostLab
Repair and Replacement		Develop specific 5-year capital expenditures plan to account for repair/replacement

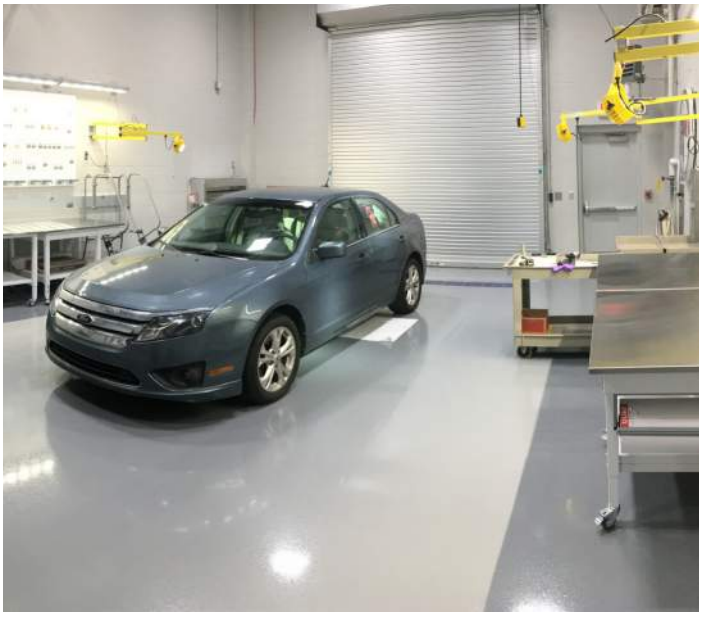
FACILITY MANAGEMENT STAFFING

As building owners, OSP needs a strategy to provide all necessary services related to best practice FM. The current Facilities Department within OSP consists of 1.3 full-time equivalent (FTE) staff. These staff currently provide facility-related coordination for all the agency's leased facilities and one owned facility. They respond to facility-related issues and coordinate response between OSP, landlords, and vendors. These individuals are located in Salem and rely on staff in buildings around the state to coordinate specific activities within their facilities.

Staffing Recommendations:
The addition of three owned facilities will require additional staff capacity from OSP's Facilities Department to provide the necessary level of O&M coordination. As the responsible party for these facilities, OSP's Facilities Department will need to manage and coordinate, at minimum, the following tasks:

- Warranty period coordination
- Development of comprehensive operations and maintenance schedules for all three new facilities
- Coordinate routine facility inspections and formal FCAs
- Procure and manage service contracts for vendors
- Track and manage operations and maintenance expenditures
- Project management for minor projects
- Customer request intake

To accommodate these tasks, it is recommended that OSP add an additional 0.5 FTE to the Facilities Department.



Long-Term Considerations:

If OSP determines to continue a trend towards building and managing purpose-built facilities around the state, there are several considerations that should be evaluated to develop a comprehensive approach to providing cost efficient and effective Facilities Management across the state. These factors include:

- The addition of additional Facilities personnel,
- Development of a tailored service delivery model for providing appropriate levels of operations and maintenance service across the state,
- Reorganization/restructuring of the Facilities Department to expand in-house capabilities/ capacities in alignment with the service delivery model
- Implementation of a Computerized Maintenance Management System (CMMS) to track and manage critical facilities-related data
- Development of a formal agency asset management strategy

It is recommended that the formal agency asset management strategy includes policies and procedures, a complete inventory of facility-related assets, a formal condition assessment program, a criticality assessment, risk-based decisions regarding maintenance strategy and service levels, and capital expenditure projections. All of these considerations will work to ensure that OSP's facilities are resilient, safe, functional, and efficient for years to come.

FFA
Architecture
+ Interiors

520 SW Yamhill Street, Suite 900
Portland, Oregon 97204
t. 503 222 1661

OREGON STATE POLICE

STRATEGIC MASTER FACILITIES PLAN

SECOND PHASE

OREGON STATE POLICE
STRATEGIC MASTER FACILITIES PLAN
SECOND PHASE
JUNE 29,2021

PROJECT PARTICIPANTS

OSP FACILITIES

- Kailean Kneeland, Business Services Director
- Major Joel Lujan, Gaming Enforcement and Business Services Bureau
- Sharon Domaschofsky, Business Services Manager
- Shannon Peterson, Facilities Coordinator

POLICE SERVICES BUREAU

- Major Ted Phillips, Police Services Bureau
- Captain Teresa Bloom, Asst. Field Operations Bureau Commander
- Captain Stephanie Ingraham, Patrol Services Division Captain
- Captain Andy McCool, NW Region Operations
- Captain Casey Codding, SW Region Operations
- Captain Mike Turner, East Region Operations
- Captain Josh Brooks, Criminal Investigations Division
- Captain Casey Thomas, Fish & Wildlife (F&W) Division
- Lt. Mark Duncan, Ontario Area Command
- Lt. Patrick Huskey, Portland Area Command
- Lt. John Riddle, Coos Bay/North Bend Area Command
- Lauren Jarrell, Evidence Program Manager

CONSULTANT TEAM

FFA ARCHITECTURE AND INTERIORS, INC.

- Troy Ainsworth, Principal
- Ian Gelbrich, Partner-In-Charge
- John Pete, Project Manager
- Joe Malboeuf, Project Architect
- Rachel Zanetti, Project Architect

MWL ARCHITECTS

- Jim McClaren, Senior Principal

RIDER LEVETT BUCKNALL

- Daniel Junge, Senior Cost Manager
- David Ingham, Cost Estimator

TABLE OF CONTENTS

01 02 03

EXECUTIVE SUMMARY

FACILITY COMPLIANCE MATRIX

OVERVIEW P.9

COMPLIANCE CATEGORIES P.10

NON-COMPLIANCE SUMMARY P.41

FTE SUMMARY P.51

FACILITY ASSESSMENTS

TOUR OVERVIEW P.67

AC - THE DALLES P.68

AC - ONTARIO P.80

AC - GRANTS PASS P.92

AC - COOS BAY P.104

AC - PORTLAND P.116

WS - HERMISTON P.128

04

CONCEPTUAL PLANNING AND COST

OVERVIEW
P.139

ROM COST CATEGORIES
P.140

AC - PORTLAND
P.142

AC - ONTARIO
P.144

AC - COOS BAY
P.146

01 | EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Oregon State Police Vision Statement: "To provide premier public safety services."

The department of Oregon State Police (OSP) is charged with protecting the people, property, and natural resources of Oregon. With significant population growth in Oregon over recent years, coupled with ever-evolving disaster preparedness needs, providing Oregon State Police services throughout the state is no small task.

CURRENT CONDITIONS

The Oregon State Police staff have shown tremendous resourcefulness when it comes to performing their duties. However, multiple key facilities are missing the basic resources and infrastructure that is essential to fulfilling Oregon State Police's role in our communities, state-wide. Deficiencies in terms of space, security, amenities, and technology create unnecessary difficulty to already challenging roles.

A facility survey conducted in the second half of 2019 found that OSP employees highly value facility security, adequate space, and environmental health. However, among the survey respondents, facility quality was viewed as inadequate, dated, and substandard. Employees reported that poor technology, environmental distractions, and lack of space consistently presented productivity challenges. All of these factors can lead to adverse impacts on employee health, sense of security, response time, and morale.

In addition to the number of building deficiencies impacting daily operations, many facilities are out of compliance in terms of disaster preparedness and emergency response criteria. A significant number of existing Area Command buildings are not built to Essential Facility standards for seismic resiliency and are not provided with emergency backup power. This means that during critical emergency situations, these facilities would not be adequately equipped to meet Oregon's public safety needs.

STRATEGIC FACILITIES MASTERPLAN

OSP recognized the issue and in 2019 they began the process of creating a strategic facilities master plan to address this need for their staff across the state of Oregon. The first phase masterplan focused on the immediate need in Springfield and Central Point as part of the 2021-2023 Biennium. The second phase, documented in the following pages, focused on the entire facility portfolio.

The second phase of the masterplan started with a non-compliance assessment of all forty-five facilities. Subsequently, the team toured several of the most out-of-compliance facilities. The final step of this process was developing an actionable plan to address the deficiencies with thoughtful proposals for state investments.

The findings within this report document a significant need across the entire facility portfolio. Understanding that this need will not be addressed in a single biennium, OSP developed a future facility investment list that prioritized equitable state-wide service and impact of existing deficiencies on operations to achieve the most effective use of state funds in each upcoming biennium.

The 2023-2025 Biennium's investment focus on Portland, Ontario, and Coos Bay / North Bend is a critical step toward improving public safety services here in Oregon. These facilities play a critical role in each region's operations, have significant existing deficiencies impacting a high percentage of OSP staff, and investments will substantially improve state-wide disaster preparedness.

NEXT STEPS

The funding application is just one step in a lengthy process to make the proposed facilities a reality and provide these public safety services to Oregonians. The project schedule on the following page illustrates the timeline for funding approval in July 2023.

The masterplan's second phase outcomes established with this report indicate a number of benchmarks in terms of budget and facility size. These outcomes include facilities that are modern, equitably-designed, adequately-sized, safe, and resilient. The programmatic recommendations utilize prototype criteria developed in the first phase and align with OSP's long range goal of purpose-built, standardized facilities to effectively serve functional and operational needs. A further summary of key project data for each proposed new facility is listed within the table to the right.

For these types of facilities, it is recommended the project manager, architectural & engineering team, and general contractor are hired through a qualification-based selection to make sure the selected team has the right experience and knowledge to deliver these essential operations. OSP is currently evaluating which project delivery method(s) would be the best fit for these projects:

- Construction Manager / General Contractor (CM/GC) Delivery
- Developer-led Capital Investment
- Design-Build

The proposed project timelines on the schedules to the right reflect a Design-Build process, although all of the delivery methods listed above would have roughly the same design and construction timeline. The difference in schedules would be determined by OSP's desired engagement in the design process and the time needed upfront to establish contracts. The project team recommends the selection of a delivery method that allows OSP, as the future facility owner, to be the final decision maker on design details that have a critical impact on the day-to-day operation and long-term performance of the facility.

This strategic masterplan is well-positioned to align with the state facility and agency goals outlined in Oregon Executive Orders 17-01, 17-20, and 20-04. These goals include energy and water efficiency targets, reducing greenhouse gas emissions, accomplishing cost savings by reducing energy footprint, and creating workplace environments that support employee health and well-being.

Investments in Portland, Ontario, and Coos Bay / North Bend is an important step in improving operations, emergency response readiness, staff retainage, and OSP's ability to support Oregonians. It is critical that funding is approved in July 2023 to meet the proposed budget goals, as well as meet the schedule and operational requirements that sustain OSP operations.

PROJECT MILESTONES

1. **Funding Approved**
   (July 2023)

2. **Bid Designs**
   (July 2025)

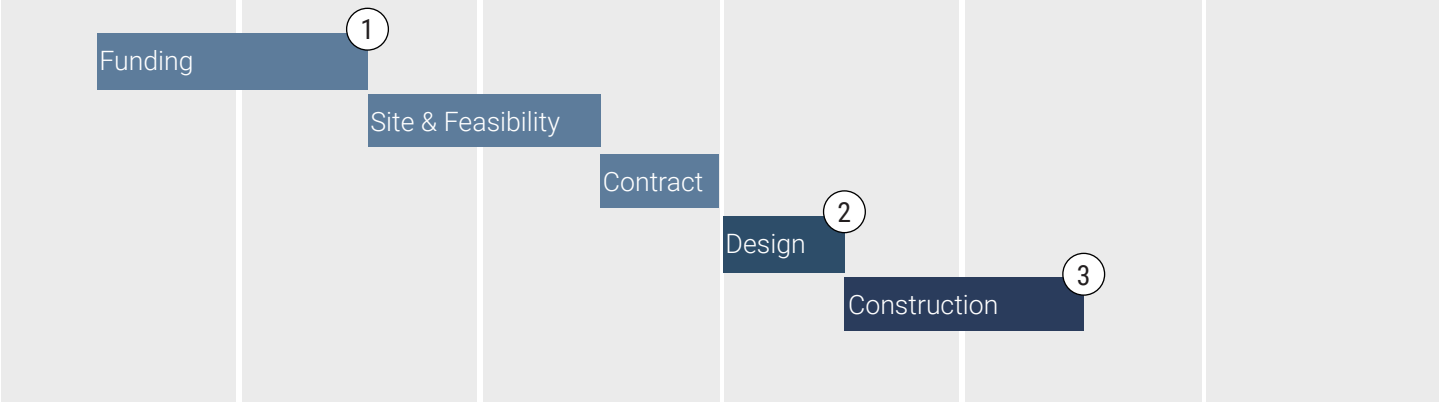
3. **Move into new Buildings**
   (June 2026)

PROJECT DATA SUMMARY

Portland Area Command		
	Building Square Footage	35,082 sf
	Site Area	133,869 sf (4 acres)
	Total Proposed Project Budget (2025)	**$ 34,188,706**
Ontario Area Command		
	Building Square Footage	23,538 sf
	Site Area	87,461 sf (3 acres)
	Total Proposed Project Budget (2025)	**$ 23,173,785**
Coos Bay / North Bend Area Command		
	Building Square Footage	25,403 sf
	Site Area	89,864 sf (3 acres)
	Total Proposed Project Budget (2025)	**$ 25,155,588**

PORTLAND, ONTARIO, AND COOS BAY / NORTH BEND AREA COMMANDS

PROJECT SCHEDULE



02 | FACILITY COMPLIANCE MATRIX

OVERVIEW

The first step of the second phase master plan was to develop a compliance summary for all forty-five Oregon State Police (OSP) facilities. By starting with this step, the team established a baseline understanding of OSP's needs across its full building portfolio and allowed OSP to identify strategic facility investments where they will have the most impact.

Early in this process, the design team worked with OSP to identify compliance evaluation criteria. These evaluation categories focused on the basic needs to allow for OSP's functional operation, and utilized the facility prototypes developed in the first phase master plan, which incorporated law enforcement best practices. The following pages summarize each of the review categories into four primary sections:

- SITE
- BUILDING
- RESILIENCY
- SECURITY

Within each section is a series of sub-categories that provide further details about important factors for a public safety facility design. The design team reviewed existing facility data and assigned a "C" for compliance or "N" for non-compliance to each category.

As described in the following sections, public safety facilities require specialty spaces, construction details and adjacencies to support both officers working in the spaces as well as the public using the facility. When a category is out of compliance, it not only makes an officer's daily job more challenging but can cause significant security risks and delay response times. This also means if or when an emergency or disaster occurs, the facility would not be able to sustain the necessary OSP operations to support the community when it's most needed. An out-of-compliance facility is not equitable in its use of resources, not sized to meet the staffing needs and lacks the resiliency required by building code for essential facilities.

When reviewing the facility summary, the design team also factored in the full-time equivalent staff (FTE) at each facility. This was a critical factor for OSP's evaluation because the impact of non-compliance is magnified in highly occupied facilities. By going through this process, OSP generated a road map to identify out-of-compliance facilities and invest in its infrastructure over time to bring the portfolio into compliance to effectively serve the organization's functional and operational needs.

CURRENT OSP FACILITIES

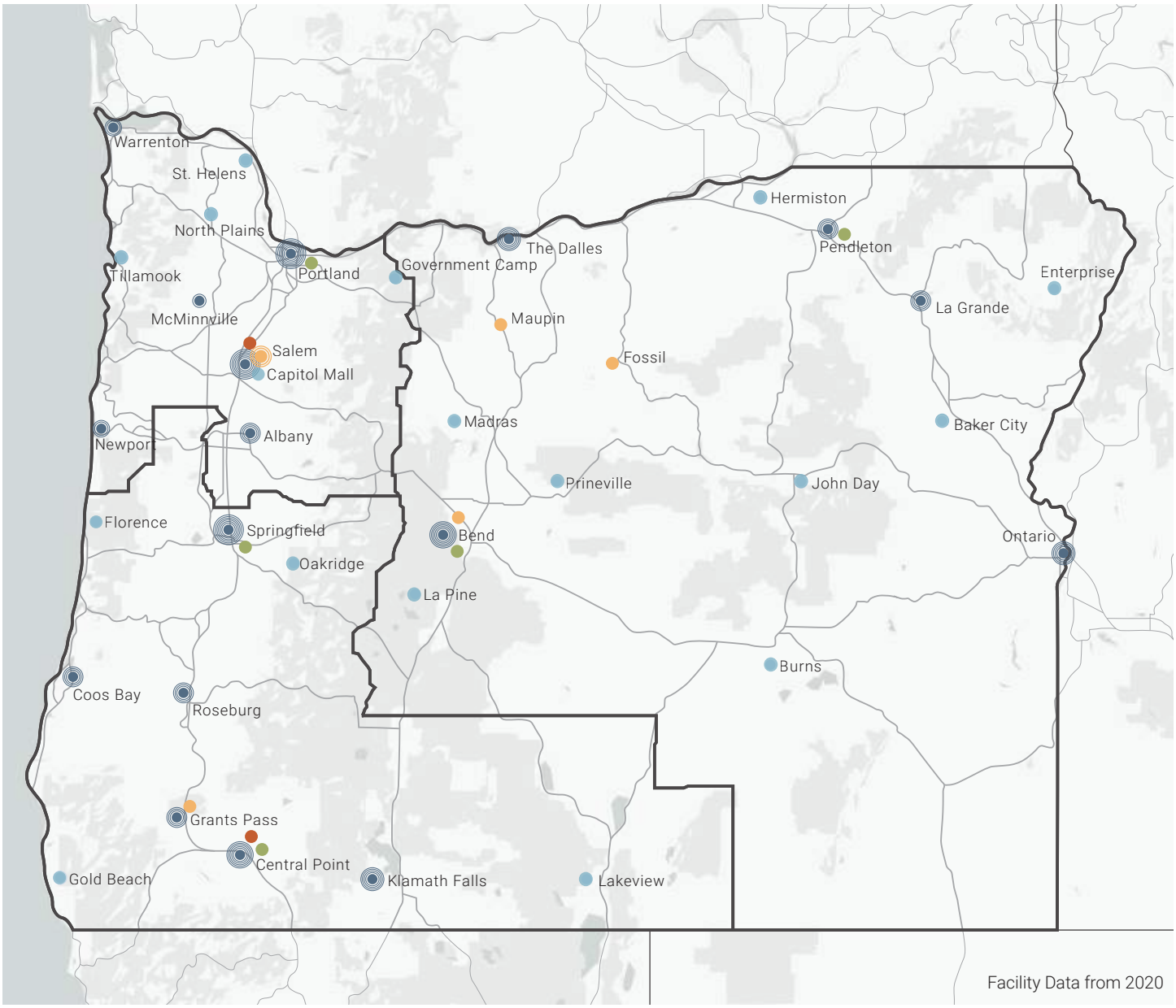
OSP provides a diverse range of services to Oregonians and their portfolio of facilities cover a wide variety of building types. Included below are some of the types of facilities in OSP's building portfolio:

- AREA COMMAND: A public safety center supporting patrol, detective, and fish & wildlife operations in the service region
- WORKSITE: A satellite work area for patrol, detective, and fish & wildlife officers to extend OSP operations and enhance response time
- LAB: A facility supporting the Forensic Services Division
- MEDICAL EXAMINER: A facility supporting the Medical Examiner Division
- OFFICE: A workspace for administrative staff
- DISPATCH CENTER: A public safety answering point that receives calls for service and dispatches emergency response resources

In the first phase of OSP's strategic facility master plan, one of the primary focuses was on improving forensic lab and medical services statewide. This included analysis of current service distribution, deficiencies in the existing infrastructure, and recommendations for improvements to enhance these services. The result was a targeted investment in the Springfield and Central Point facilities to improve statewide service.

For office buildings, most administrative staff are in the Salem headquarters office which was recently constructed in 2016. In addition, office space to support administrative staff has the advantage of lease scenarios because these spaces do not require the Essential Facility or law enforcement details of a public safety center.

Based on this information, it was determined that the primary focus for the second phase analysis would be on the considerable need in existing Area Command and Worksite facilities. As shown in the following pages these facilities are significantly deficient in their lack of security, technology, resiliency, and operational details to provide effective public safety services to Oregonians.



KEY

- Area Command
- Worksite
- Lab / Medical Examiner
- Office
- Dispatch Center

SITE

COMPLIANCE CATEGORY DESCRIPTION

The location, placement, infrastructure and access of a public safety building is critical to its successful operations. Below is an overview of the sub-categories reviewed as part of each facility's site.

1.0 Lease Expiration

OSP currently leases a majority of their building spaces. The lease category was evaluated to capture facilities that will be coming up for negotiation. OSP provided the upcoming lease expiration dates for each facility. If more than 5 years were remaining on the lease, then the facility was deemed 'compliant'.

2.0 Public Parking

The public visits OSP facilities to follow-up on a police report, talk with an officer, or register with OSP. The facility requires public parking that is readily visible upon entry and reasonably close to the public entry. For this category, the existing site plans were compared with prototype requirements and evaluated to confirm if public parking is provided, as well as if it is sized to meet the specific facility's demands. This evaluation included an assessment of meeting room requirements as well as an assessment of adjacent street parking availability.

3.0 Secure Parking

A secure parking area is important for the safety and security of officers and staff operating out of the facility at all hours of the day and night to prevent unauthorized entry and provide a visual barrier. For this category, the existing site plans were compared with prototype requirements and evaluated to confirm if secure parking is provided, as well as if it is sized to meet the current facility staffing levels.

4.0 Evidence Vehicles

By law, any vehicle seized in connection with a criminal investigation has to be secured and stored as evidence by OSP. For example, vehicles involved in a homicide are required to be held in evidence for at least 60 years. This requires security and special requirements for accreditation. To determine compliance in this category, OSP worked with police service bureau staff to determine if evidence vehicle parking is provided to meet OSP's requirements. The evaluation included both an assessment of long-term evidence vehicle storage, as well as storage needs for short-term assets / seizure vehicles.

5.0 Extreme Topography / Site

The design team evaluated existing site factors or characteristics that might hinder operations. This included challenging topography, unique site shapes, or inadequate turning space for large vehicles such as tow trucks accessing the site. When officers respond in the event of an emergency, having sufficient space and an open site layout can greatly affect response times for officers.

6.0 Response Pathways

Officers responding to an emergency call from a facility need a secondary route in case the primary route is blocked or obstructed. In the event of an

active threat on site, the secondary route should not access the same street as the primary route. For this category, the design team reviewed the existing site plan to determine if a minimum of two pathways are provided from the patrol parking spaces for egress onto separate streets.

7.0 Secure Electric Vehicle Charging

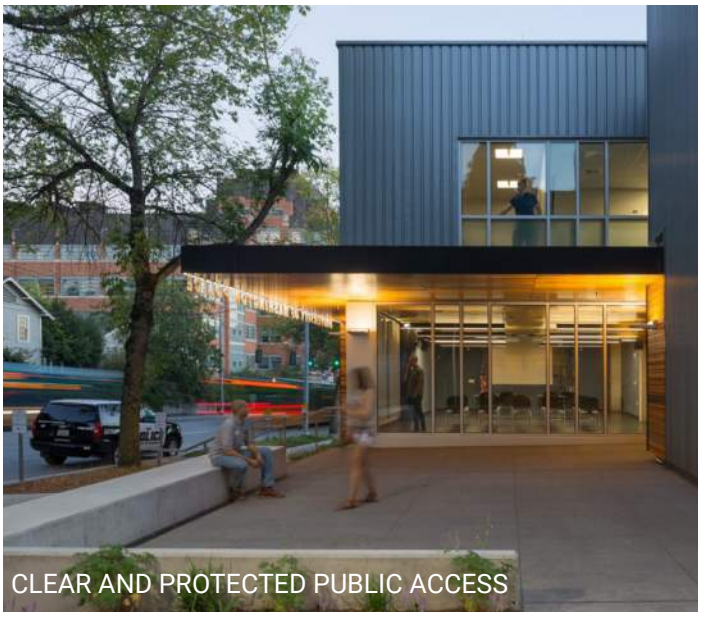
It is anticipated that in the state of Oregon there will be a shift to electric vehicle use by all state employees, including OSP. This requires facilities to have the right electrical capacity and infrastructure to support electric vehicle. For this category, OSP determined if electric vehicle charging is provided for OSP staff vehicles at each facility.

8.0 Public Electric Vehicle Charging

OSP determined if electric vehicle charging is provided for public vehicles at each facility.

9.0 Service Delivery Zone

The design team evaluated the existing site plan to determine if the location of service deliveries present any operational concerns. This included service locations like trash / recycling which can be an operational concern if located within a secure parking zone. Additionally, having these services within the secure parking area could allow an outside vendor or tenant non-secure access to the building, which poses both operational and security concerns.

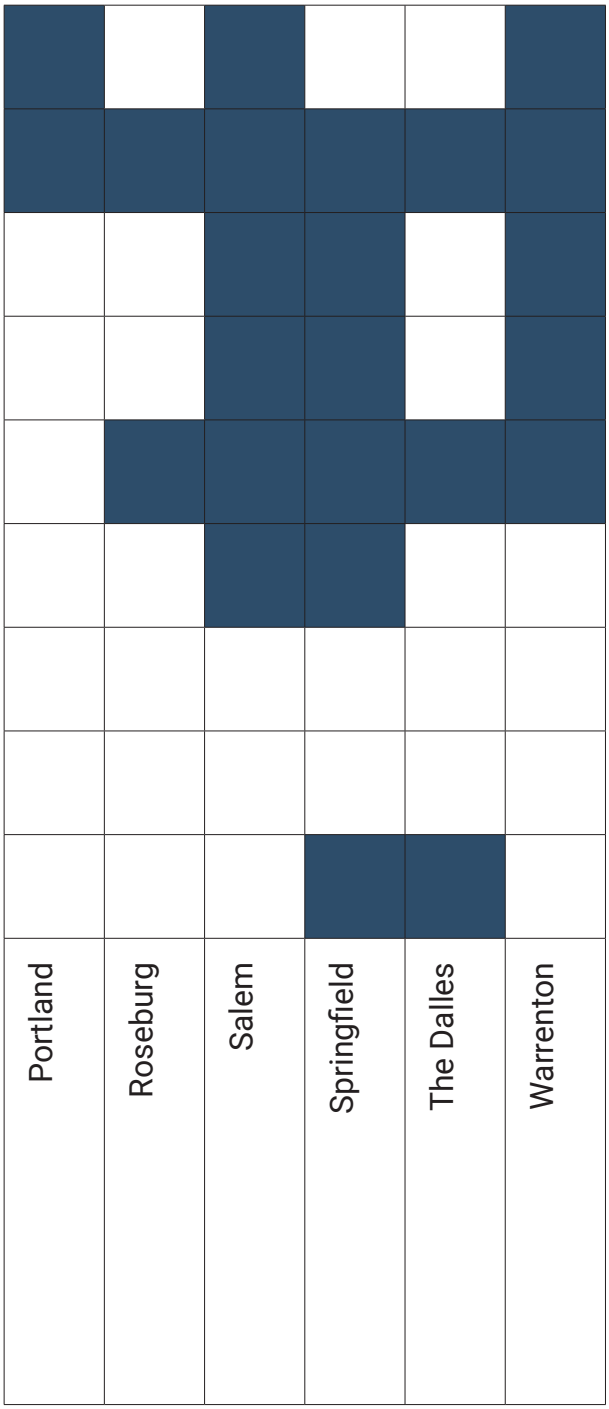


CLEAR AND PROTECTED PUBLIC ACCESS

SECURE COVERED PATROL PARKING

SITE COMPLIANCE SUMMARY - AREA COMMAND

	Albany	Bend	Central Point	Coos Bay	Grants Pass	Klamath Falls	La Grande	McMinnville	Newport	Ontario	Pendleton
1.0 Lease Expiration			■	■				■			
2.0 Public Parking	■	■	■		■	■	■	■	■	■	■
3.0 Secure Parking		■	■			■	■	■	■		
4.0 Evidence Vehicles		■						■	■		
5.0 Extreme Topo / Site	■	■	■			■	■	■	■	■	
6.0 Response Pathways							■	■			
7.0 Secure Electric Vehicle Charging											
8.0 Public Electric Vehicle Charging											
9.0 Service Delivery										■	



Noncompliance Totals	
8	Coos Bay
8	Grants Pass
8	Pendleton
7	Albany
7	Portland
7	Roseburg
6	Klamath Falls
6	Ontario
6	The Dalles
5	Bend
5	La Grande
5	Newport
5	Central Point
4	Warrenton
3	McMinnville
3	Salem
3	Springfield

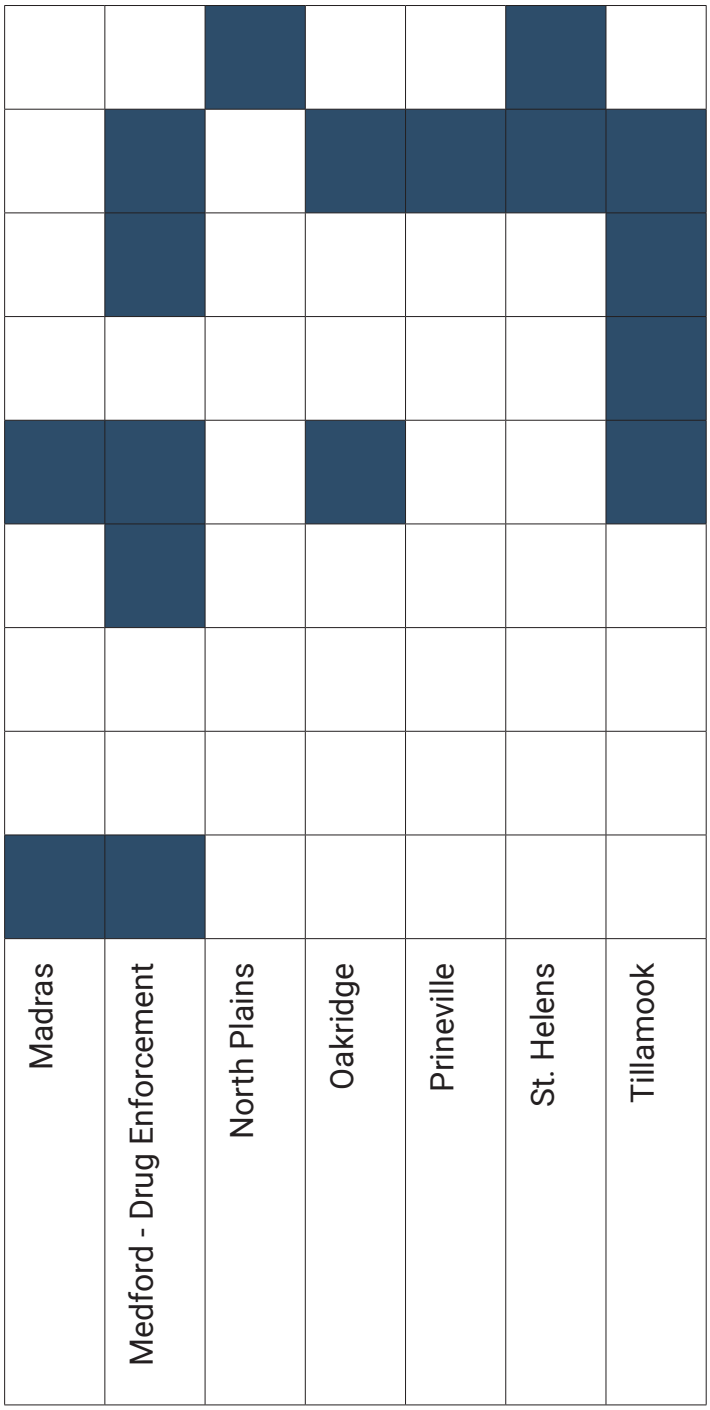
LEGEND

Compliant

Non-compliant

SITE COMPLIANCE SUMMARY - WORKSITE

	Baker City	Capital Mall	Enterprise	Florence	Gold Beach	Government Camp	Hermiston	Hines	John Day	La Pine	Lakeview
1.0 Lease Expiration	■	■						■		■	
2.0 Public Parking	■	■	■	■	■	■	■	■	■		
3.0 Secure Parking	■	NA		■	■				■	■	■
4.0 Evidence Vehicles		NA		■	■					■	■
5.0 Extreme Topo / Site	■	NA		■	■	■					■
6.0 Response Pathways		NA				■					
7.0 Secure Electric Vehicle Charging											
8.0 Public Electric Vehicle Charging											
9.0 Service Delivery		NA				■					



Noncompliance Totals	
8	Enterprise
8	Hermiston
8	North Plains
8	Prineville
7	Hines
7	John Day
7	Madras
7	Oakridge
7	St. Helens
6	La Pine
6	Lakeview
5	Baker City
5	Florence
5	Gold Beach
5	Government Camp
5	Tillamook
4	Medford
2	Capitol Mall

LEGEND

Compliant

Non-compliant

NA — Category not applicable based on operational requirements of facility

BUILDING

COMPLIANCE CATEGORY DESCRIPTION

Space Gap Analysis

The design team reviewed the existing facility floor plans and compared those spaces with the prototype requirements developed in the first phase strategic master plan report. Within this review process, there were two overall approaches. For Area Commands, compliance was noted as being met if the specific space was provided as well-sized to the square footage as defined by the prototype model. For Worksites, compliance was noted if the space was provided.

The prototype building areas are customizable to the unique program needs and staffing projections for a given facility. Below is an outline of those baseline spaces that were used to determine if existing facilities meet the operational needs of OSP.

1.0 Public Spaces

1.1 Public Lobby (120 sf baseline, but varies as applicable to meeting room size) - The public lobby serves as the main welcoming space for visitors and the surrounding community. It must be easy to find, offer clear wayfinding (assuming there will be visitors arriving in distress) and create a normalizing, calming environment. The public lobby is the gateway to a visitor providing access to service counters, restrooms, report taking rooms and multi-purpose meeting spaces.

1.2 Registrant Vestibule (80 sf) - Sex offender registration should be conducted in this area via a secure transaction window, so that these conversations are separated from the public lobby.

1.3 Report Taking / Interview Room (80 sf) - A report taking room is provided at the lobby to enable visitors to meet one-on-one with staff to report incidents or seek support. The room should be planned to allow for audio and video recording as well as acoustical privacy.

1.4 All-User Public Restroom (64 sf) - A public restroom provided in the lobby maintains separation between the public and secure side of the facility. Planned with durable and easily cleanable finishes, the single occupant restroom is an equitable restroom space for all users.

2.0 Trooper / F & W / Investigation Office Area

2.1 Office Space (Size to be calculated using scalable prototype excel file) - With projected population growth in some regions of the state, there is an increase in staffing needs. This then correlates to an increased need for space to accomplish the goals of OSP.

3.0 Training / Meeting & Support Spaces

3.1 Meeting Room (1,250 sf) - The meeting room is a multi-purpose space positioned to allow direct but controlled access from the public lobby. The room would offer flexible space to be used as an Incident Command Center, for officer training, and for public safety-related community events, such as neighborhood watch formation meetings and citizens academies.

3.2 Chair / Table / AV Storage (144 sf) - A space to store items for the multi-purpose room furniture and equipment should be included.

PUBLIC LOBBY WITH CLEAR WAYFINDING


INTERVIEW ROOM


SERVICE COUNTER

3.3 Emergency Management Storage (144 sf) - A secure room to store items for the Incident Command Center in the event of an emergency should be included in the building.

3.4 Kitchennette / Staff Break Room (120 sf) - The lunch room serves all building occupants, and provides space for overnight staff when many nearby restaurants are closed. By providing a shared area for meals, the agency's culture of collaboration and connectivity amongst staff members is reinforced. This space also serves in times of crisis (earthquake, etc.) when the facility is supporting emergency operations.

3.5 Administrative Conference Room (299 sf)/ 3.6 Small Staff Conference Room (120 sf) - Conference spaces for OSP staff meetings with flexible furnishings and AV capacity should provide a level of privacy for sensitive, confidential conversations.

3.7 Armory (112 sf) - Secure storage space for ammunition should be included in the building.

3.8 Officers' Weapon Maintenance (63 sf) - This is a space with an appropriate countertop area to perform routine maintenance of officer service weapons.

3.9 Entry Vestibule / Mud Room (100 sf) - The entry vestibule functions as a "mud-room" where patrol may easily wash off gear and boots before entering the building, and should accommodate the hanging of wet raingear. Patrol staff entering the building typically are carrying field bags or bulky equipment, therefore automatic doors as well as storage areas in close proximity to the entry vestibule is ideal.

3.10 Trooper Equipment Storage (144 sf) /
3.11 F & W Equipment Storage (144 sf) - Storage for specialty items associated with Patrol and F&W divisions. This typically includes space for F&W decoys, radios, extra equipment/laptops, and general storage.

3.12 Staff Lockers (Size to be calculated using scalable prototype excel file) - Lockers are sized for gear and ballistic vests and ventilated to enable the drying of staff towels. The prototype anticipates an open locker concept which maximizes the ability to address future growth needs with individual privacy toilet / shower rooms.

3.13 Staff Toilet / Sink / Shower Rooms (Size to be calculated using scalable prototype excel file) - Single occupant restroom and changing room for OSP staff should be provided.

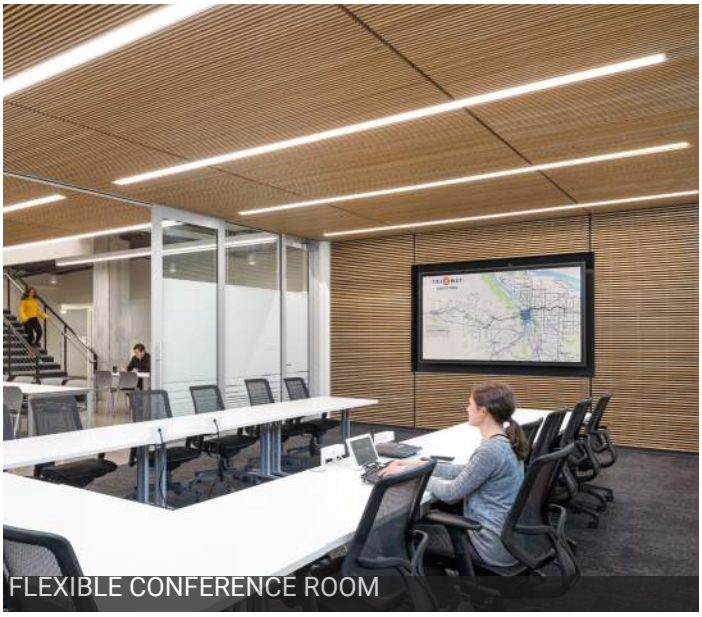
3.14 Work / Copy / Mail Area (80 sf) - This space is for printers, copiers, office supplies, and mail cubbies for staff.

3.15 Privacy / Wellness Room (80 sf)

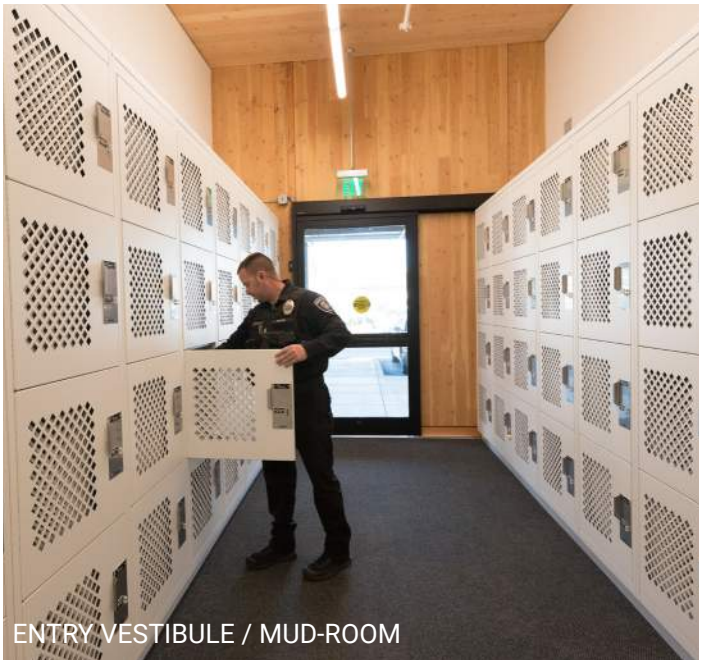
4.0 Impairment Processing

4.1 Processing Space (210 sf) - Directly adjacent to the sally port, this space creates a processing area for officers to question and observe a DUI arrestee. The space will include an intoxilizer and equipment for breath or blood test conducted at the Area Command or Worksite.

4.2 Suspect Toilet (64 sf) - A toilet room for arrestee while in custody should be provided.



FLEXIBLE CONFERENCE ROOM



ENTRY VESTIBULE / MUD-ROOM

STAFF LOCKERS WITH OPEN LOCKER CONCEPT

5.0 Support Building

A secondary support building is planned and will be constructed to the standards required in the building code for commercial buildings, which do not need to meet the same seismic standards as essential facilities. It is intended to house bulk storage and training functions that are non-essential during an emergency response.

5.1 Sallyport (500 sf) - A sally port is provided to accommodate the safe and secure transfer of DUI arrestees. Accommodations are made in the sally port for processing and securing suspect property, access to emergency provisions for officers to access and access to storage for vehicle supplies, such as road flares. Provisions are also provided for cleaning the interior and exterior of fleet vehicles.

5.2 Auto Repair Space (1,308 sf) - At regional Area Commands, this space is provided to repair and service OSP fleet vehicles.

5.3 Garage Space (Size to be calculated using scalable prototype excel file) - Storage for specialty vehicles like boats, trailers, and ATVs should be provided.

6.0 Evidence / Bag & Tag

6.1 Officer's Bag & Tag Room (250 sf) - This space provides an area for patrol officers to package evidence, label it and transfer it into secure lockers. Articles processed in this room include items that are bio-hazardous, off gas, and are hazardous to the touch. The room will require an emergency eyewash / shower, specialized finishes resistant to specialized cleaning materials, and 100% exhaust. Evidence technicians will retrieve evidence from these lockers and place it into appropriate evidence storage areas.

6.2 Evidence Tech Workspace (108 sf) - This is a working zone for the evidence technician.

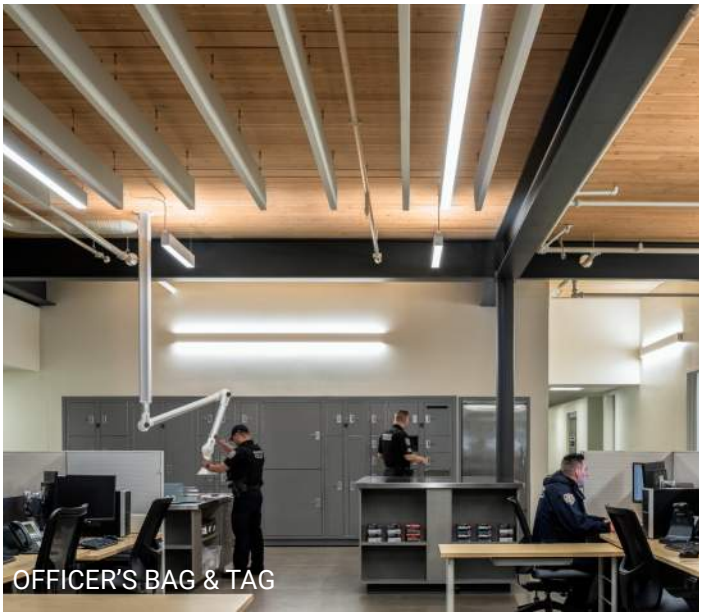
6.3 Evidence Return Vestibule (80 sf) - This is a space to securely return evidence to the public.

6.4 Hardened Evidence Storage (788 sf) - The secure storage area provides custodial / guardian services for all evidence and found property in the possession of OSP. The space includes an intake area where evidence is retrieved from the evidence lockers in the bag tag area. Once evidence is in the possession and control of the evidence technician, it is secured in appropriate environments. General evidence is stored in high-density type racking systems. Bulky and vehicular evidence is stored in open floor areas. Biological evidence is stored in coolers. Firearms are stored in isolated and high security racking. Drug evidence is stored in specially ventilated security vaults. Evidence is then retained and/or transferred for laboratory processing, court presentation and long-term reference in accordance with the requirements of the laws governing evidence retention.

7.0 Room For Growth

OSP provided 10 year growth projections for each facility. FFA utilized the scalable prototype model to estimate the overall facility size required to accommodate the anticipated growth. A compliance value means the existing facility size is greater than the projected facility size. This compliance category is only be applied to Area Command facilities.

EVIDENCE TECHNICIAN WORKSPACE



OFFICER'S BAG & TAG

HIGH-DENSITY EVIDENCE STORAGE RACKS

BUILDING COMPLIANCE SUMMARY - AREA COMMAND

1.0 Public Spaces (4 Total)	4	1	1	2	2	2	1	2	3	3	2
2.0 Office Area											
3.0 Training / Support (15 Total)	10	5	4	13	9	8	6	12	10	14	9
4.0 Impairment Processing (2 Total)	2		2	2	2	2	2	2	2	2	2
5.0 Support Building (3 Total)	2	1	2	2	2	2	1	2	1	2	1
6.0 Evidence / Bag & Tag (4 Total)	2	1	4	2	4	2	2	4	4	4	2
7.0 Room for Growth											
	Albany	Bend	Central Point	Coos Bay	Grants Pass	Klamath Falls	La Grande	McMinnville	Newport	Ontario	Pendleton

Portland	Roseburg	Salem	Springfield	The Dalles	Warrenton
1	1		2	4	1
7	10	5	10	12	8
	2		2	2	2
2	2	1	2	2	1
4	4		3	4	2

Noncompliance Total	
26	Ontario
26	The Dalles
23	McMinnville
22	Albany
22	Coos Bay
21	Grants Pass
21	Newport
21	Springfield
20	Roseburg
17	Pendleton
16	Klamath Falls
15	Portland
15	Warrenton
14	Central Point
13	La Grande
8	Bend
6	Salem

LEGEND

Compliant

Non-compliant

2 # of Non-compliant Spaces

BUILDING COMPLIANCE SUMMARY - WORKSITE

1.0 Public Spaces (4 Total)	2	3	3	2	2	4	3	2	2	3	2
2.0 Office Area											
3.0 Training / Support (15 Total)	10	12	8	10	10	14	13	13	8	12	14
4.0 Impairment Processing (2 Total)	2	2	2	2	2	2	2	2	2	2	2
5.0 Support Building (3 Total)	1	2	2	1	1	2	2	2	1	1	2
6.0 Evidence / Bag & Tag (4 Total)	1	4	3	3	3	4	4	3	3	3	2
	Baker City	Capitol Mall	Enterprise	Florence	Gold Beach	Government Camp	Hermiston	Hines	John Day	La Pine	Lakeview

4	2	3	4	4	2	1
13	12	12	14	14	10	9
2	2	1	2	2		2
2	2	2	1	2	1	2
3	4	2	4	3	1	3
Madras	Medford - Drug Enforcement	North Plains	Oakridge	Prineville	St. Helens	Tillamook

Noncompliance Total	
26	Government Camp
25	Oakridge
25	Prineville
24	Hermiston
24	Madras
23	Capitol Mall
22	Hines
22	Lakeview
22	Medford
21	La Pine
20	North Plains
18	Enterprise
18	Florence
18	Gold Beach
17	Tillamook
16	Baker City
16	John Day
14	St. Helens

LEGEND

Compliant

Non-compliant

2 # of Non-compliant Spaces

RESILIENCY

COMPLIANCE CATEGORY DESCRIPTION

When disasters happen, OSP is on the front lines for emergency response to support all Oregonians. This includes the ability to respond during earthquakes, power outages, flooding, and fire. The ability of OSP to prepare for and adapt to these changing conditions and withstand disruptions is a critical aspect to its facilities.

1.0 Backup Power

During a power outage from a storm or emergency event, each OSP facility requires a backup power source to provide essential services. A range of options from onsite diesel or natural gas generator to renewable, clean energy like microgrid battery cells and solar panels are possibilities to meet this requirement. OSP reviewed and determined if each existing facility currently has backup power complying with their operational requirements for capacity and run time.

2.0 Seismic – Location

The design team reviewed existing facility locations and evaluated seismic risk based on region. See map on opposite page for additional information. This map focuses mainly on the Cascadia Subduction Zone earthquake potential, which would result in a large earthquake and tsunami at the coast. An existing facility located in a moderate or heavy damage potential zone and not constructed to essential facility standards received a non-compliance assessment.

3.0 Seismic – Essential Facility Construction

The Oregon Structural Specialty Code (OSSC) classifies buildings into four distinct occupancy types relative to their importance to life safety in the event of a natural disaster. A public safety center is a category IV structure which is designated as an essential facility. It must be designed to withstand intense ground shaking and remain fully operational to support OSP's immediate response needs. OSP provided a list of current facilities constructed to meet essential facility standards.

4.0 Floodplain / Tsunami Zone

Flooding can significantly disrupt operations and cause extensive damage to communities. Essential facilities need to be strategically located outside flood zones to maintain operations. The design team reviewed the existing facilities' locations and evaluated the sites' proximity to the 500-year foodplain as well as tsunami zones using available FEMA maps.

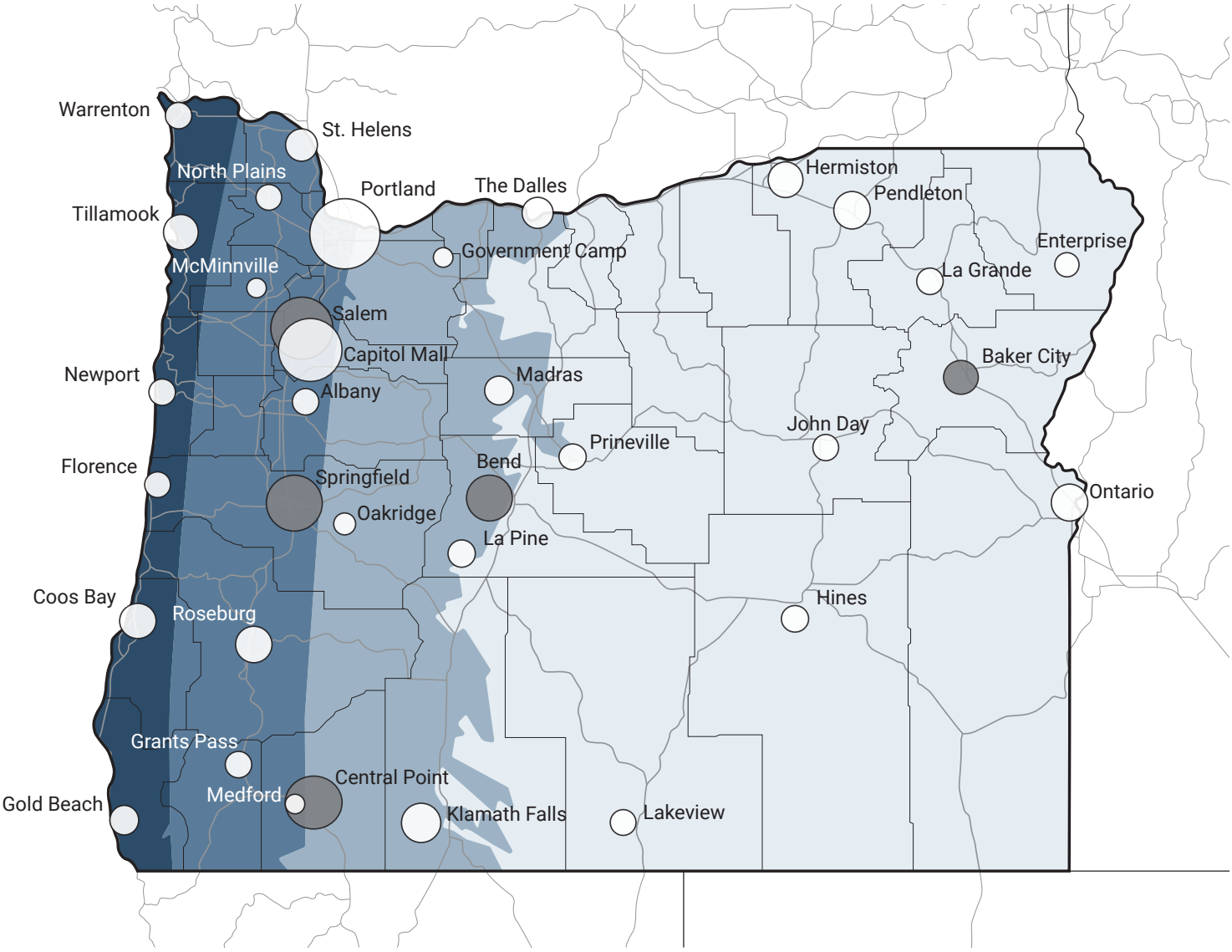
5.0 Fire Suppression System

Having a fire suppression system can help control or extinguish fires in their early stages. It can help reduce the loss of stored evidence and equipment due to fire. OSP provided information on whether each facility has a fire sprinkler system.

6.0 Forest Fire Defensible Space

In the event of a wildfire, it is critical to have emergency services and the buildings they work out of available and safe to aid the community. Using the Oregon Wildfire Risk Explorer's Hazard to Potential Structures map, FFA reviewed the surrounding area adjacent to each facility and assessed the forest fire risk. This data is based on modeled vegetation and not on building construction materials. OSP facility locations in low or very low risk zones were categorized as compliant. Based on the recent 2020 wildfires, OSP is working with the State Fire Marshall and State Legislature on more extensive mapping of forest fire defensible space. FFA used the "Hazard to Potential Structures" data currently available and will update the matrix in future reports when new map information is available.

SEISMIC ZONES WITH ESSENTIAL FACILITY OVERLAY



DAMAGE/RISK POTENTIAL

- Moderate / Heavy
- Moderate
- Light
- Very Light

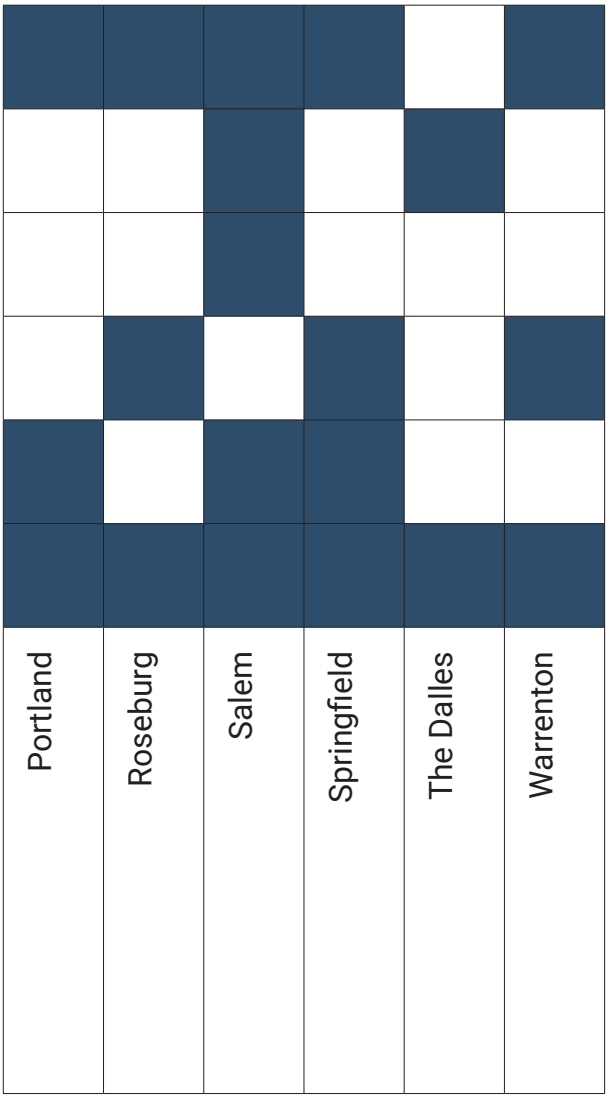
ESSENTIAL FACILITY

- Compliant
- Non-compliant

*Scale of facility location's staffing numbers reflected in size of circle

RESILIENCY COMPLIANCE SUMMARY - AREA COMMAND

	Albany	Bend	Central Point	Coos Bay	Grants Pass	Klamath Falls	La Grande	McMinnville	Newport	Ontario	Pendleton
1.0 Backup Power			■	■		■	■	■	■		
2.0 Seismic Location		■				■	■			■	■
3.0 Essential Facility		■									
4.0 Flood Plain / Tsunami Zone	■	■		■	■	■		■	■	■	■
5.0 Fire Suppression System		■						■			■
6.0 Forest Fire Defensible Space	■	■	■	■	■	■	■	■	■	■	■



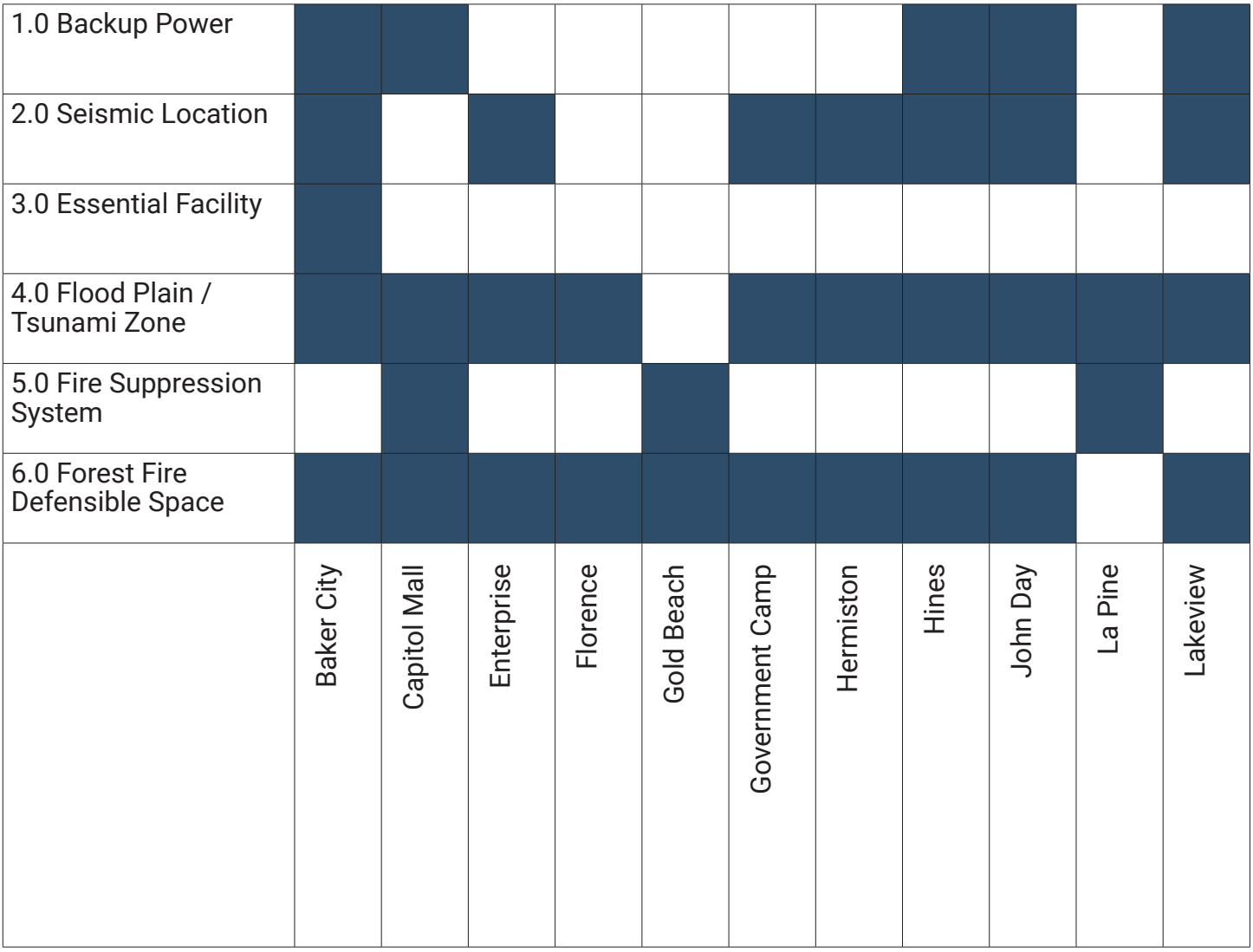
Noncompliance Total	
4	Albany
4	Grants Pass
4	The Dalles
4	Central Point
3	Coos Bay
3	La Grande
3	Newport
3	Ontario
3	Portland
3	Roseburg
3	Warrenton
2	Klamath Falls
2	McMinnville
2	Pendleton
2	Springfield
1	Bend
1	Salem

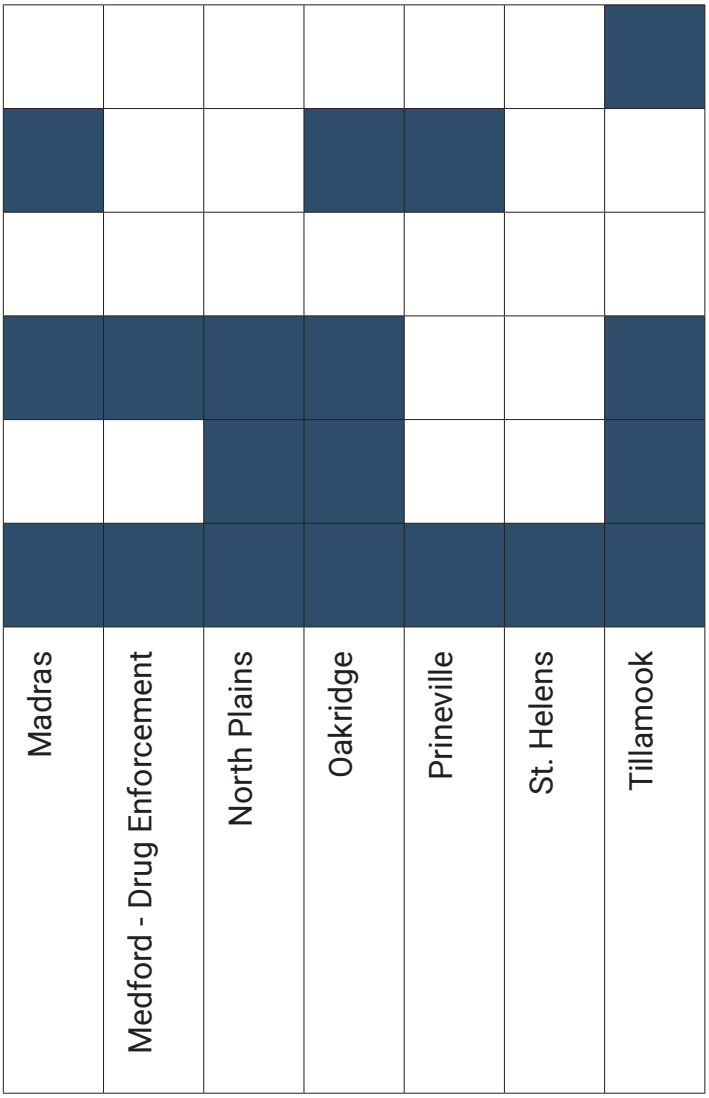
LEGEND

Compliant

Non-compliant

RESILIENCY COMPLIANCE SUMMARY - WORKSITE





Noncompliance Total	
5	St. Helens
4	Florence
4	Gold Beach
4	La Pine
4	Medford
4	Prineville
3	Enterprise
3	Government Camp
3	Hermiston
3	Madras
3	North Plains
2	Capitol Mall
2	Hines
2	John Day
2	Lakeview
2	Oakridge
2	Tillamook
1	Baker City

LEGEND

Compliant

Non-compliant

SECURITY

COMPLIANCE CATEGORY DESCRIPTION

1.0 Vehicle Deterrent

Effective K-rated vehicle protective barriers, such as exterior steel bollards or concrete seatwalls, should be positioned and designed as vehicle deterrents to protect occupants in the facility. OSP reviewed each facility to assess if vehicle deterrents had been installed to protect the building from the public parking lot.

2.0 Lobby Ballistics

OSP provided construction assemblies of lobby walls and transaction windows. The design team compared this data with ballistic level requirements. This category was evaluated in two sections based on level of ballistic protection. Compliance was assessed with both the window and wall assemblies together.

- 2.1 Compliance meeting level 3 ballistic requirements
- 2.2 Compliance meeting level 4 ballistic requirements

3.0 Exterior Ballistics

OSP provided a list of existing materials for the exterior walls and windows of the existing facilities. Determining the ballistic performance level requires the known assembly of all materials in the wall and testing. To the Design Team's knowledge, there was no additional ballistic protective material included within the wall assembly. For this study and initial assessment it was determined that a full brick exterior wall would be classified as level 3 and a concrete exterior wall would be classified as level 4.

This category was evaluated in four sections. The categories were separated between wall and window assemblies as well as level of ballistic requirements. Windows 6 ft. above floor level and windows facing the secure parking lot were excluded from evaluation.

- 3.1 Wall compliance meeting level 3 ballistics
- 3.2 Wall compliance meeting level 4 ballistics
- 3.3 Window compliance meeting level 3 ballistics
- 3.4 Window compliance meeting level 4 ballistics

4.0 Appropriate Neighbors

The design team reviewed adjacent properties to evaluate potential risk. Non-compliance in this category designates a risk that could not be reduced by installing a secure and protected parking area for OSP staff. Two examples of non-compliance would be an adjacent elevated highway overpass or a shared tenant arrangement preventing the construction of a secure parking area.

5.0 Security System

Most facilities are missing both physical and technological security systems. OSP confirmed if and where security cameras are installed at each existing facility. This category was evaluated in four sections with compliance based on if there is camera installation in the following areas:

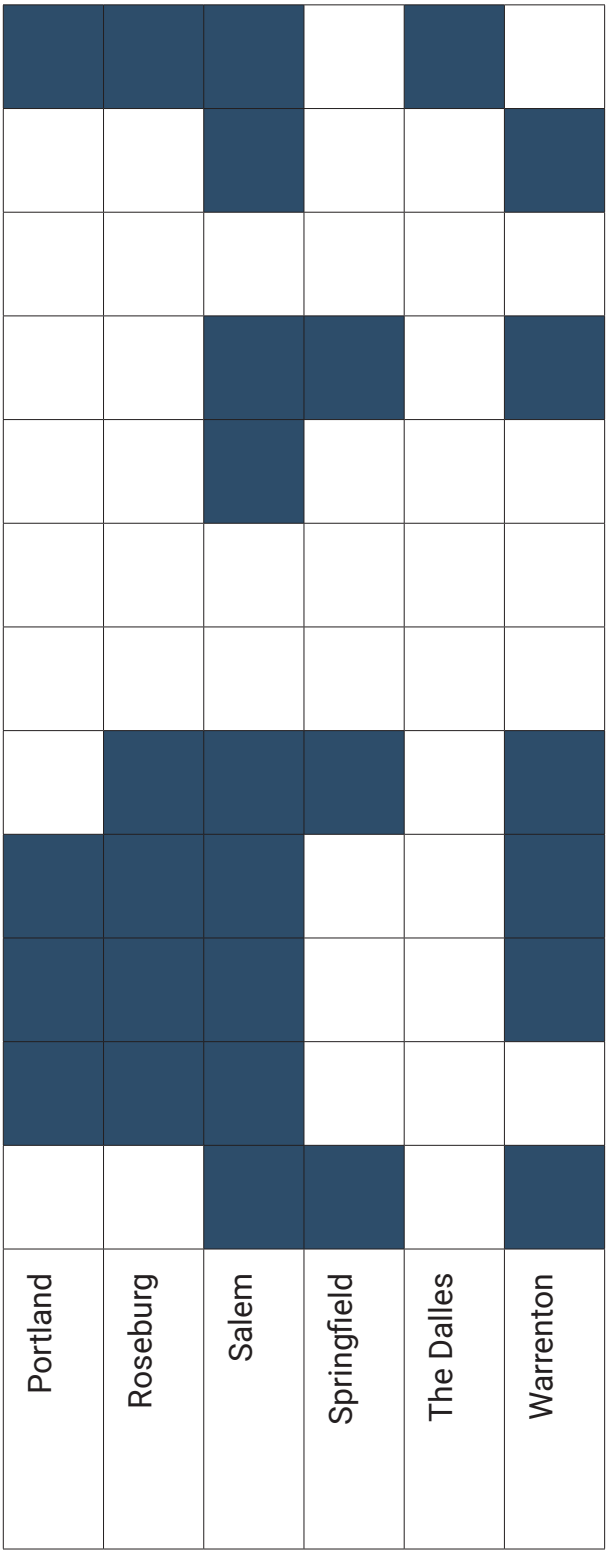
- 5.1 Building Exterior Cameras
- 5.2 Lobby Cameras
- 5.3 Evidence Room Cameras
- 5.4 Interview Room Cameras

VEHICLE DETERRENT SEATWALLS

LOBBY BALLISTICS

SECURITY COMPLIANCE SUMMARY - AREA COMMAND

	Albany	Bend	Central Point	Coos Bay	Grants Pass	Klamath Falls	La Grande	McMinnville	Newport	Ontario	Pendleton
1.0 Vehicle Deterrent	■		■	■			■	■	■		
2.1 Lobby L3								■			
2.2 Lobby L4											
3.1 Exterior Wall L3		■						■			
3.2 Exterior Wall L4											
3.3 Exterior Glazing L3											
3.4 Exterior Glazing L4											
4.0 Appropriate Neighbors		■	■	■	■	■	■	■	■	■	■
5.1 Building Exterior Cameras		■			■		■				
5.2 Lobby Cameras		■			■						
5.3 Evidence Room Cameras		■									
5.4 Interview Room Cameras		■	■	■		■	■				



Noncompliance Total	
11	Albany
11	Ontario
11	Pendleton
11	The Dalles
10	Klamath Falls
10	Newport
9	Coos Bay
9	Grants Pass
9	Central Point
9	Springfield
8	La Grande
8	McMinnville
8	Portland
7	Roseburg
6	Bend
6	Warrenton
3	Salem

LEGEND

Compliant

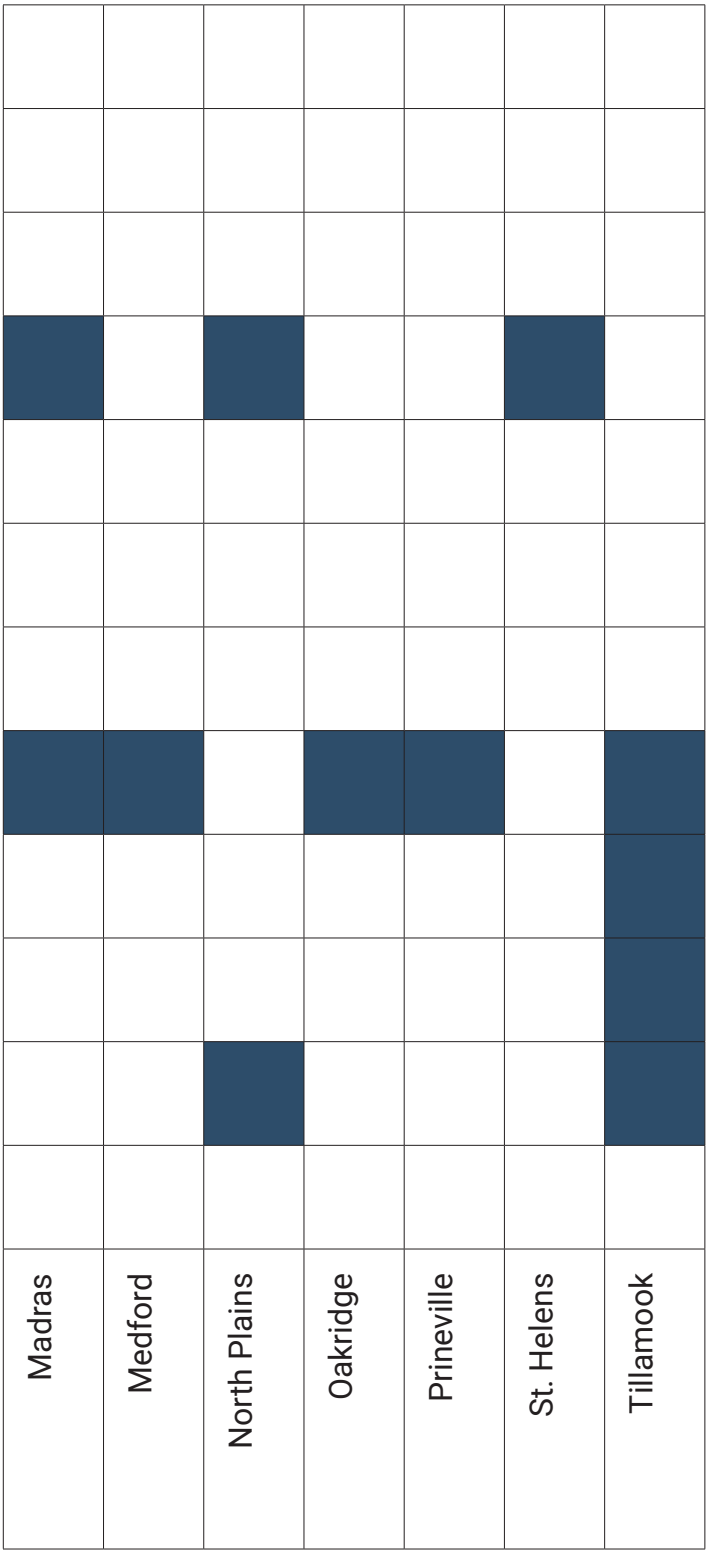
Non-compliant

L3 = Level Three Ballistic Requirements

L4 = Level Four Ballistic Requirements

SECURITY COMPLIANCE SUMMARY - WORKSITE

	Baker City	Capitol Mall	Enterprise	Florence	Gold Beach	Government Camp	Hermiston	Hines	John Day	La Pine	Lakeview
1.0 Vehicle Deterrent	■	■									
2.1 Lobby L3	■							■	■		
2.2 Lobby L4											
3.1 Exterior Wall L3		■						■			
3.2 Exterior Wall L4											
3.3 Exterior Glazing L3								■			
3.4 Exterior Glazing L4											
4.0 Appropriate Neighbors	■	■	■	■	■			■	■	■	■
5.1 Building Exterior Cameras		■						■			
5.2 Lobby Cameras											
5.3 Evidence Room Cameras											
5.4 Interview Room Cameras											■



Noncompliance Total	
12	Government Camp
12	Hermiston
11	Enterprise
11	Florence
11	Gold Beach
11	La Pine
11	Medford
11	Oakridge
11	Prineville
11	St. Helens
10	John Day
10	Lakeview
10	Madras
10	North Plains
9	Baker City
8	Capitol Mall
8	Tillamook
7	Hines

LEGEND

Compliant

Non-compliant

L3 = Level Three Ballistic Requirements

L4 = Level Four Ballistic Requirements

NON-COMPLIANCE ASSESSMENT

SUMMARY

Overall, this compliance assessment highlights the significant deficiencies in existing facilities' ability to support OSP operations statewide. Most Area Command and Worksite are substantially out of compliance with facility needs and do not currently provide the infrastructure necessary to support OSP services.

These deficiencies start with the site categories. The existing OSP sites have minimal secure parking for fleet and staff vehicles, lack the proper security and storage for long-term vehicle evidence, and do not have the proper secondary pathways to support emergency response. None of the facilities currently have the infrastructure to support the shift to electric vehicles.

With regards to the building categories, most of Area Command and Worksites have adequate office space but are out of compliance with the specialty spaces needed to support law enforcement operations. This includes public spaces like report-taking and a registration vestibule to maintain confidentiality and privacy in the public lobby. It also includes support spaces for an incident command center operation, equipment storage, longer term evidence storage, and equitable staff lockers. Most existing facilities are at max capacity for their current staffing levels and do not have the space support the future growth anticipated for OSP.

In the resiliency category, OSP has a clear lack of buildings constructed to essential facility standards, especially in the "heavy to moderate" seismic zones that will be most impacted in a Cascadia event. Most facilities lack fire sprinklers and about half do not have the necessary backup power critical in an emergency event. Some of the Area Commands could also be impacted by extreme flooding events due to their placement.

Lastly, facilities are missing physical and technological security. The majority do not have exterior or interior ballistic protection for staff. A significant proportion of the Area Commands, as well as almost all the Worksites, lack the required exterior, lobby, evidence room, and interview room cameras.

OVERVIEW - AREA COMMAND

For Area Command facilities, The Dalles, Ontario, Albany, Coos Bay, and Grants Pass all had the most combined non-compliance categories. For The Dalles and Ontario, which totaled 47 and 46 total "N" values respectively, this means that out of the 57 total categories, only 10 and 11 categories were compliant.

The Portland Area Command facility had more compliance categories because the facility includes additional specialty spaces like a sally port, impairment processing, a training room, and separate registration vestibule. Outside of the building category though, Portland has significant issues relative in the site, resiliency, and security categories which is compounded by the number of staff at the facility that will be highlighted in the coming section.

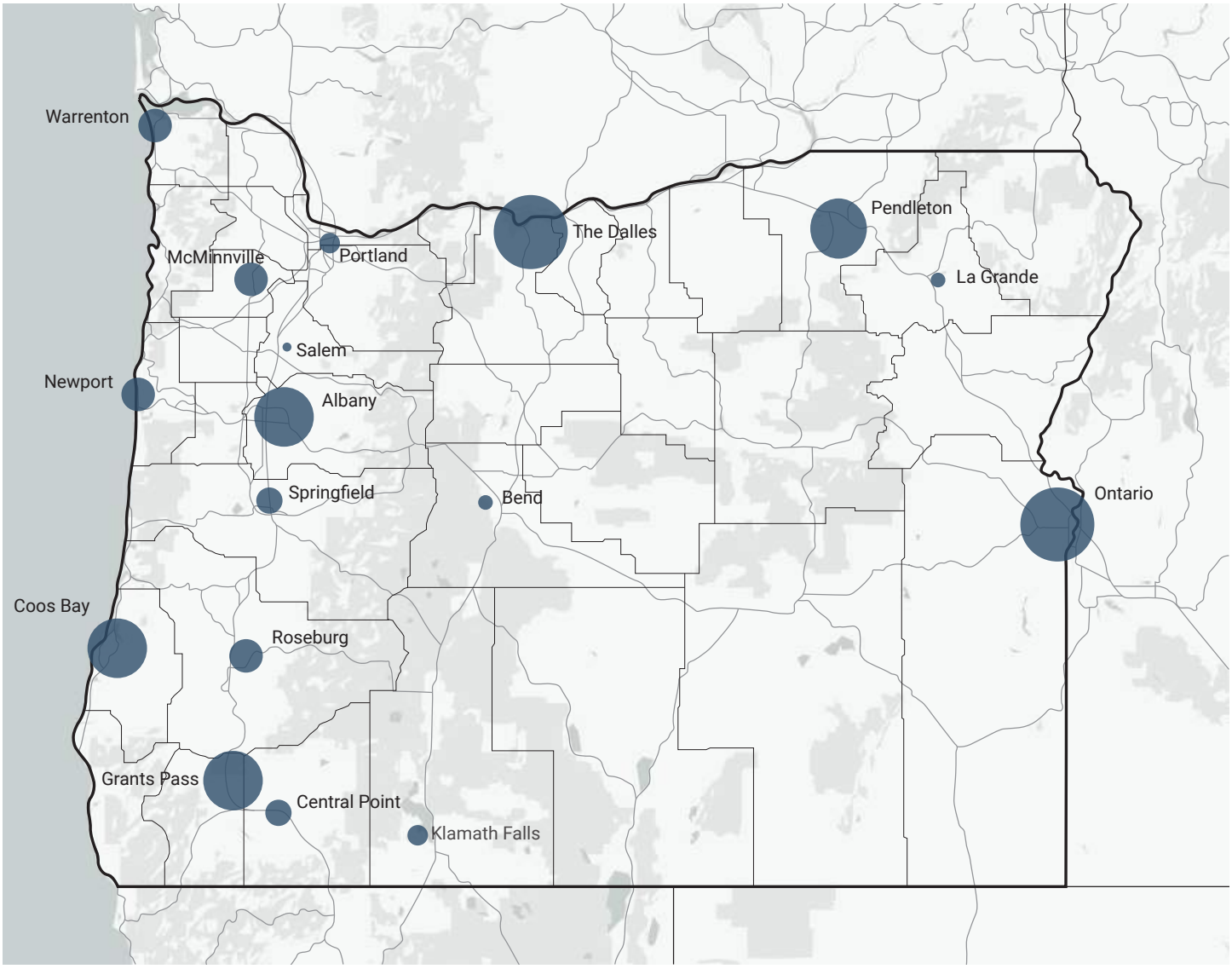
La Grande, Warrenton, Bend, and Salem are all recent OSP facilities which meet a higher level of the desired standards. These facilities primarily lack site and building security measures. Springfield and Central Point deficiencies are covered in the first phase master plan and these two facilities are separated from the other Area Commands because they were included in the first phase investment strategy.

Non-compliance Total	
47	The Dalles
46	Ontario
44	Albany
42	Coos Bay
42	Grants Pass
39	Newport
38	Pendleton
37	Roseburg
36	McMinnville
34	Klamath Falls
33	Portland
29	La Grande
28	Warrenton
20	Bend
13	Salem

Included in Phase 01 Facility Report:

35	Springfield
32	Central Point

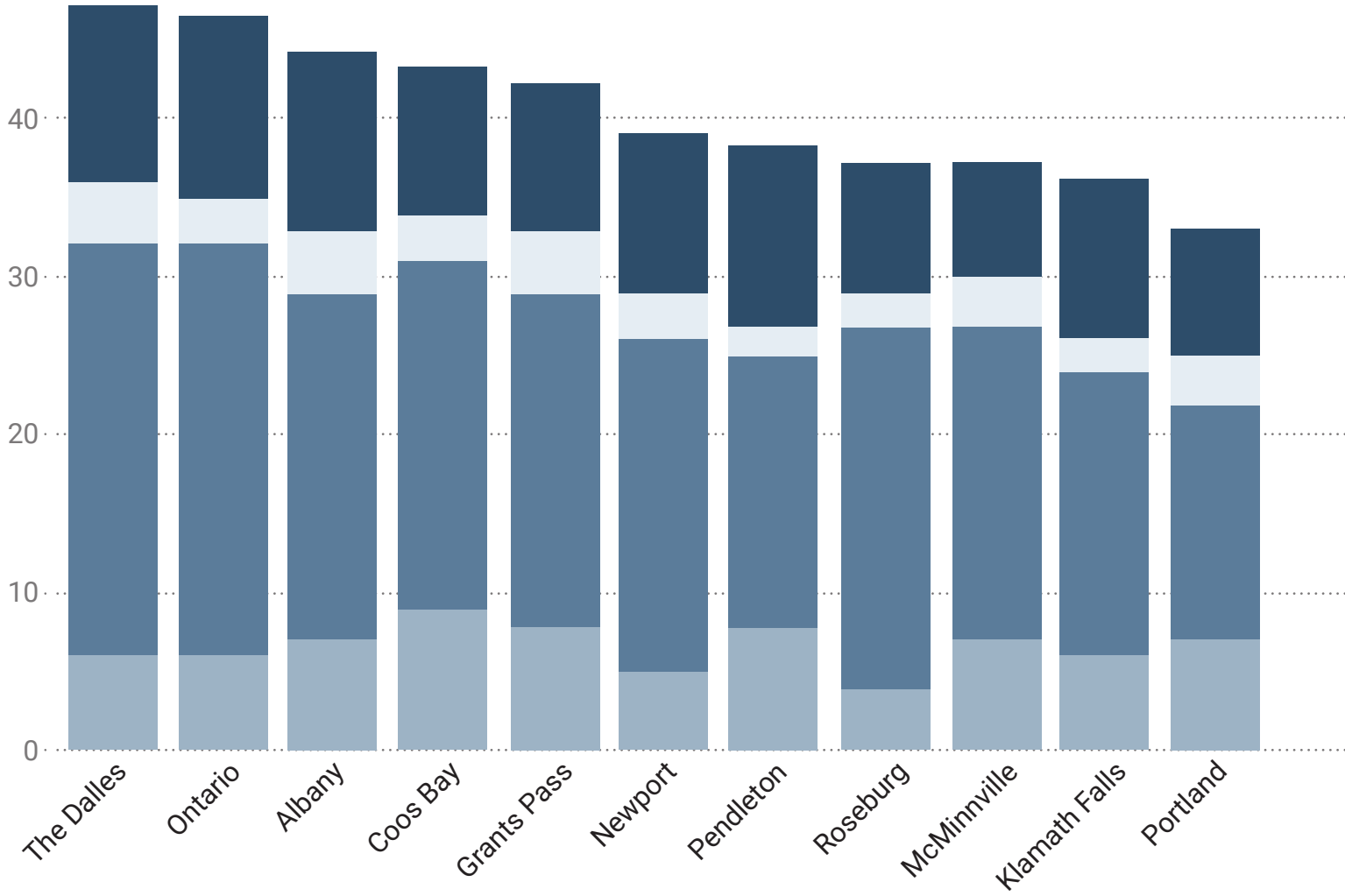
TOTAL NON-COMPLIANCE MAP - AREA COMMAND

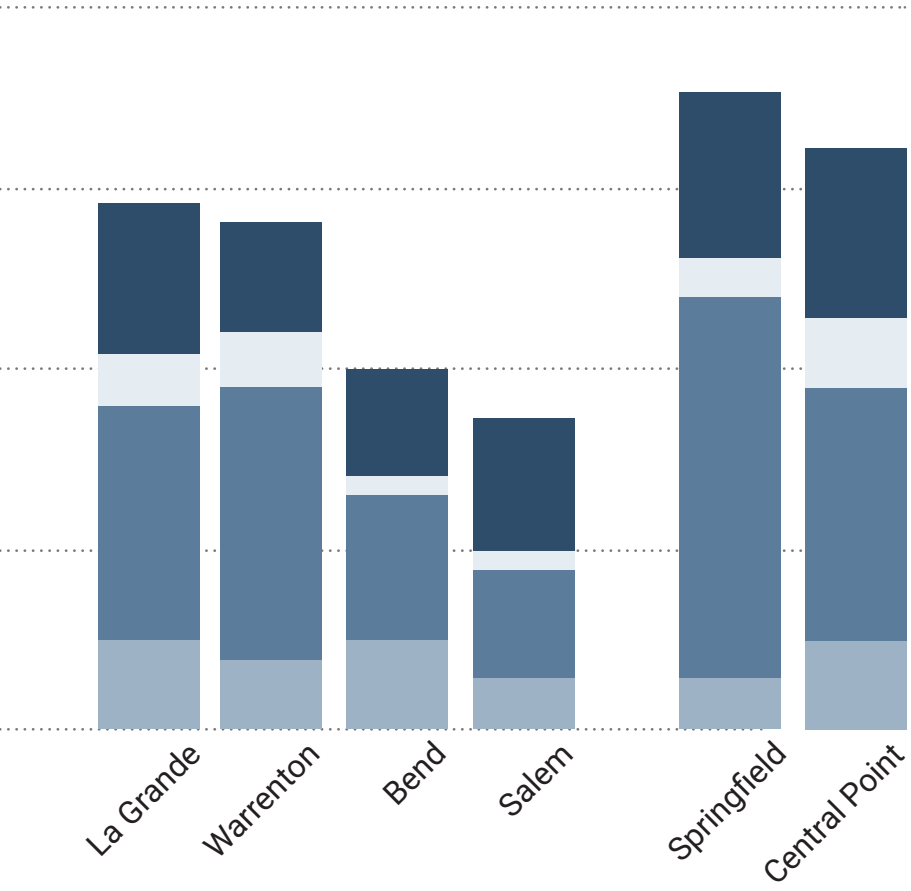


SCALE LEGEND:
NUMBER OF NON-COMPLIANCE CATEGORIES

- 0-19
- 20-29
- 30-34
- 35-39
- 40-44
- 45-49

TOTAL NON-COMPLIANCE CHART - AREA COMMAND





LEGEND:
COMPLIANCE SUMMARY - TOTAL “N” VALUES

- Security
- Resiliency
- Building
- Site

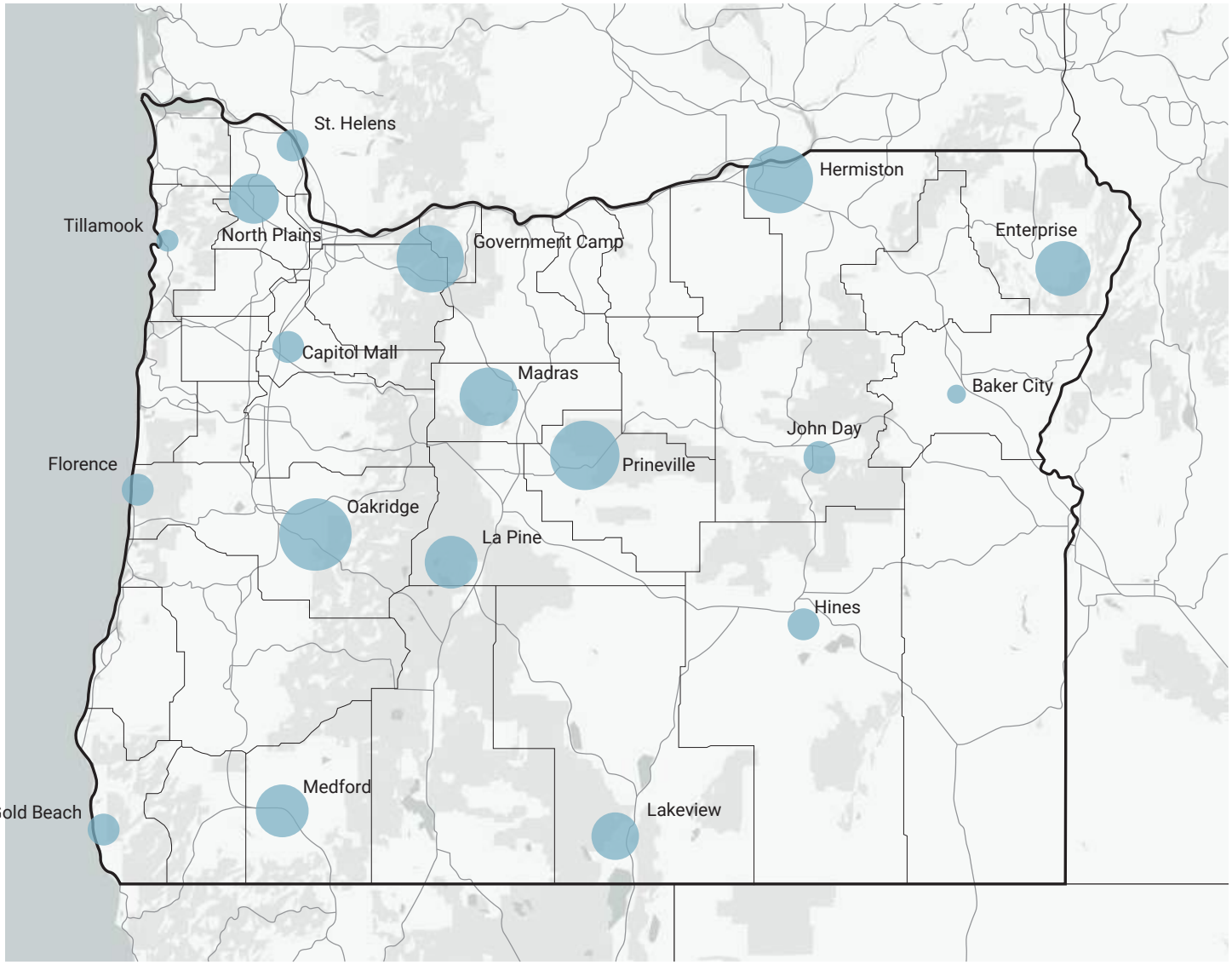
OVERVIEW - WORKSITE

Worksites were out-of-compliance almost universally with not much separating facilities like Prineville at the “top” of non-compliance and St. Helens toward the bottom. Most Worksites included simple office space for staff but lacked the majority of public and specialty workspaces needed at these facilities. Also, security was a significant out-of-compliance issue with minimal physical protection and no security cameras.

10 of the 18 worksites had 40 or more out of compliance categories, which means that only 17 of the 57 categories were compliant.

Non-compliance Total	
48	Prineville
47	Hermiston
46	Government Camp
45	Oakridge
44	Madras
42	La Pine
41	North Plains
41	Medford
40	Enterprise
40	Lakeview
38	Hines
38	Florence
38	Gold Beach
37	St. Helens
35	John Day
35	Capitol Mall
32	Tillamook
31	Baker City

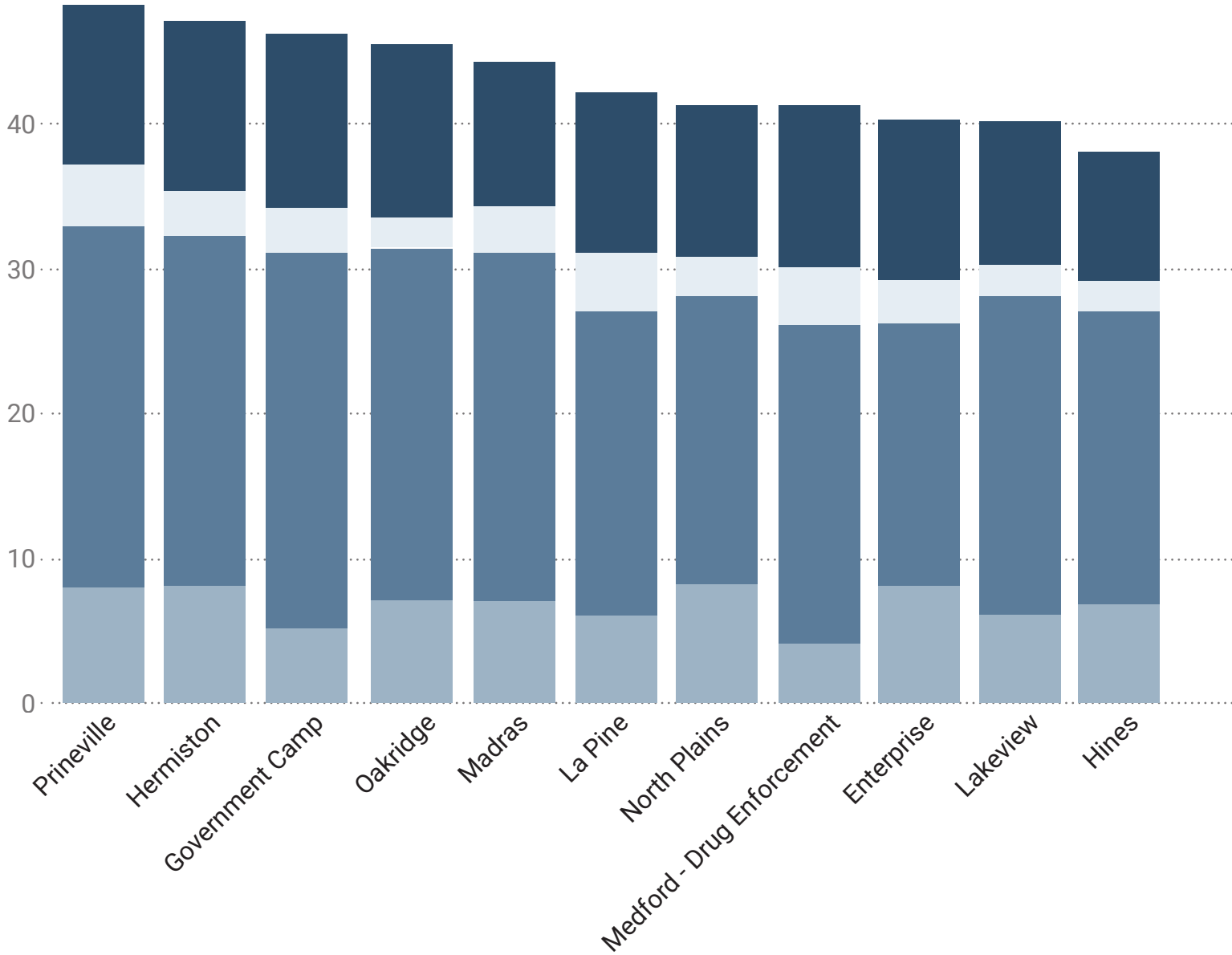
TOTAL NON-COMPLIANCE MAP - WORKSITE

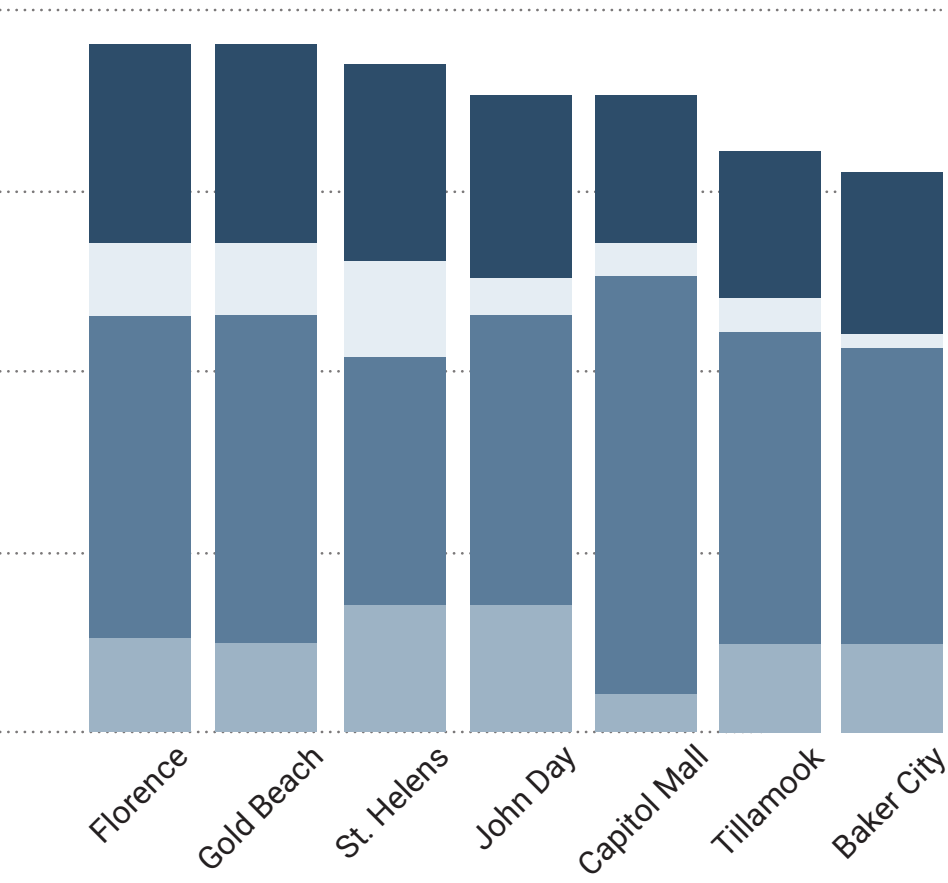


SCALE LEGEND:
NUMBER OF NON-COMPLIANCE CATEGORIES

- 30-34
- 35-39
- 40-44
- 45-49

TOTAL NON-COMPLIANCE CHART - WORKSITE





LEGEND:
COMPLIANCE SUMMARY - TOTAL “N” VALUES

- Security
- Resiliency
- Building
- Site

FULL-TIME EMPLOYEES (FTE)

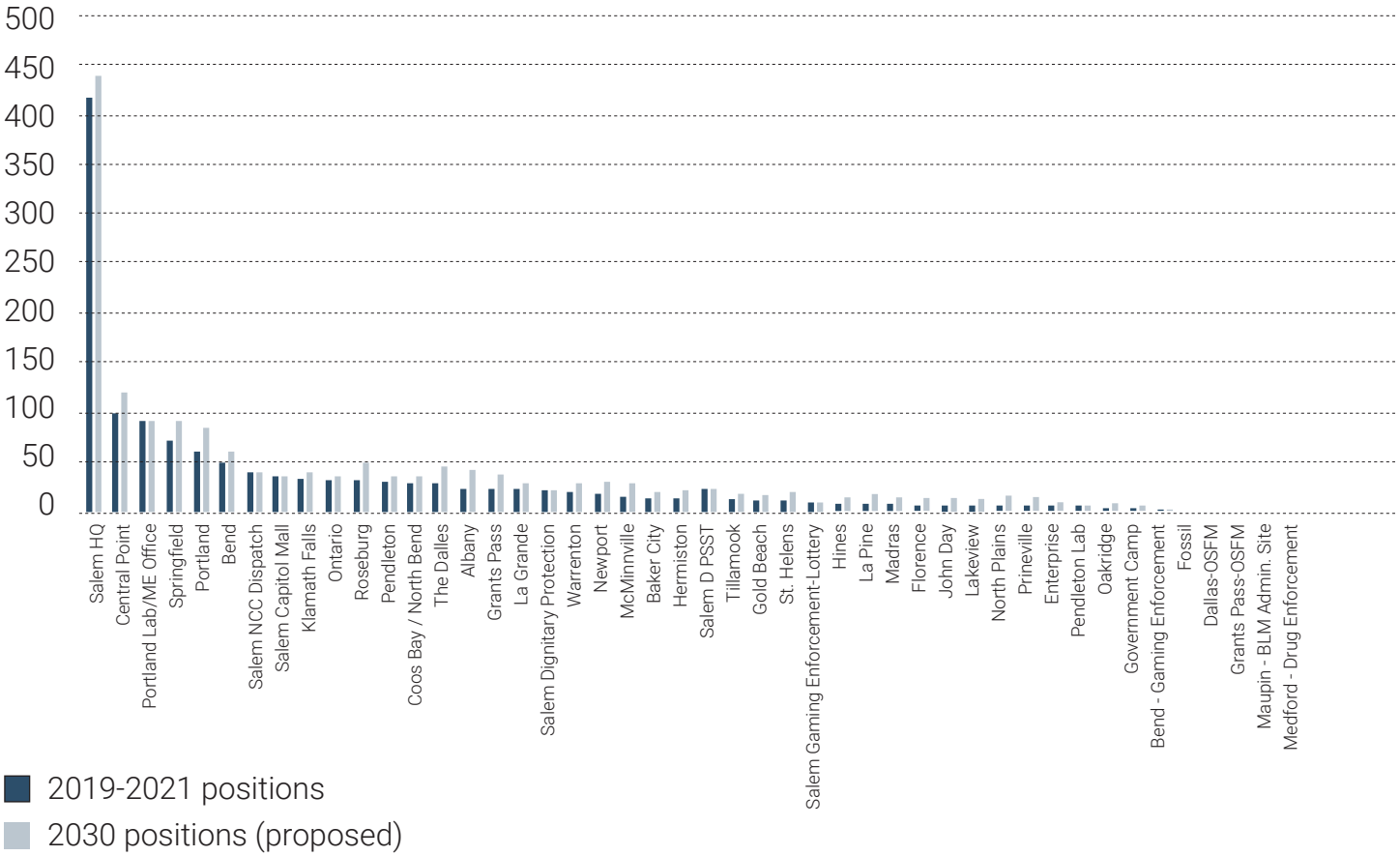
SUMMARY

OSP provided current staffing data for all their facilities including Area Command and Worksites. These numbers include all 2019-2021 biennium agency positions assigned to the facility including command, patrol, detectives, fish & wildlife, and administrative staff as well as any forensic service, dispatch, or medical exam staff at the facility.

The number of staff is an important factor to include in the overall assessment to determine the most strategic investments for addressing the non-compliance issues within OSP's building infrastructure. A facility that is non-compliant with 40 FTE will have a larger initial impact on addressing the agency's needs than an out-of-compliance facility with 5 FTE.

The review also included anticipated staffing changes if OSP's 10-year patrol staff plan were approved. As noted in the previous section, most facilities are currently at or beyond their maximum staffing capacity. The facilities highlighted in this section that will see increased staffing over the next 10 years will magnify the out-of-compliance issues at those facilities.

AUTHORIZED STAFF POSITIONS BY EACH OSP OFFICE



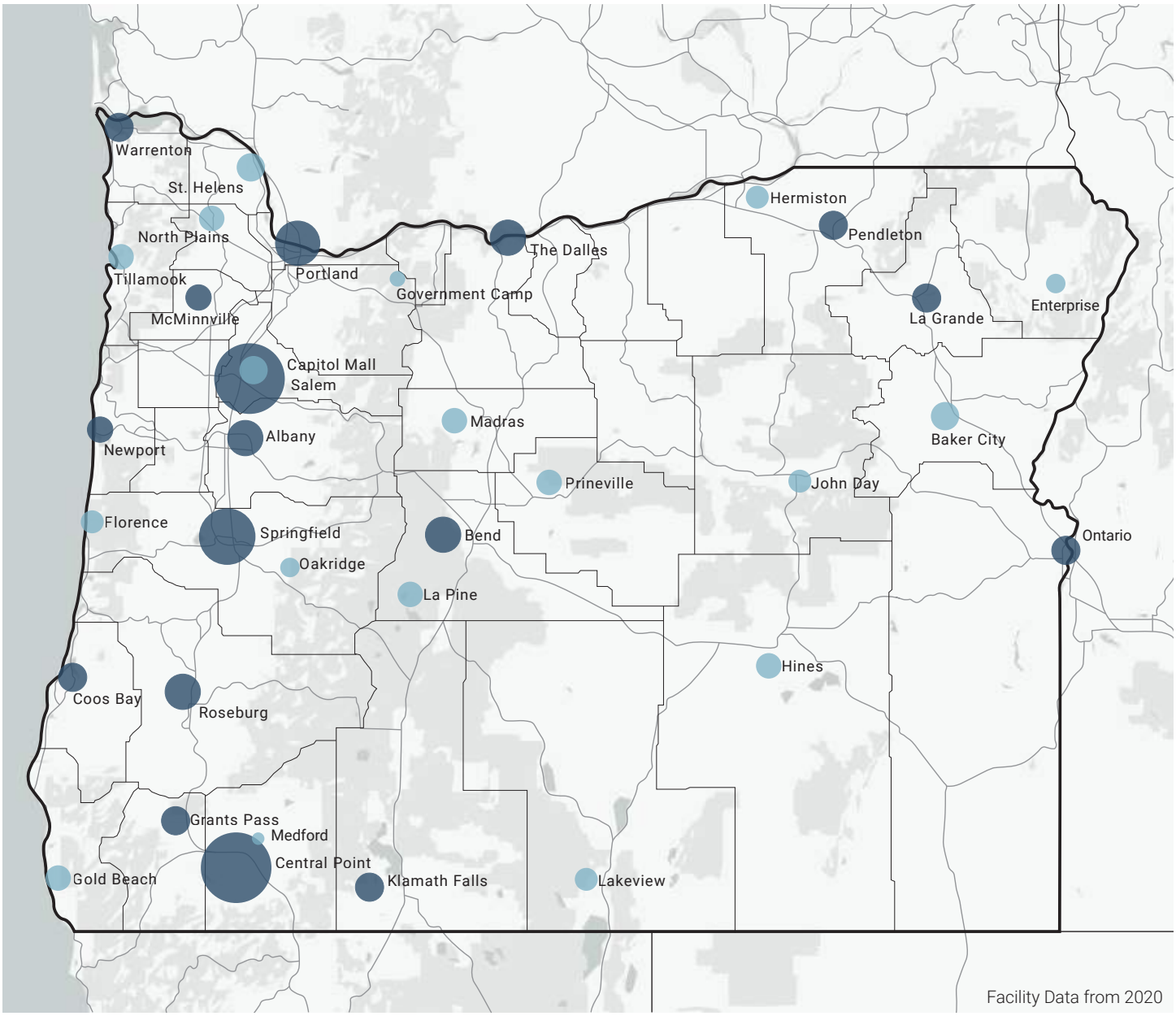
CURRENT DISTRIBUTION OF FULL-TIME EMPLOYEES (FTE)

FTE	Area Command Location
415.5	Salem
101	Central Point
72	Springfield
61	Portland
49	Bend
33	Klamath Falls
32	Ontario
32	Roseburg
31	Pendleton
28	Coos Bay
28	The Dalles
24	Albany
23	Grants Pass
23	LaGrande
20	Warrenton
19	Newport
15	McMinnville

FTE	Worksite Location
36	Capitol Mall
14	Baker City
13	Hermiston
13	Tillamook
11	Gold Beach
11	St. Helens
8	Hines
8	La Pine
8	Madras
7	Florence
7	John Day
7	Lakeview
7	North Plains
7	Prineville
6	Enterprise
5	Oakridge
4	Government Camp
0	Medford

Also included in this section are statewide maps showing the distribution of patrol services and associated FTE in the state. These maps include 24-hour patrol service area, fatal crashes, assigned calls for service, and unanswered calls for service. In addition to non-compliance, OSP factored-in equitable service distribution to residents statewide as well as operational strategies for the agency in their initial facility investment decisions.

CURRENT DISTRIBUTION FTE MAP



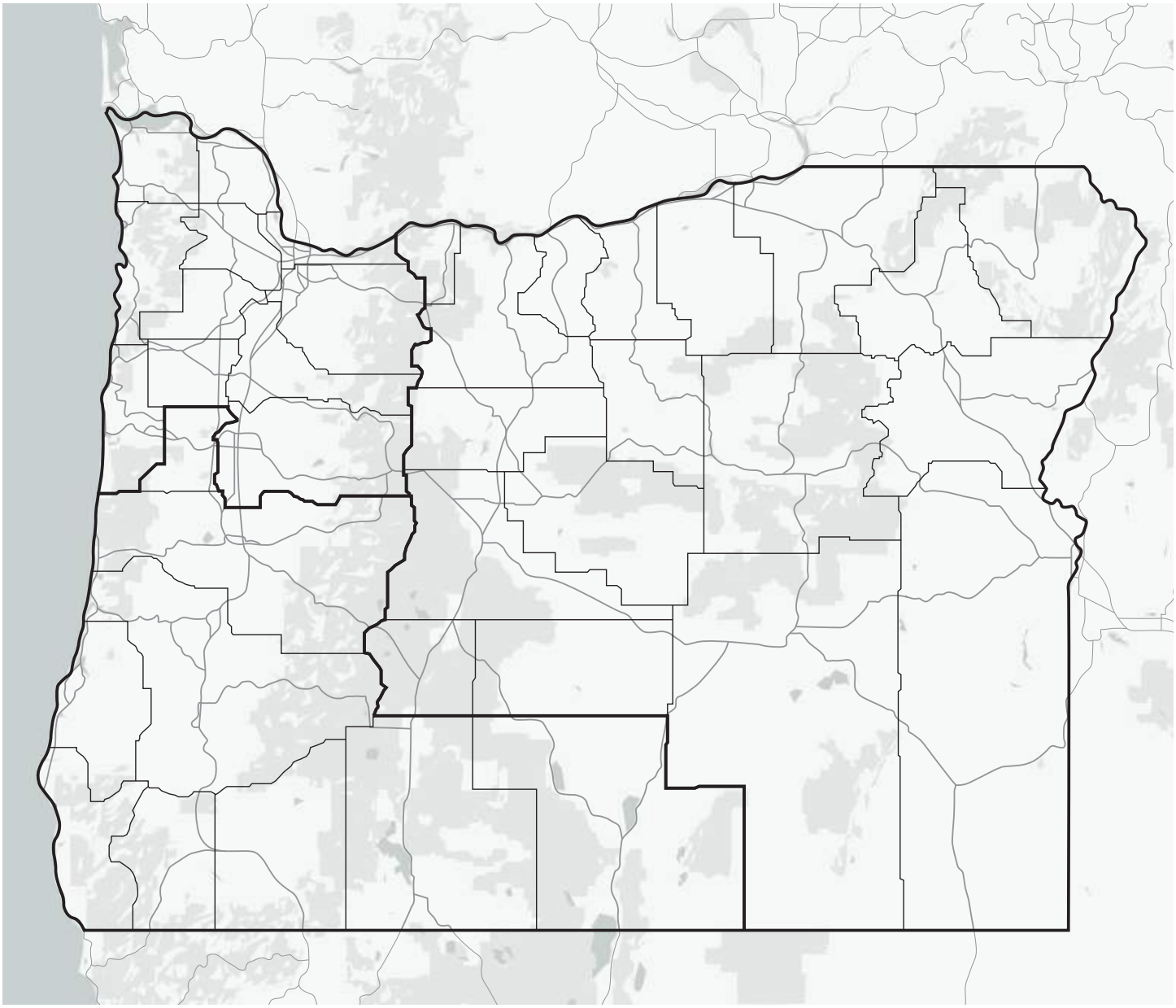
KEY

- Area Command
- Worksite

FTE SCALE LEGEND:
NUMBER RANGE OF EMPLOYEES

- 0 - 2
- 3 - 4
- 5 - 9
- 10 - 14
- 15 - 19
- 20 - 39
- 40 - 59
- 60 - 79
- 80 - 99
- 100+

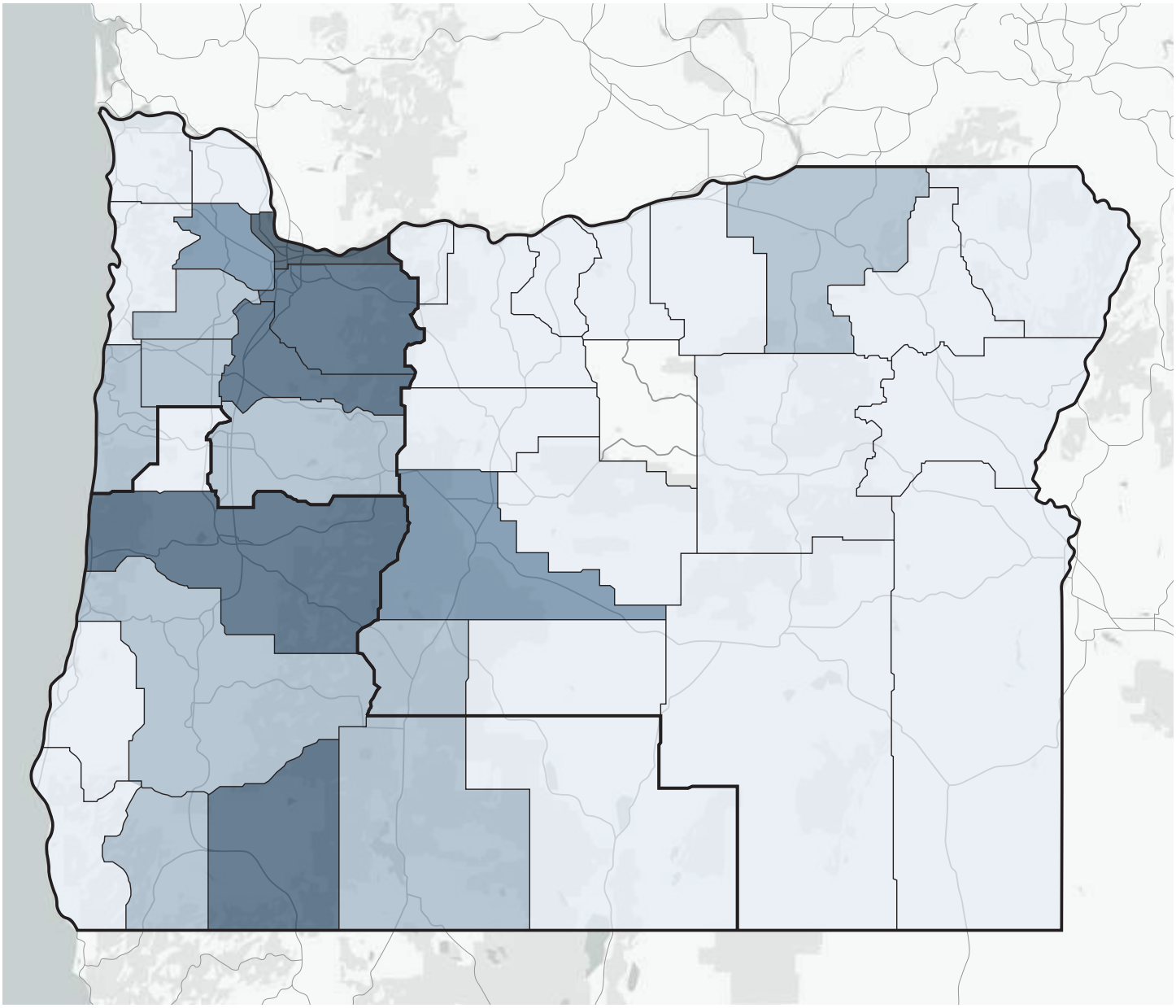
SERVICE AREA - 24 HOUR PATROL



KEY

This map indicates statewide all-agency (County and City) coverage. Currently there are no OSP offices in the state that are operating at 24 hour coverage.

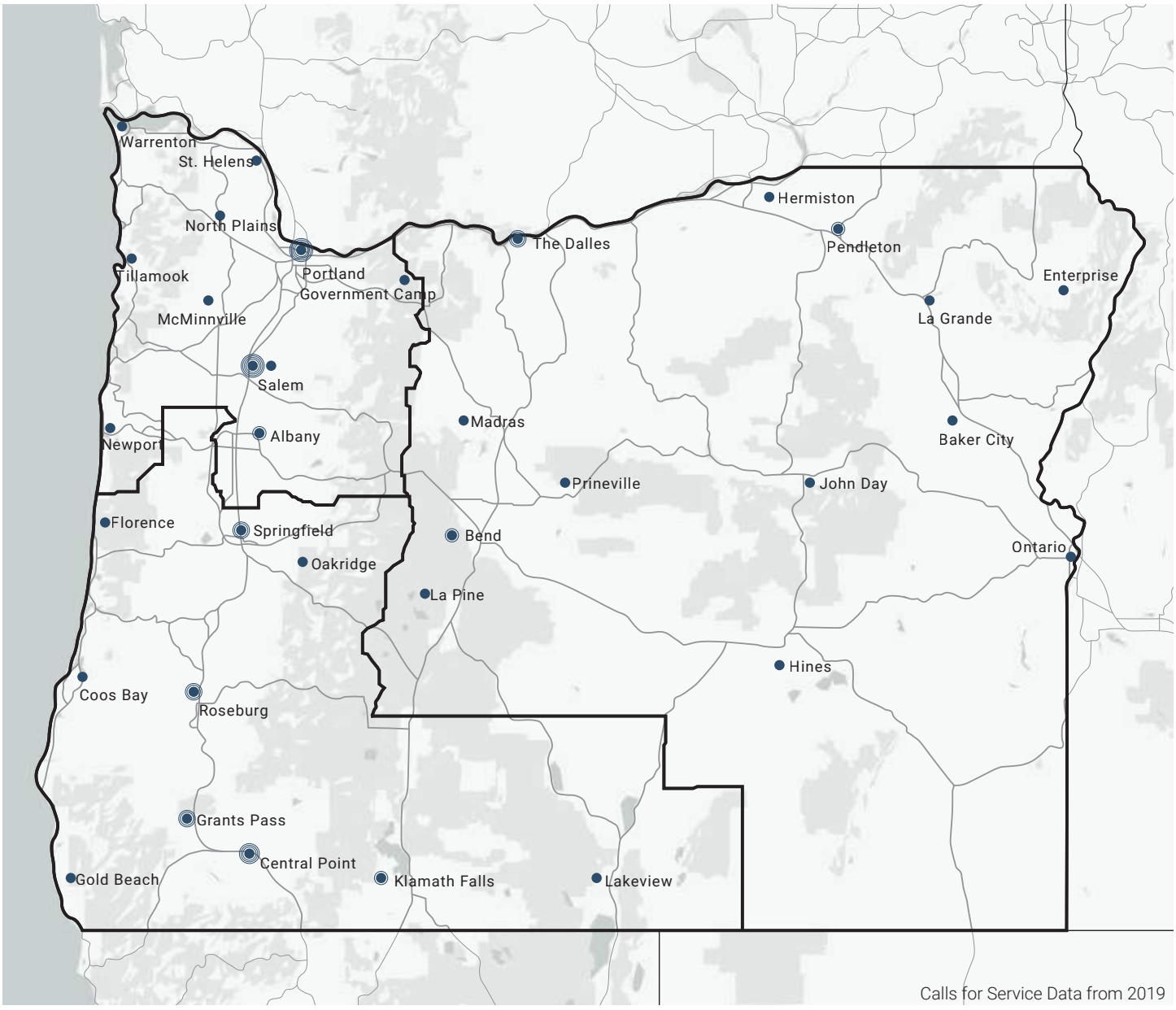
FATAL CRASHES



KEY

- 0
- 1-10
- 11-20
- 21-30
- 31-40
- 51-60

ASSIGNED CALLS FOR SERVICE

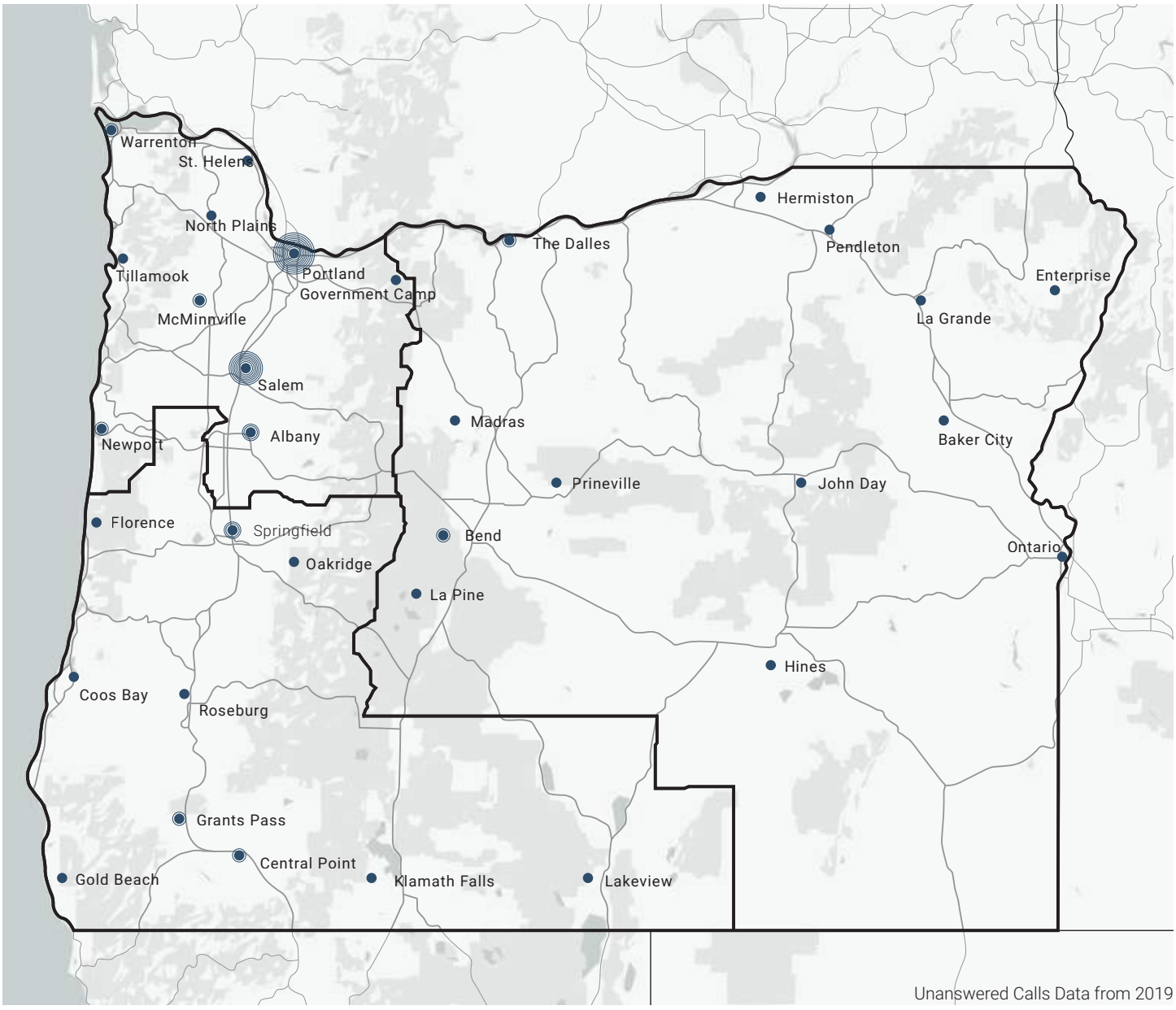


KEY

Percent of Assigned Calls for Service

- 0 -2
- 3 - 4
- 5 - 6
- 7 - 8
- 9 - 10

UNANSWERED CALLS

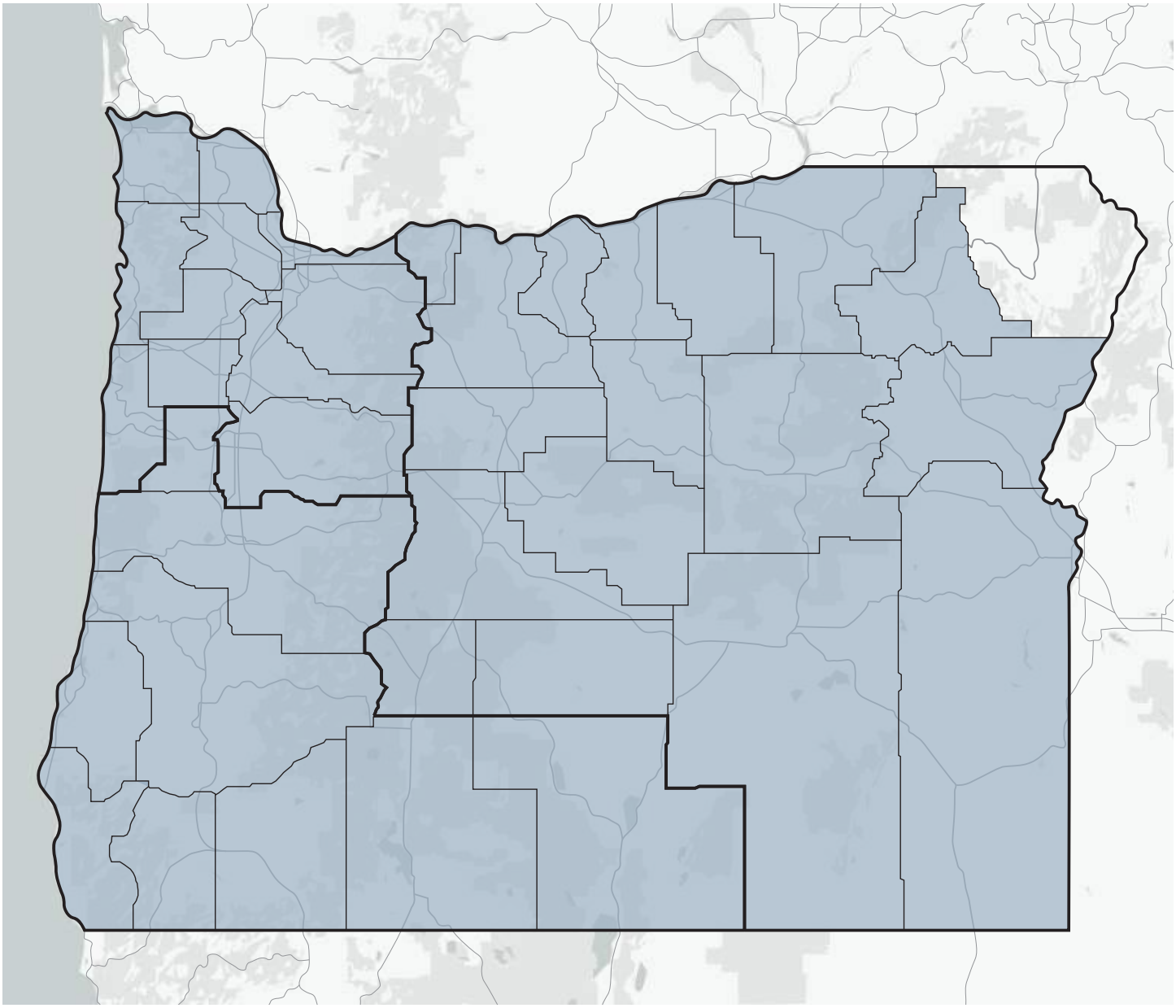


KEY

Percent of Unanswered Calls

- 0 - 2
- 3 - 4
- 5 - 6
- 7 - 8
- 9 - 10
- 11 - 12
- 13 - 14
- 15 - 16
- 17 - 18
- 19 - 20

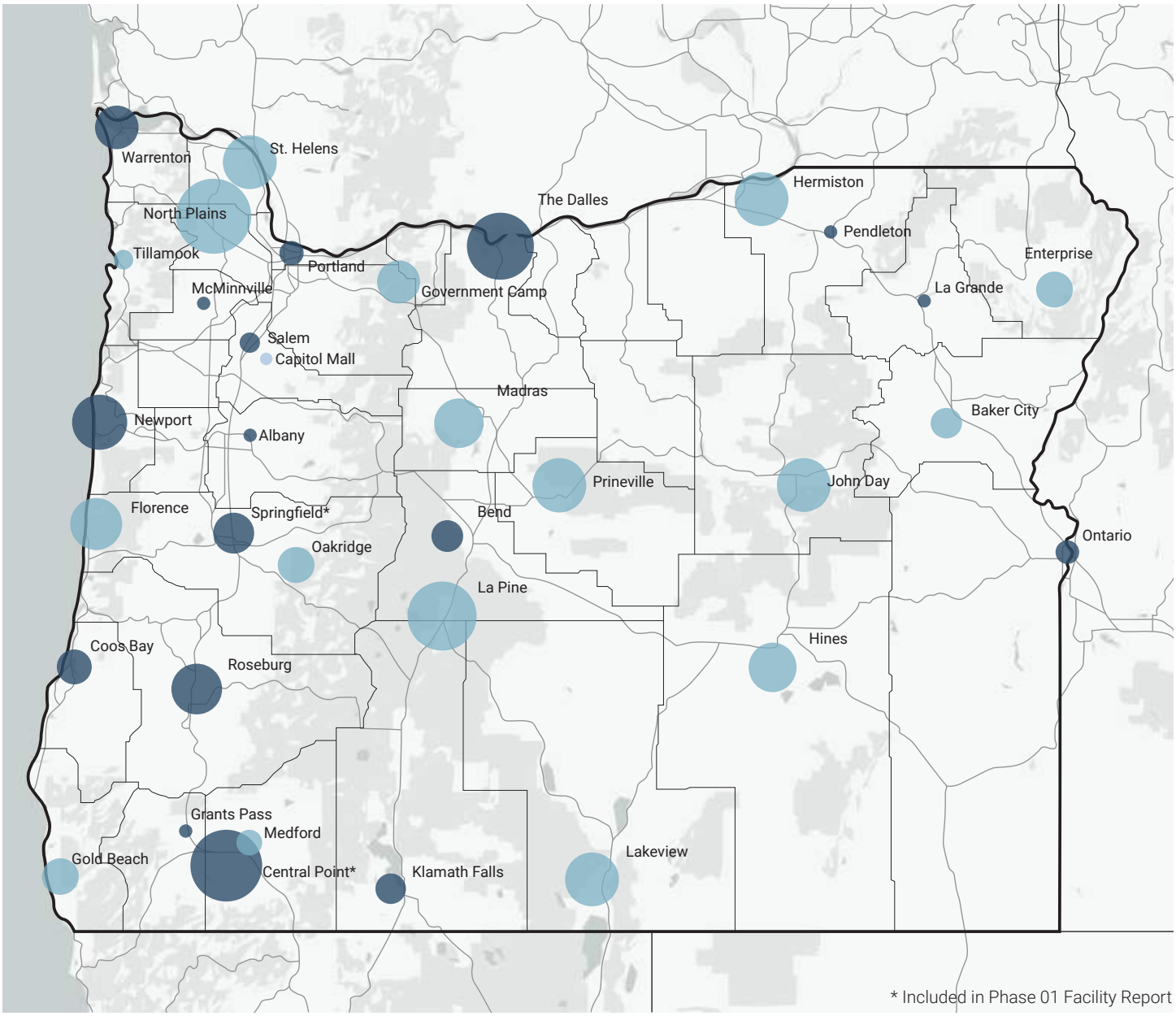
SERVICE AREA 2030 PROJECTION - 24 HOUR PATROL



KEY

24 Hour Patrol

ANTICIPATED STAFFING CHANGES - PROJECTED GROWTH



KEY

- Area Command
- Worksite

ANTICIPATED PERCENTAGE OF ADDITIONAL FTE STAFF:

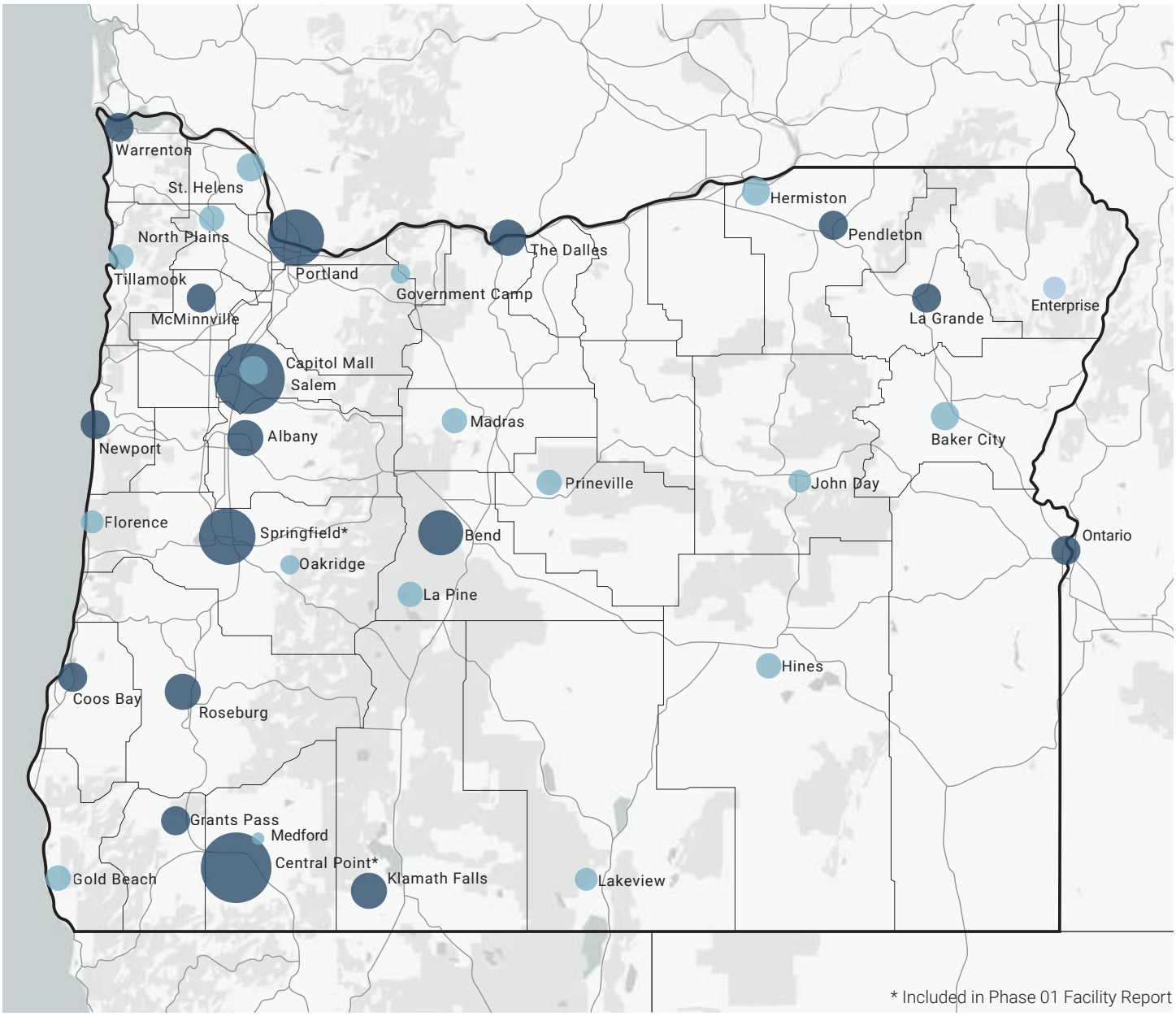
- 0 - 2%
- 3 - 4%
- 5 - 9%
- 10 - 14%
- 15 - 19%
- 20 - 39%
- 40 - 59%
- 60 - 79%
- 80 - 99%
- 100+%

ANTICIPATED DISTRIBUTION OF FULL-TIME EMPLOYEES (FTE) - 2030

FTE	Area Command Location
439.5	Salem
121	Central Point
91	Springfield
83	Portland
62	Bend
51	Roseburg
44	The Dalles
43	Albany
41	Klamath Falls
38	Ontario
38	Grants Pass
37	Pendleton
37	Coos Bay
30	Newport
29	Warrenton
28	LaGrande
28	McMinnville

FTE	Worksite Location
36	Capitol Mall
22	Hermiston
20	St. Helens
20	Baker City
19	La Pine
19	Tillamook
17	North Plains
16	Gold Beach
15	Hines
15	Madras
15	Prineville
14	Florence
14	Lakeview
13	John Day
10	Enterprise
8	Oakridge
7	Government Camp
0	Medford

2030 PROJECTION - FTE TOTALS MAP



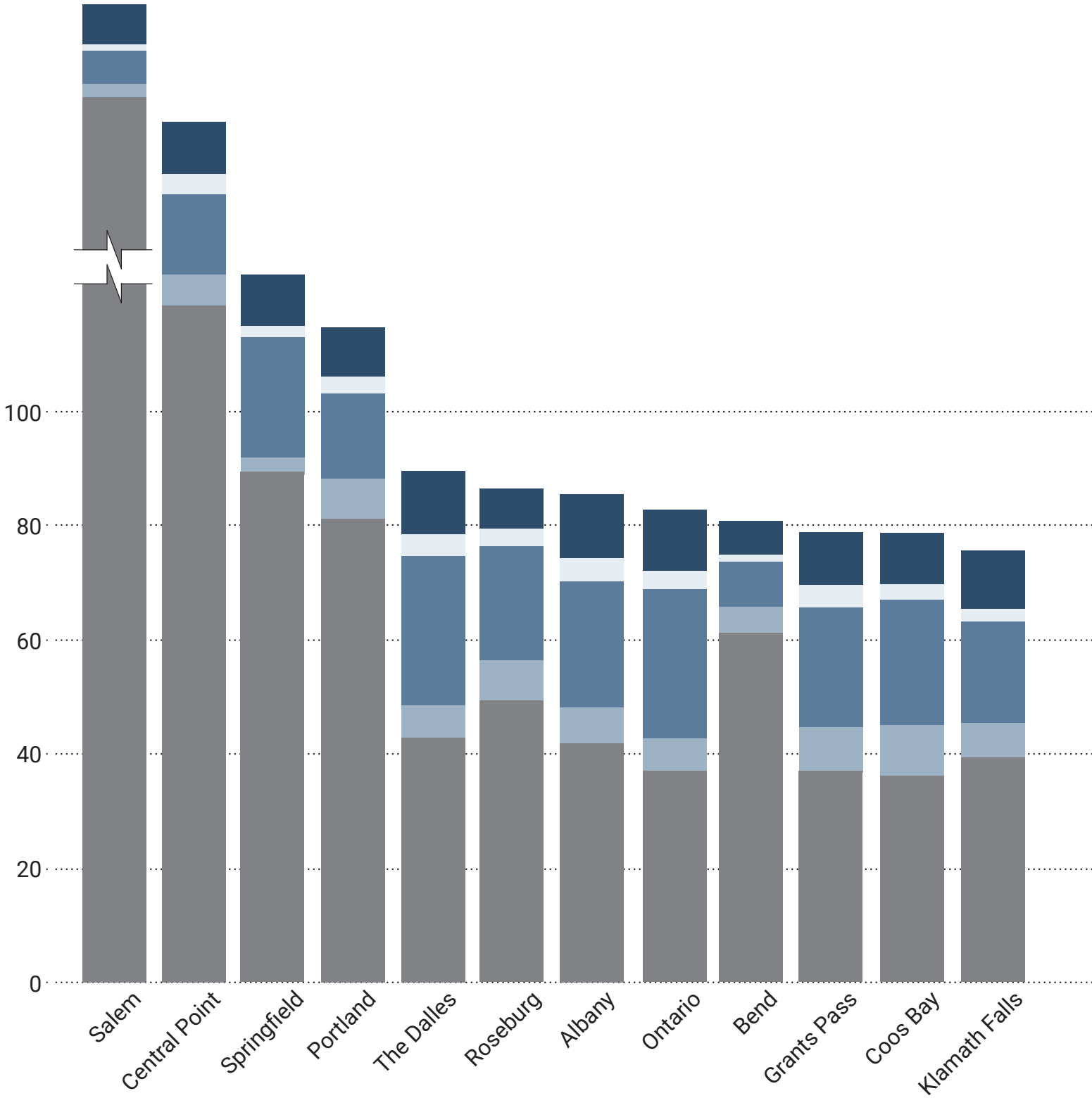
KEY

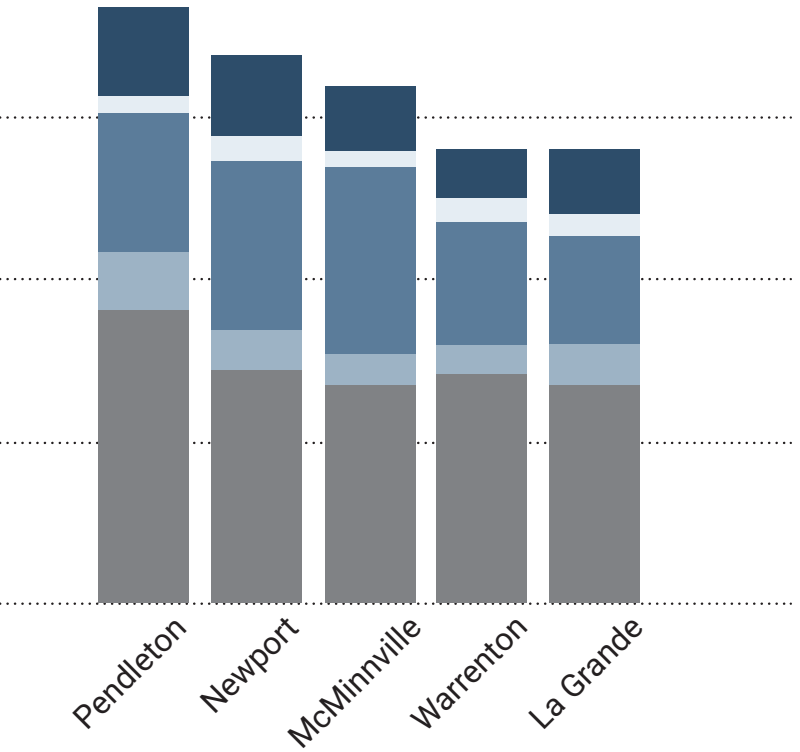
- Area Command
- Worksite

FTE SCALE LEGEND:
NUMBER RANGE OF EMPLOYEES

- 0 - 2
- 3 - 4
- 5 - 9
- 10 - 14
- 15 - 19
- 20 - 39
- 40 - 59
- 60 - 79
- 80 - 99
- 100+

AREA COMMAND NONCOMPLIANCE SUMMARY - TOTAL “N” VALUES + 2030 TOTAL FTE





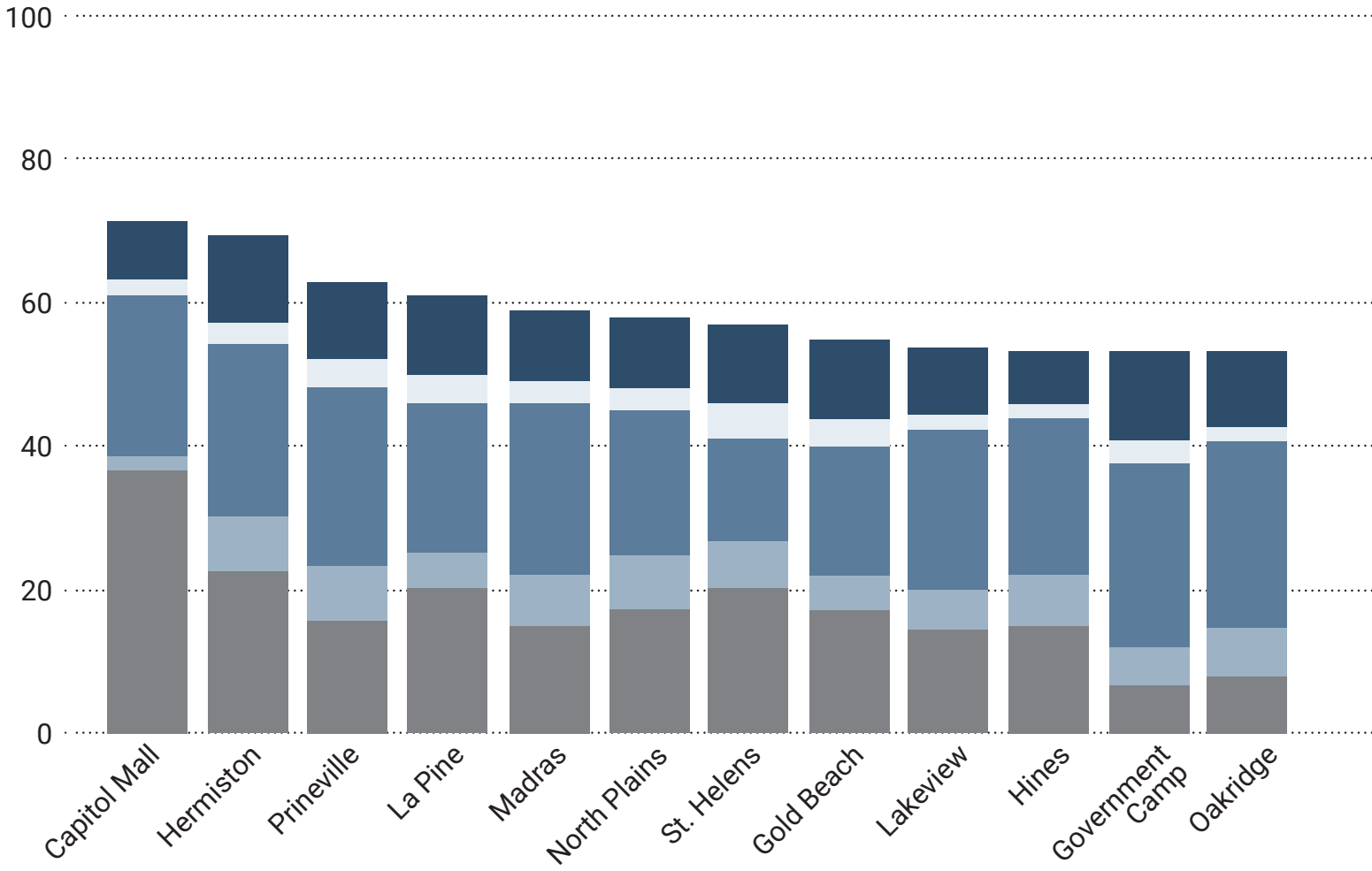
Noncompliance Total + FTE	
452.5	Salem
153	Central Point*
126	Springfield*
116	Portland
91	The Dalles
88	Roseburg
87	Albany
84	Ontario
82	Bend
80	Grants Pass
80	Coos Bay
77	Klamath Falls
75	Pendleton
69	Newport
65	McMinnville
57	Warrenton
57	La Grande

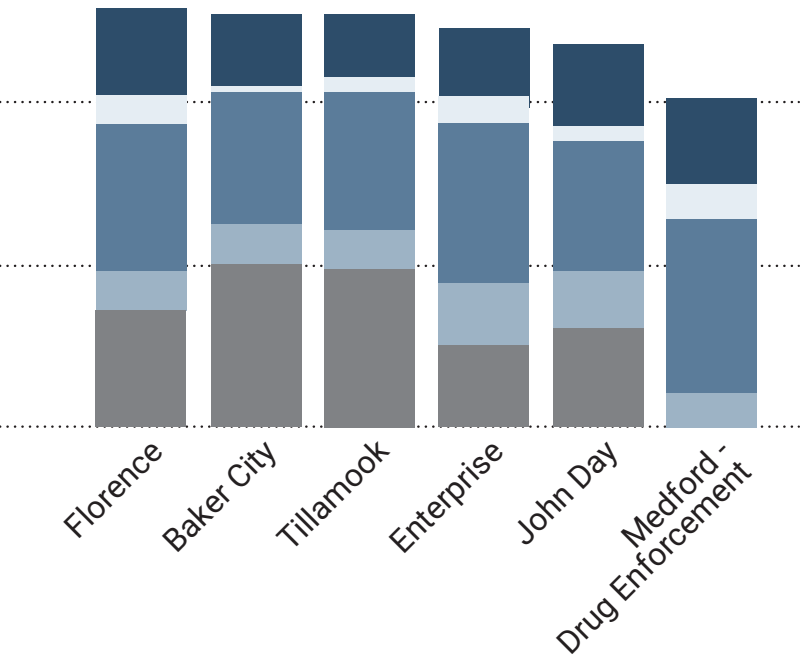
* Included in Phase 01 Facility Report

LEGEND

- Security
- Resiliency
- Building
- Site
- 2030 Total FTE

WORKSITE NONCOMPLIANCE SUMMARY - TOTAL “N” VALUES + 2030 TOTAL FTE





Noncompliance Total + FTE	
71	Capitol Mall
69	Hermiston
63	Prineville
61	La Pine
59	Madras
58	North Plains
57	St. Helens
54	Gold Beach
54	Lakeview
53	Hines
53	Government Camp
53	Oakridge
52	Florence
51	Baker City
51	Tillamook
50	Enterprise
48	John Day
41	Medford

LEGEND

- Security
- Resiliency
- Building
- Site
- 2030 Total FTE

03 FACILITY ASSESSMENTS

OVERVIEW

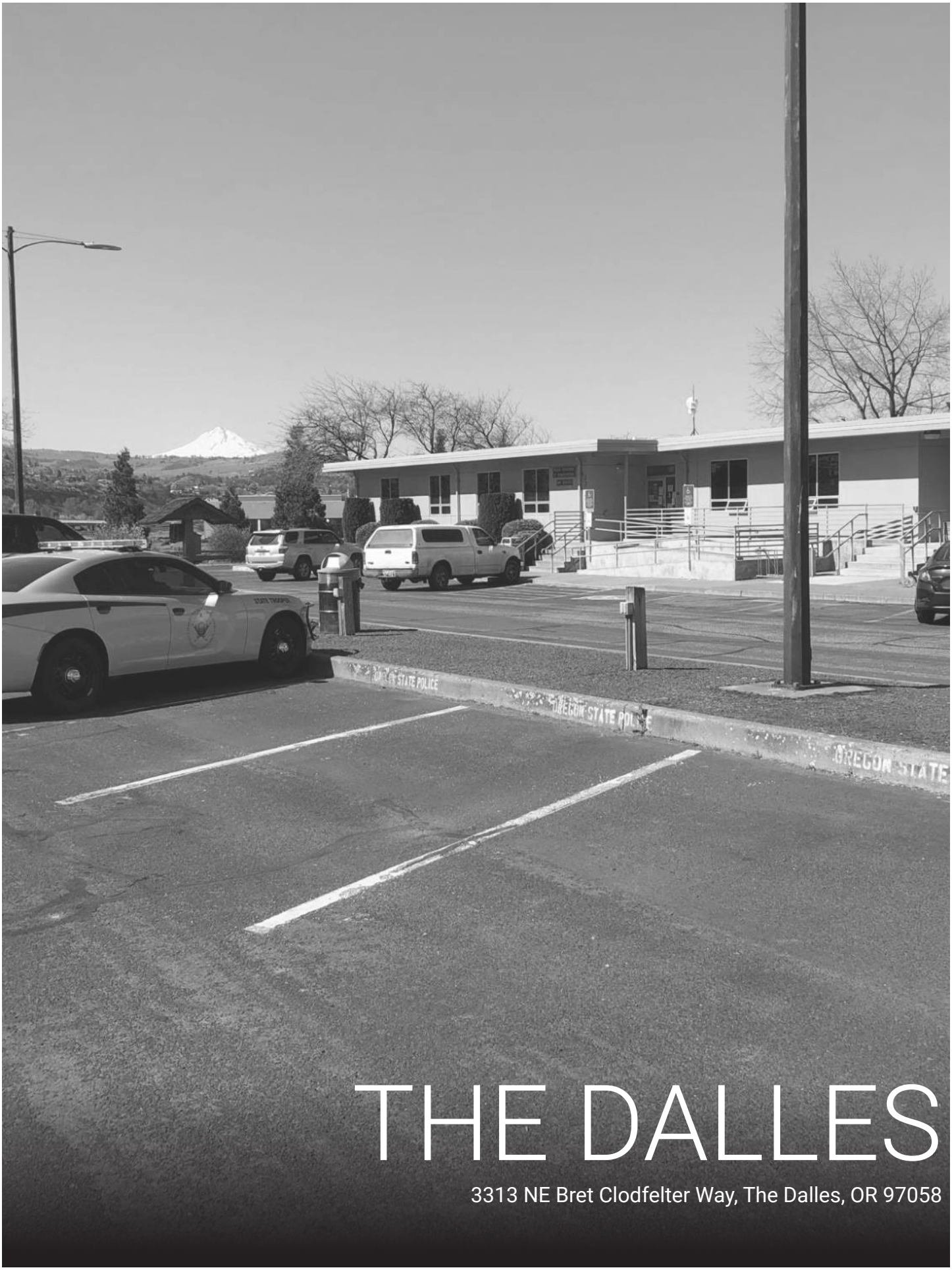
Tours of existing Oregon State Police buildings were a key part of understanding the needs and critical issues facing staff throughout the state. The team heard first-hand from a variety of staff what works well at each facility as well as what operational challenges the existing facilities currently create.

The project team tours began in the first phase of the masterplan and included prototype tours of the Astoria Area Command in Warrenton, Pendleton Forensic Services Lab, Portland Forensic Services Lab, and Portland Medical Examiner. These first phase tours also included existing buildings currently out-of-compliance with OSP's needs, such as the Springfield Area Command/Forensic Lab, Central Point Area Command/Forensic Lab/ Medical Examiner/Southern Dispatch, Portland Area Command, and Pendleton Area Command.

In the second phase, the tours were primarily focused on the most out-of-compliance facilities documented in the facility compliance matrix of the previous section in this report. This included Area Commands in The Dalles, Ontario, Grants Pass, Coos Bay / North Bend, and Portland. It also included Worksites in St. Helen's, Madras, Prineville, and Hermiston. These tours allowed the project team to be informed directly from staff in the field and to visually verify the key compliance evaluation criteria in person. For each facility, risk of flooding, wild fire and earthquakes were assessed by utilizing mapping data from state and federal agencies.

Using the information gathered from the tours, the OSP stakeholder group identified The Dalles, Ontario, Grants Pass, Coos Bay / North Bend, Portland, and Hermiston as facilities to be documented in more detail in the report. These facilities were prioritized by OSP due to their significant deficiencies and strategic locations within the overall network of state operations.

While observing OSP's existing facilities, the project team took into account several key operational and visual conditions. The four specific lenses used to analyze the existing conditions were: resiliency, security, operations, and overall building environment. These lenses help set the stage for how an Oregon State Police facility should function and operate.



THE DALLES

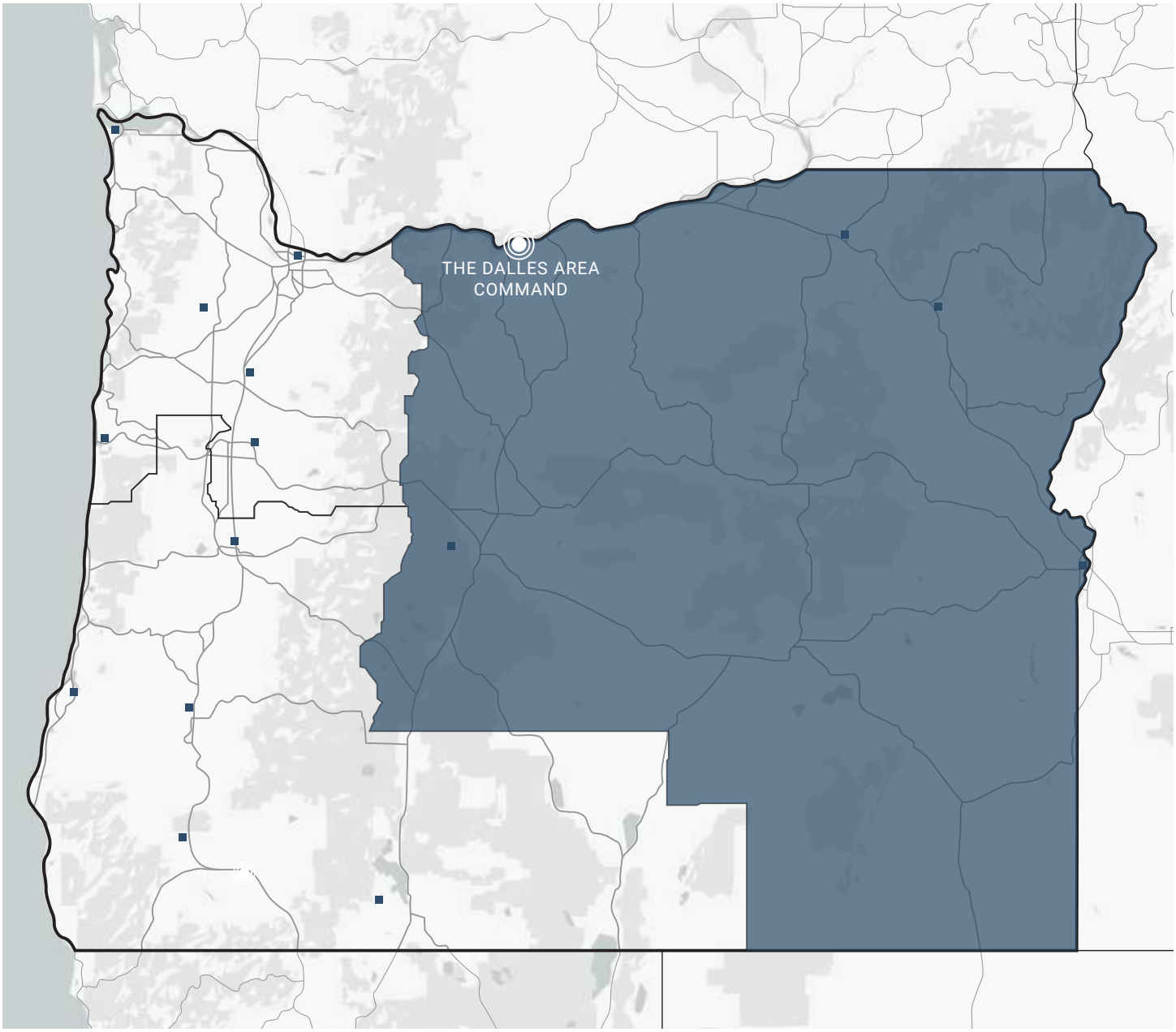
3313 NE Bret Clodfelter Way, The Dalles, OR 97058

SUMMARY

Oregon State Police has been leasing the Dalles Area Command for 35 years through an interagency agreement with Oregon Department of Transportation (ODOT). The two-story building is shared with ODOT and Oregon DMV offices. This facility is located physically close to the Columbia River with access to Interstate 84 (I-84). Public entry to the OSP portion of the building is not ADA accessible and the building overall does not have an elevator. The facility is beyond its capacity with current staffing and would be hard-pressed to absorb more staff as anticipated by growth projections.

The property consists of a primary building located on the east end of the site with public access from the southwest parking lot and a number of storage / support buildings to the east. OSP staff access the building from the north and south. The primary workspace houses Patrol, Detectives, and Fish & Wildlife departments. OSP also occupies two storage buildings to the east of the site that provide space for freezers, boats, animal cleaning, and general storage.

THE DALLES AREA COMMAND



FACILITY ASSESSMENT

BUILDING INFORMATION

OFFICE LOCATION
3313 NE BRET CLODFELTER WAY, THE DALLES, OR 97058

TOTAL SF
5,194

LEASE EXPIRATION
MONTH TO MONTH

RENT / YEAR
$47,796

2021 FTE
28

2030 FTE
44

NONCOMPLIANCE SUMMARY

SITE (9 TOTAL)
C=3
N=6

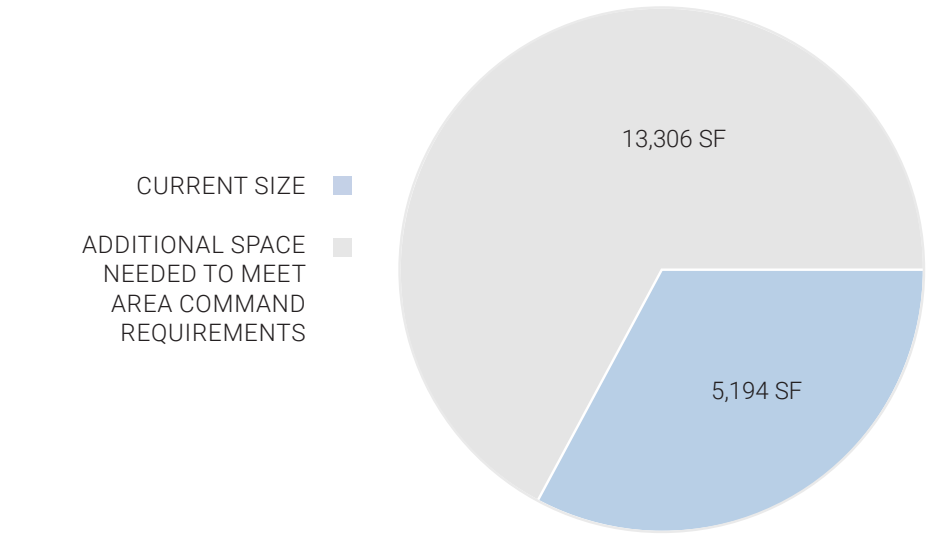
BUILDING (30 TOTAL)
C=4
N=26

RESILIENCY (6 TOTAL)
C=2
N=4

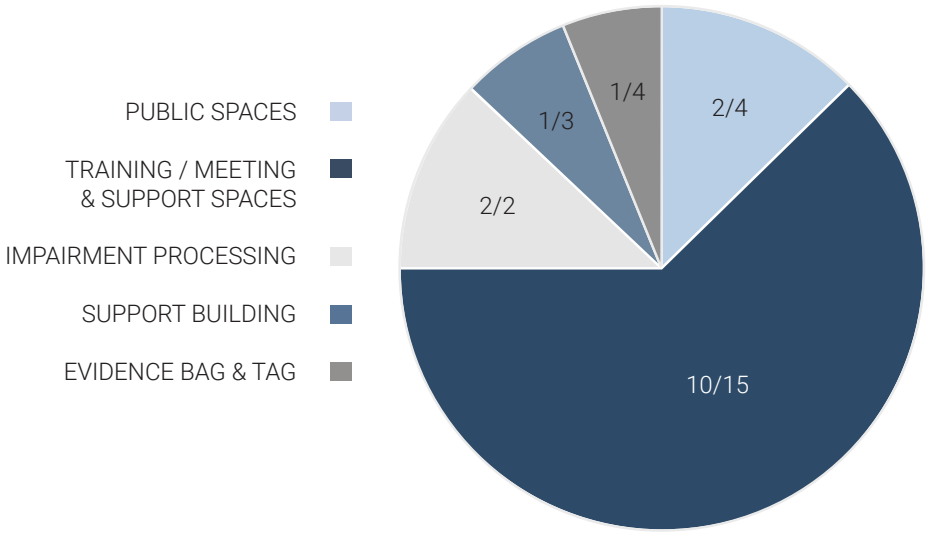
SECURITY (12 TOTAL)
C=1
N=11

COMBINED (57 TOTAL)
C=10
N=47

CURRENT VS PROTOTYPE SIZE COMPARISON



BUILDING NONCOMPLIANCE BREAKDOWN



RESILIENCY

In terms of resiliency, this site is on a dead-end road and there are concerns about potential flooding limiting OSP's response pathways as the floodplain extends over NE Bret Clotfelter Way. Although the building itself is out of the floodplain zone, the lack of access to the facility and potential parking lot flooding is a risk to OSP operations in the region.

The facility is not constructed to meet Essential Facility seismic standards. Additionally, the building is not sprinklered, which puts both staff and evidence at risk in the event of a fire.

A diesel generator was recently installed in partnership with ODOT. Currently it supplies backup power to OSP, ODOT, and DMV operations in the building. Yet the generator only covers a portion of OSP's facility needs, so during a power outage OSP cannot sustain full-capacity operations.

GENERATOR

GIS MAP - FLOORPLAIN

SECURITY

PUBLIC ENTRANCE


LOBBY

Security is a concern throughout The Dalles site. First, the site lacks secure parking for patrol vehicles. There are no security cameras on-site and no visual security or exterior surveillance measures in place to protect building occupants.

Restrooms, evidence storage, general storage and the meeting room are all located in an area outside of the OSP secure line, and shared with other building tenants. This is a risk to officers because they are required to leave the secure area multiple times per day to perform routine tasks.

The glazing at the lobby transaction window is not ballistically-rated. There are no public restrooms available, and there is no public interview room off the lobby for private conversation. To access the restrooms, members of the public must walk through the DMV portion of the building or be escorted through the OSP secure area. This is both inefficient and a security risk for OSP staff.

There is no distress alert system onsite. This is an issue because the existing facility is configured in a way that detectives interview suspects in basement meeting rooms not visible to other officers in the department. Without a duress system, an officer cannot easily or safely request help if there is a problem.

OPERATIONS

In terms of operations at this location, there are multiple concerns. The public entry accesses the lobby directly without a security vestibule. The lobby itself is only sized for one person and does not have space for seating or waiting. Public use of the lobby includes walk-in reports, evidence release, sex offender registration, and vehicle release. There is no report taking space or registrant vestibule directly adjacent to the lobby.

On the interior of the building, trooper report writing stations are in a small office. There is currently no interview room available and interviews are sometimes conducted in the Detective's office or in the basement meeting room. This hinders the proper operations of interviewing by creating inefficiencies and lacking privacy for interviewees.

The building also lacks the necessary specialty support spaces for patrol operations. Spaces for routine weapons maintenance, dedicated armory storage, briefings and incident command operations are missing. Without a dedicated multi-purpose room, officers are unable to facilitate trainings, operate as an Incident Command Center, or be a resource for the public with safety-related community events. Additionally, the facility does not have either a sally port or impairment processing, which hinders staff's ability to efficiently do their work.

Evidence flow is another key issue at this Area Command. Officers process evidence downstairs. The evidence technician then needs to bring the evidence upstairs for intake processing, and then back downstairs to storage outside of the secure area. Additionally, the evidence storage area does not have proper ventilation and there does not appear to be enough area for evidence processing or general storage. Other tenants in the building have complained about drug storage smell.

There is currently sufficient space for parking, but none of it is secure. The site also includes a support building for boats, trailers, and an ATV, but it is located away from the main building in the ODOT equipment yard. This support space has limited capacity with only two interior vehicle bays, so additional equipment needs to be stored outside. The space includes a walk-in freezer for Fish & Wildlife evidence as well as temporary space for large game evidence processing. The physical distance away from the main building is both an issue for officer efficiency in performing daily tasks, as well as a security issue because officers in the main building cannot monitor access to the support buildings.

SHARED MEETING ROOM

EVIDENCE STORAGE

EVIDENCE STORAGE

REPORT WRITING

BUILDING ENVIRONMENT

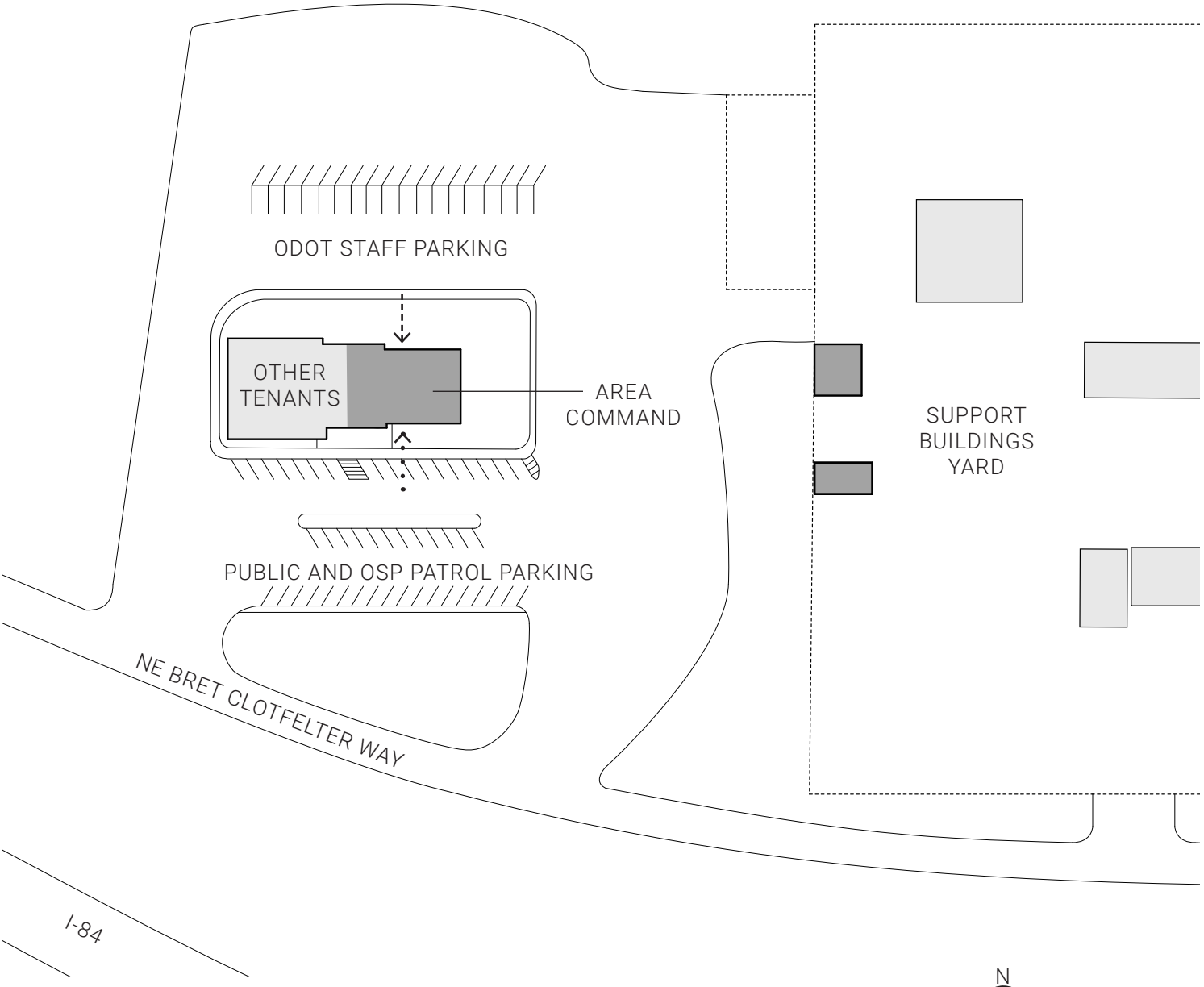
The overall building environment has noticeably not been updated over the years. The original acoustic ceiling tile and fluorescent lights remain throughout the space. There is a generic open area that functions as a breakroom, small meeting area, and space for workstations. Due to lack of space, evidence is sometimes sorted at the breakroom table, which is a safety risk for officers.

The women's locker room is inadequate in its current condition, and there is a need for a wellness room in order to meet OSP's equity standards. The existing men's locker room lacks ventilation. Additionally, the HVAC system does not provide adequate or evenly distributed service throughout the entire building. As a result, workspaces can be stuffy and uncomfortable without proper ventilation. This is especially an issue in the basement spaces. In basement rooms there is also a lack of windows and natural light, which is proven to affect staff productivity and wellness.

BREAKROOM

OPEN AREA

SITE PLAN - THE DALLES AREA COMMAND



LEGEND

- ENTIRE BUILDING OUTLINE
- SECURITY LINE
- PUBLIC
- OFFICER

N

1" = 100'-0"

N

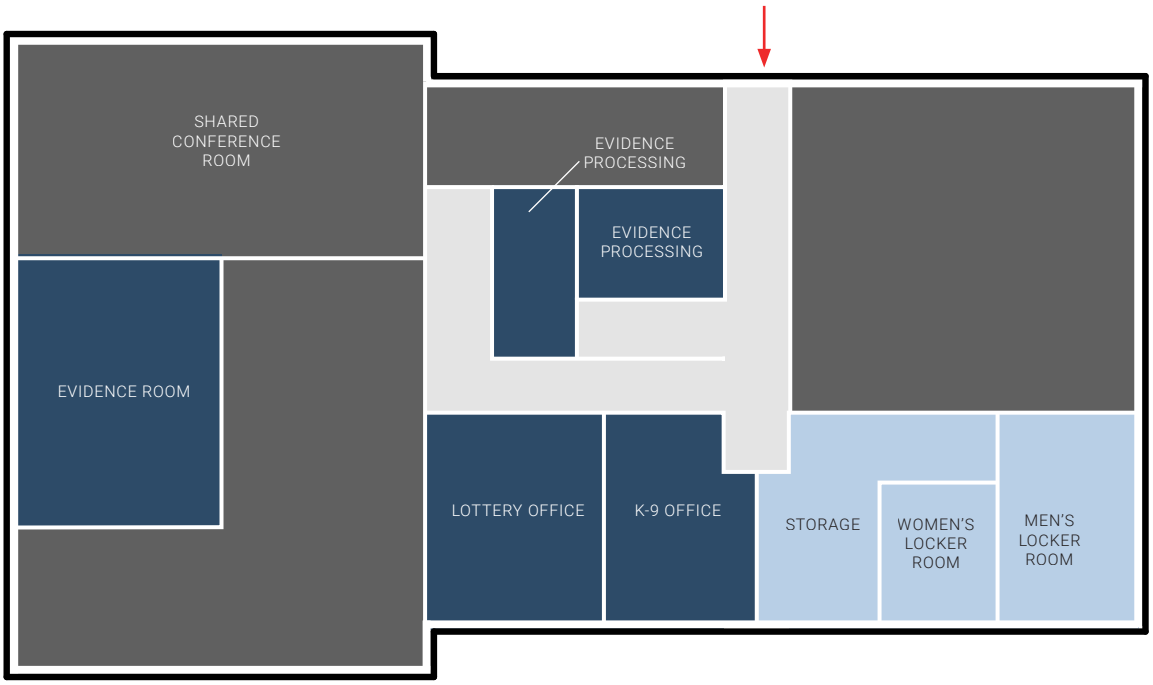
FIRST FLOOR PLAN

1/16" = 1'-0"

LEGEND

ENTIRE BUILDING OUTLINE

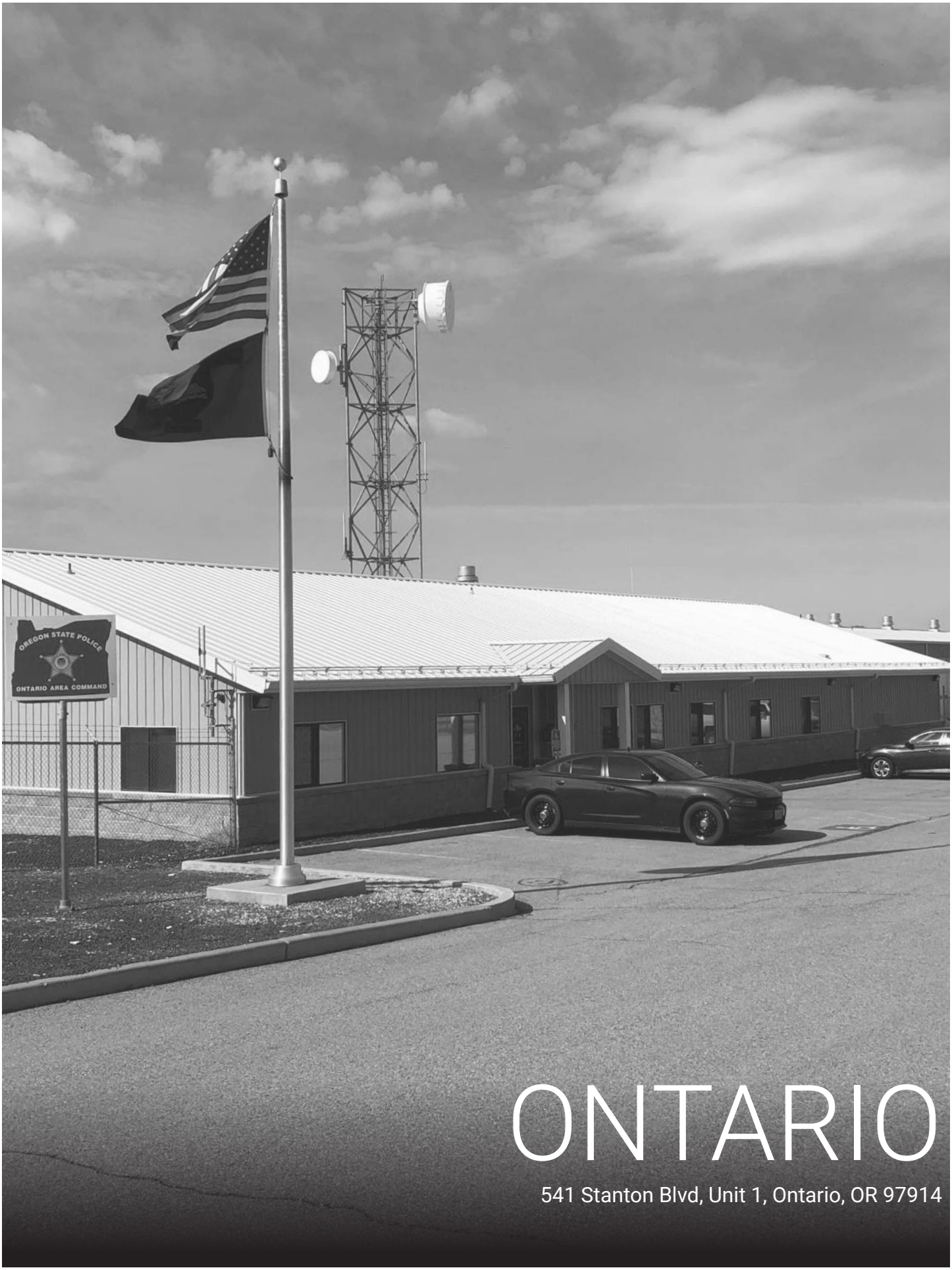
BUILDING ENTRANCE / EXIT



N

BASEMENT FLOOR PLAN

1/16" = 1'-0"



ONTARIO

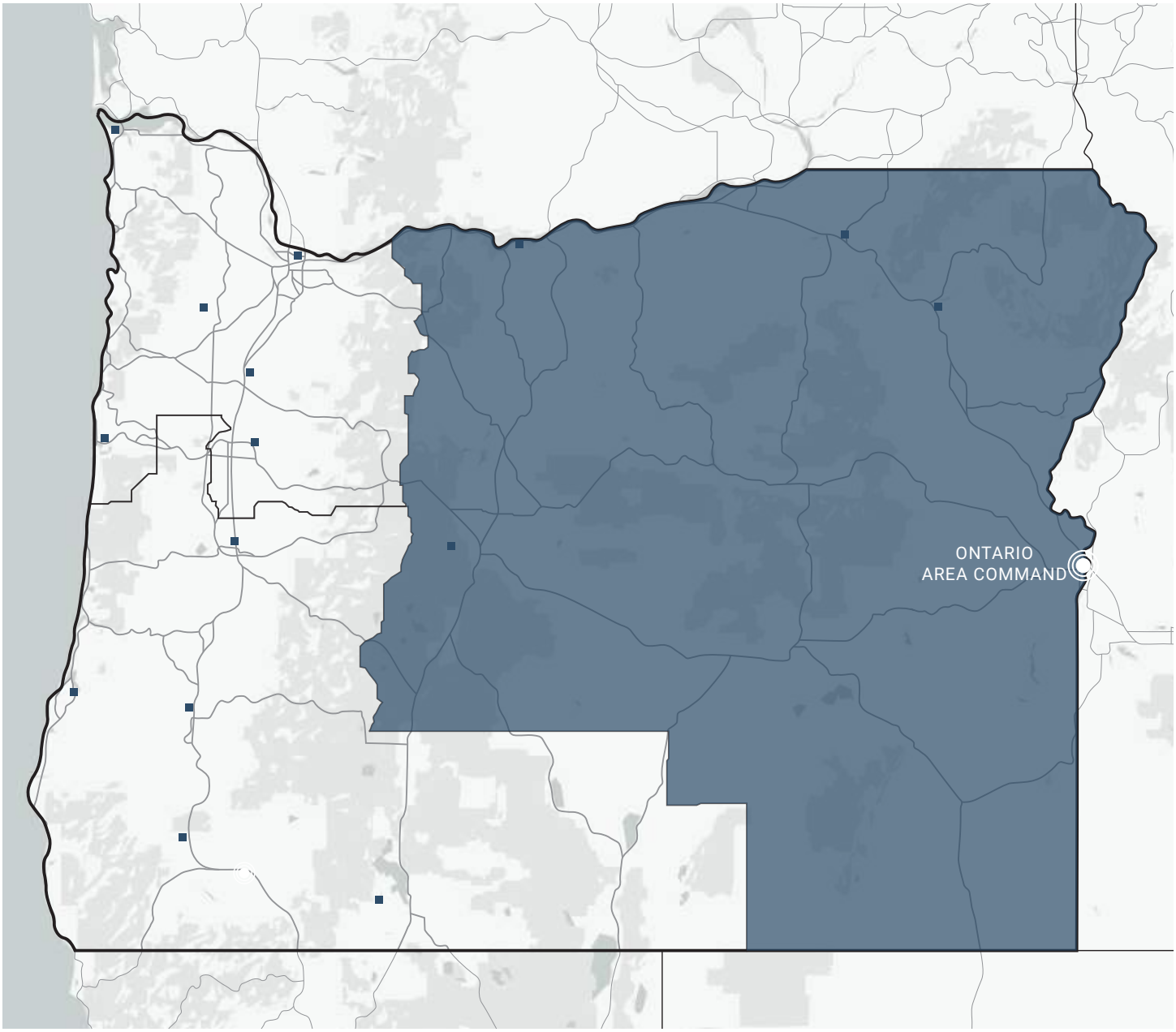
541 Stanton Blvd, Unit 1, Ontario, OR 97914

SUMMARY

The Ontario Area Command is located on a shared site with ODOT. The building was previously a landscape maintenance building converted into an OSP facility. In addition to the building, OSP leases storage space located 7 miles away for support vehicles and equipment. The main building houses patrol, major crimes, drug, and Fish & Wildlife.

In addition to operational issues, the facility also presents multiple health concerns for staff. Testing has indicated arsenic in the water serving the site, so there is not potable water or showers available to staff within the building. The water is also crystallized, which builds-up in the sanitary pipes causing sewage backups in the facilities. The local agricultural of the surrounding area leads to site and building issues with mice, insects, and rabbits which are abundant in in the adjacent fields.

ONTARIO AREA COMMAND



FACILITY ASSESSMENT

BUILDING INFORMATION

OFFICE LOCATION
541 STANTON BLVD, UNIT1, ONTARIO, OR 97914

TOTAL SF
5,979

LEASE EXPIRATION
03/31/22

RENT / YEAR
$33,768

2021 FTE
32

2030 FTE
38

NON-COMPLIANCE SUMMARY

SITE (9 TOTAL)
C=3
N=6

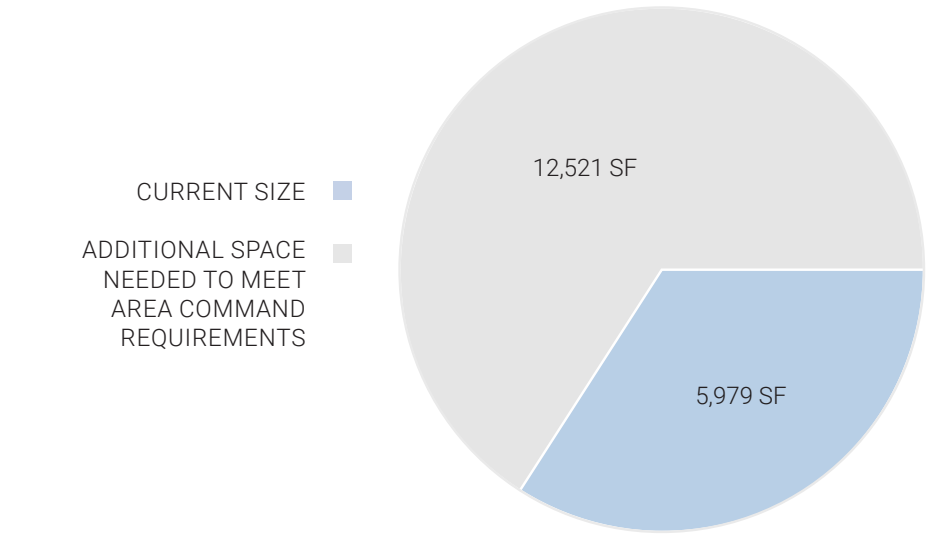
BUILDING (30 TOTAL)
C=4
N=26

RESILIENCY (6 TOTAL)
C=2
N=3

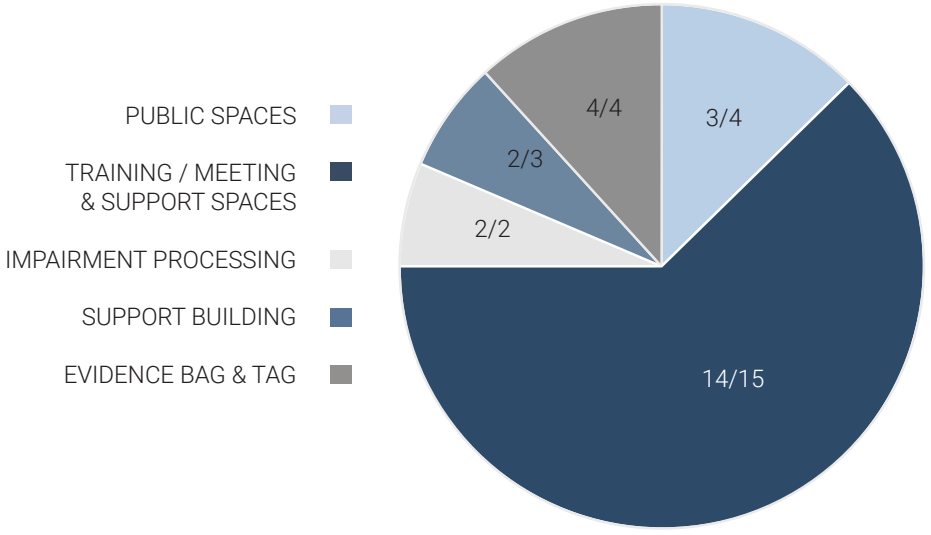
SECURITY (12 TOTAL)
C=1
N=11

COMBINED (57 TOTAL)
C=11
N=46

CURRENT VS PROTOTYPE SIZE COMPARISON



BUILDING NONCOMPLIANCE BREAKDOWN



RESILIENCY

When the Ontario area experiences strong storms, the building is located at the lowest topographical point of the site where water collects. The lack of proper drainage and ability to divert this water has led to flooding in the building, including into critical infrastructure like the IT/server room and secure evidence storage. The building also lacks the structural capacity to support the designated snow load for the region, which led to a recent roof collapse. Snow fall is a typical part of Ontario winters and staff is forced to monitor the accumulation and remove the snow from the roof as necessary to keep the roof from collapsing again.

In the event of a power outage, the facility shares a small natural gas generator with the ODOT site. Currently it is only sized to provide 20% electrical capacity, which does not support emergency OSP operations out of the facility. The building is also not constructed to Essential Facility construction standards. In addition, there are noticeable cracks in the CMU foundation walls. In the event of the earthquake, OSP would not be able to utilize the facility to support emergency operations.

GENERATOR

CRACKING AT FOUNDATION WALL

SECURITY

FRONT ENTRANCE


SITE FROM ROAD

The site has a perimeter fence, but since it is shared with ODOT, there is a large volume of traffic coming in and out. The volume and frequency of traffic results in the gates often being left open. This security issue of opened gates is compounded by the lack of easy public wayfinding to the front. In turn, this confusion leads to the members of the public mistakenly utilizing the parking area dedicated for patrol vehicles. The lack of secure parking is a security concern for staff. There is also an issue securing long-term vehicle evidence onsite.

The building exterior does not include any safety measures to protect staff in the event of a deliberate assault on the facility. The building lacks vehicle deterrents and is constructed of light-gauge framing making it a risk for vehicular attacks. There is also no exterior building ballistics in the wall assembly or exterior ballistic rated glazing. The lack of physical security barriers is magnified by the fact that the facility has no exterior cameras to monitor the perimeter and actively assess a situation from the interior.

The electrical and IT/server rooms are also shared with the other ODOT buildings onsite. Any access or maintenance by ODOT staff requires an OSP escort since these spaces as within the CJIS security boundary in the facility.

OPERATIONS

Starting with the public entry, the lobby is small and lacks privacy if occupied by multiple people. There is no public restroom available and none in the surrounding area since the building is surrounded primarily by agricultural land. The public must be escorted to the OSP staff restrooms, which is a security risk. There is also no report taking space or registrant vestibule directly adjacent to the lobby.

Regarding operational growth or flexibility, the facility is at maximum capacity with no additional room for expansion or space for storage. All OSP employees are currently sharing offices, including the Chief, which is challenging due to the sensitive nature of some conversations in the facility. The patrol room is currently a multi-purpose space functioning as a kitchen, classroom, evidence processing, public finger printing, and incident command area. This space lacks the proper flexibility to accommodate these different uses. Additionally, the facility does not have the specialty public safety spaces of sally port and impairment processing, which hinders staff's ability to efficiently do their jobs.

The building infrastructure itself is an issue. The facility does not have the required level of electrical outlets or panels to support OSP equipment. Staff is regularly running power strips and finding patchwork methods to get power to workstations and equipment charging areas. The building also lacks proper acoustical construction. Detectives have access to an interview room, but the space was not constructed for interview recordings. Staff conversations from surrounding spaces can interfere with recording due to the lack of acoustic separation.

The facility has a secure storage space for evidence, but it is not sized to meet the storage demands. It also floods in storm events. The space is served by wall-mounted mechanical units. These units are undersized to ventilate the stored substances, and are a security risk since they can easily be removed, allowing access into a secure evidence area.

EVIDENCE STORAGE

EQUIPMENT STORAGE

VEHICLE SEIZURE BAY

VEHICLE EVIDENCE STORAGE

BUILDING ENVIRONMENT

The water supply to the building was tested and contains high arsenic levels. This health risk means that all drinking water must be purchased in bottle form and no shower facilities are available onsite. In addition to the arsenic levels, the water supply is crystallized. These crystals lead to build-up in the pumping system which has caused sewage backups in the facility.

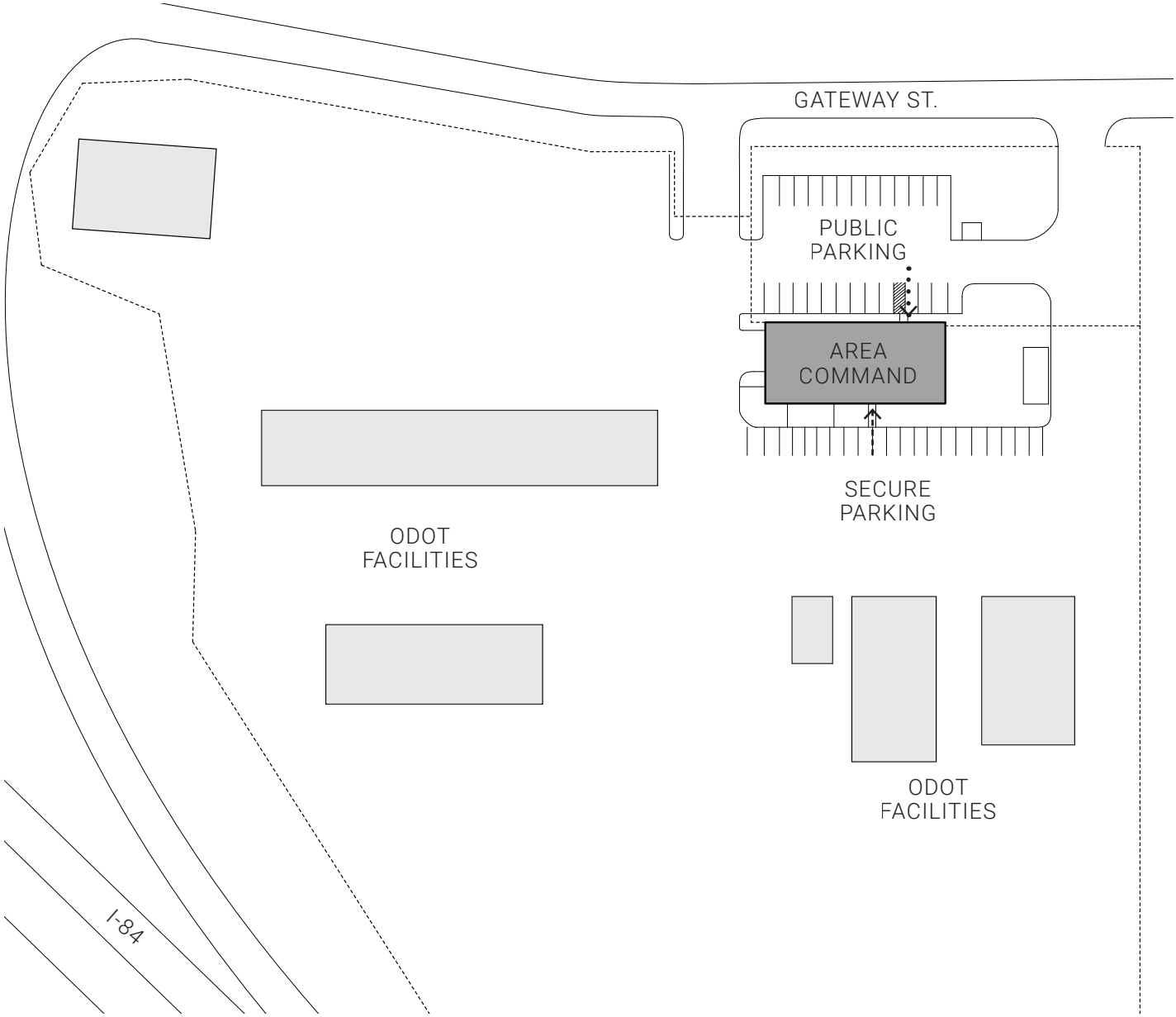
With regards to the locker rooms, the size and configuration of the facility does not have viable and equitable lockers available for women. In the winter months, the men's lockers are the only space to dry wet gear, but they are not ventilated properly. The space itself also suffers from minimal exhaust and poor HVAC.

The site itself is located near an agricultural center with lots of farmland directly adjacent to the facility. Mice and insects are an issue inside the building and fleet vehicles require constant maintenance because rabbits from the nearby fields chew on the patrol vehicle engine wiring.

STORAGE IN HALLWAY

UNUSABLE DRINKING FOUNTAIN

SITE PLAN - ONTARIO AREA COMMAND

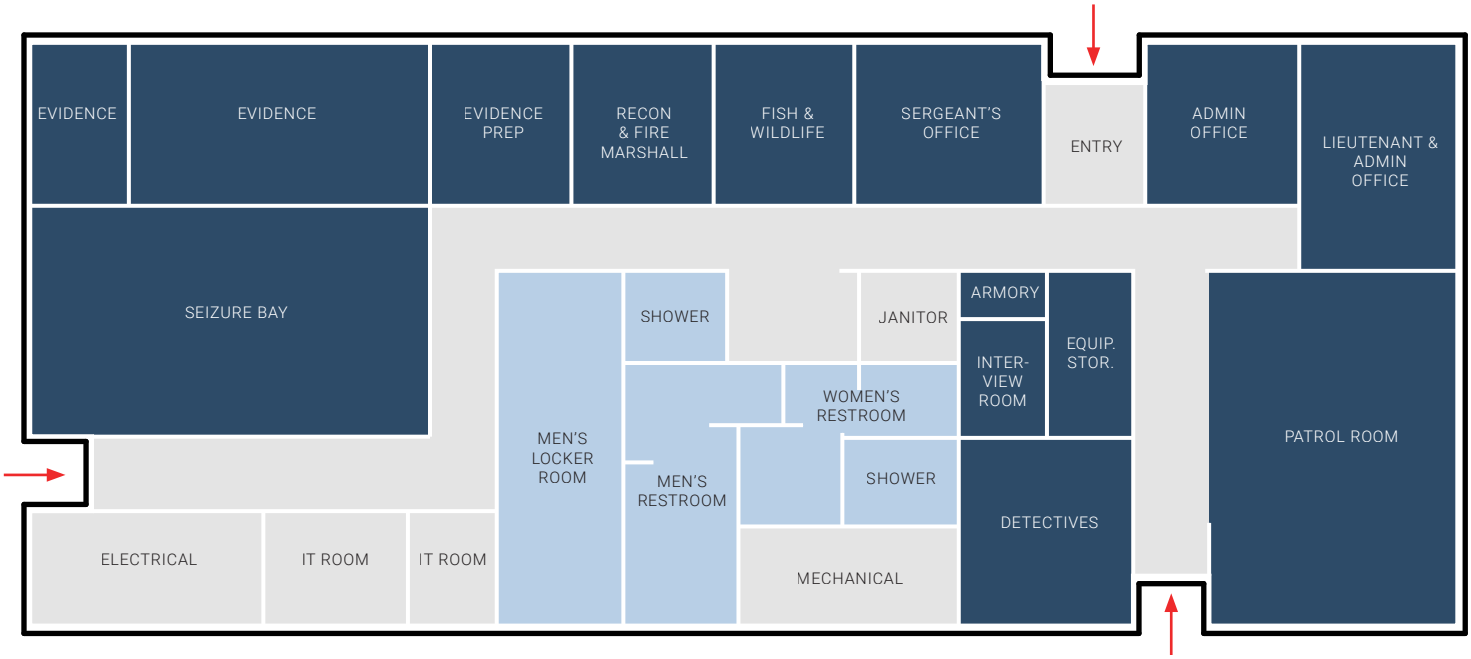


N

1" = 100'-0"

LEGEND

- ENTIRE BUILDING OUTLINE
- SECURITY LINE
- PUBLIC
- OFFICER



N

FLOOR PLAN

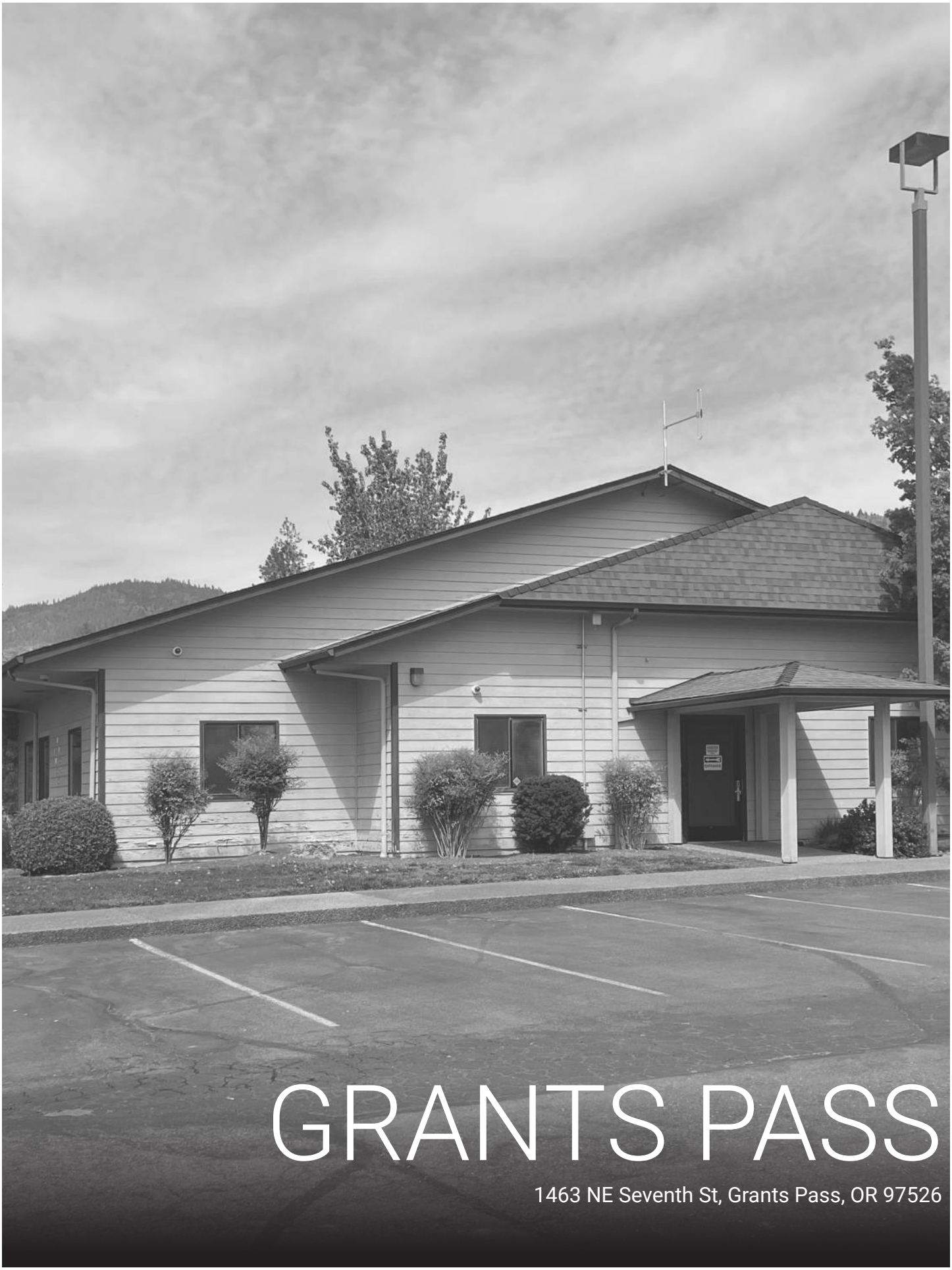
1/16" = 1'-0"

LEGEND

ENTIRE BUILDING OUTLINE

BUILDING ENTRANCE / EXIT

THIS PAGE INTENTIALLY LEFT BLANK



GRANTS PASS

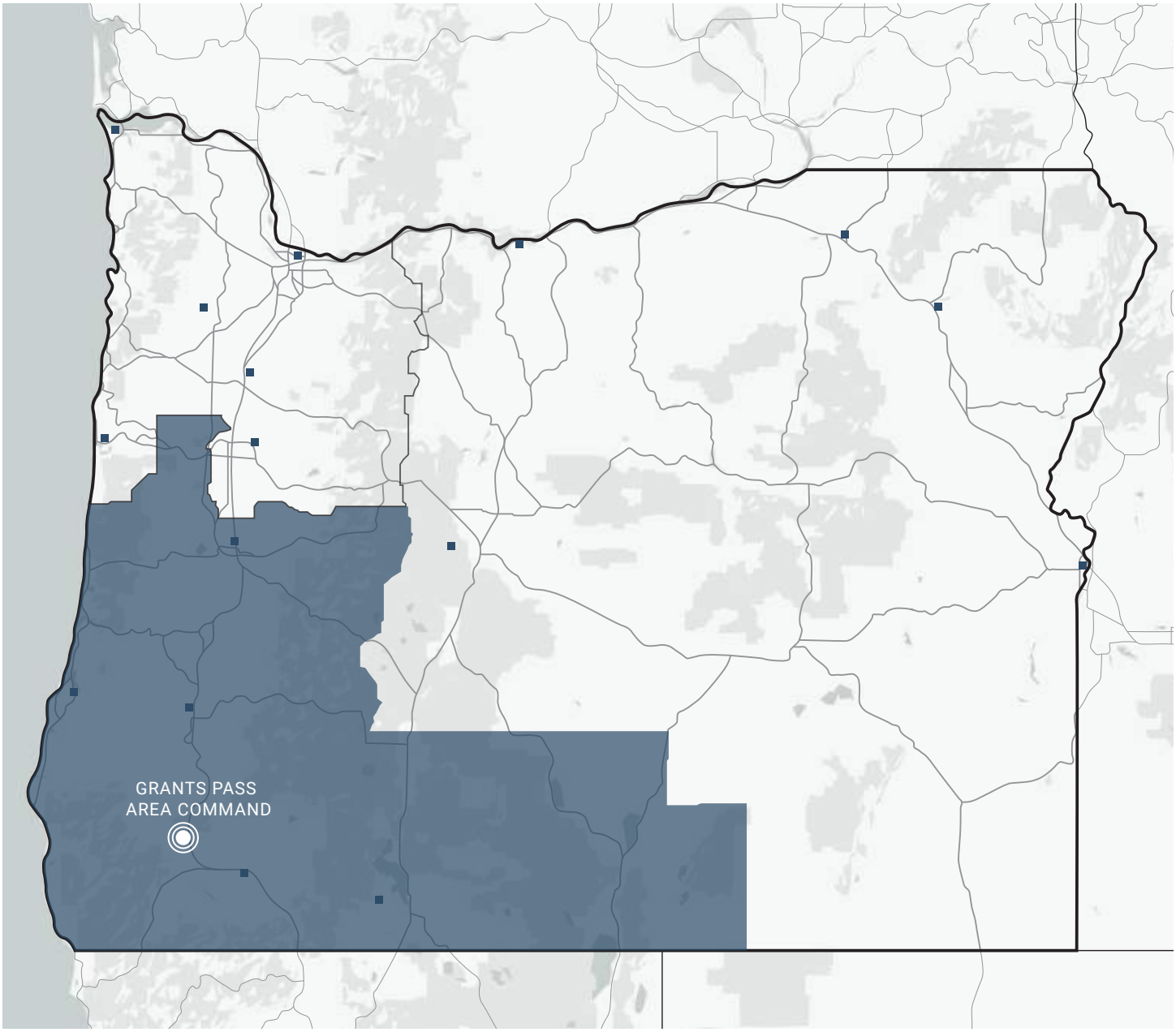
1463 NE Seventh St, Grants Pass, OR 97526

SUMMARY

The Grants Pass Area Command is located on a shared site with two other office buildings close to the Interstate 5 (I-5). The other tenant occupies the rest of the main building and two other buildings on the site. This Area Command space houses Patrol, Detectives, and Fish & Wildlife officers.

Located in a commercial retail area, OSP shares the public parking lot with a wide range of users. This shared tenant arrangement limits OSP's ability to provide secure parking, long term evidence vehicle storage, and storage for boats, trailers, and ATVs onsite. Officers preparing for a shift are required to cross public spaces to access their vehicles. This process often entails the officer carrying rifles and duty bags through public areas, which is both a security risk for the officer with their hands full as well as makes the surrounding citizens nervous and uneasy.

GRANTS PASS AREA COMMAND



FACILITY ASSESSMENT

BUILDING INFORMATION

OFFICE LOCATION
1463 NE SEVENTH ST, GRANTS PASS, OR 97526

TOTAL SF
3,600

LEASE EXPIRATION
04/30/24

RENT / YEAR
$59.844

2021 FTE
23

2030 FTE
38

NON-COMPLIANCE SUMMARY

SITE (9 TOTAL)
C=1
N=8

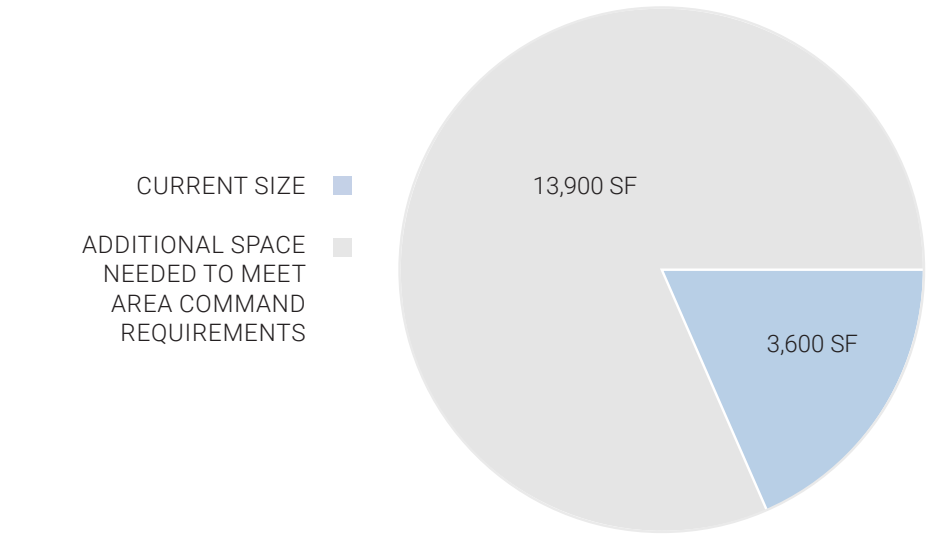
BUILDING (30 TOTAL)
C=9
N=21

RESILIENCY (6 TOTAL)
C=2
N=4

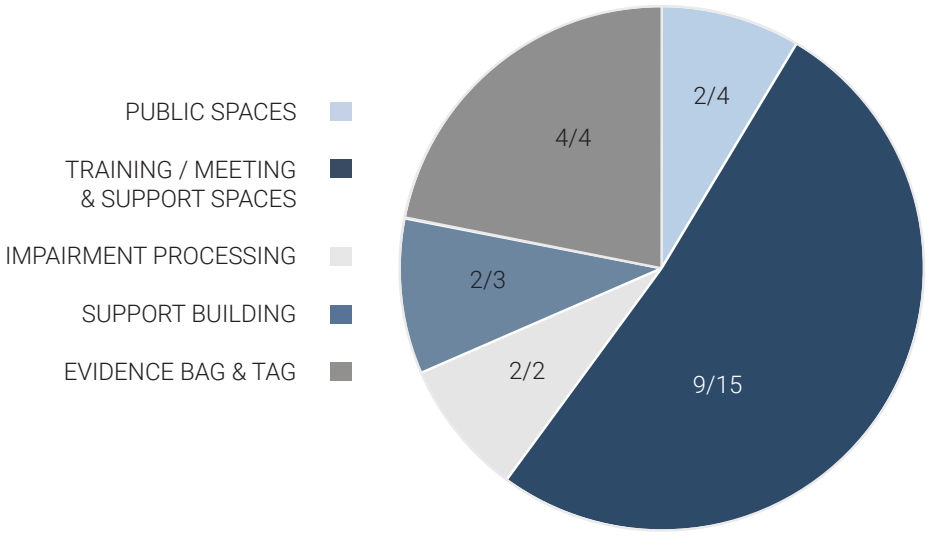
SECURITY (12 TOTAL)
C=2
N=9

COMBINED (57 TOTAL)
C=15
N=42

CURRENT VS PROTOTYPE SIZE COMPARISON



BUILDING NONCOMPLIANCE BREAKDOWN



RESILIENCY

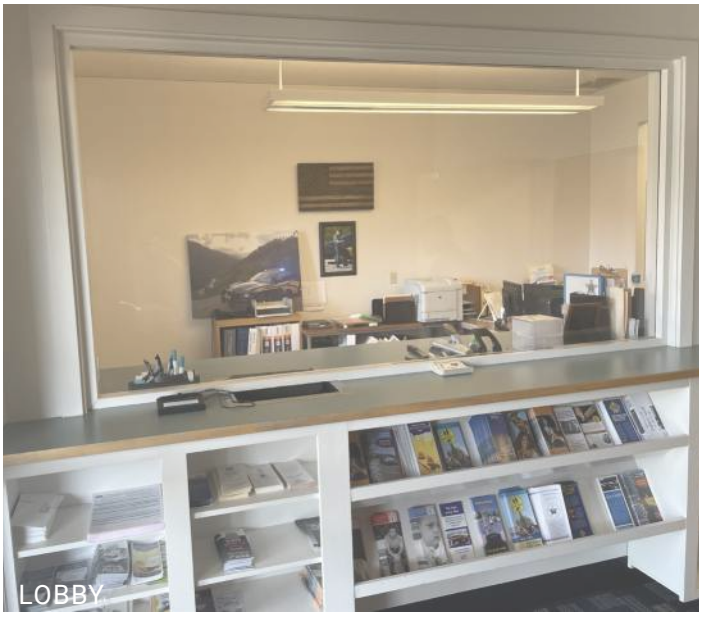
There is no generator onsite at this location. During a loss of power, the facility is not functional and has to shift operations to other Area Command facilities. In a prolonged power outage, critical evidence can be lost in evidence storage freezers and refrigerators.

Grants Pass is a moderate seismic risk location and within the Cascadia Subduction Zone. The existing building is not constructed to Essential Facility seismic standards, so OSP operations utilizing this space are not prepared to respond to community needs in an earthquake or its aftermath. The building itself is also not equipped with a fire sprinkler system and does not have the ability to control or extinguish fires in their early stages to protect equipment and long-term evidence storage.

EVIDENCE STORAGE

EVIDENCE STORAGE

SECURITY


LOBBY


SMALL FENCED PARKING ZONE

There is a small area of fenced secure parking area that is not used for daily patrol operations. This area provides limited space for a small number of vehicles or trailers. The available parking area is poorly illuminated. Without a secure parking area, this lack of lighting is especially a concern for officers at night accessing their vehicles or responding to a call.

A neighboring building that shares access via the same parking lot provides services for the houseless population. With no security perimeter on the site separating public space and OSP operations, individuals frequently sleep or loiter directly outside high-traffic doors that troopers use. This is a security issue as well as slows response times to critical calls.

The windows have a reflective film that makes the interior of the building fully visible when lit at night, but occupants cannot see out. The blinds have to be drawn, which limits observation of the parking area. The building exterior does not have ballistic protection or vehicle deterrents. With public roads around the majority of the exterior, the building is vulnerable vehicular attacks on all sides.

Security at the front lobby was upgraded in 2020 after a shooting incident. The lobby now has limited ballistics, but there is no panic / duress alert system. OSP installed a light system to indicate when a suspect is in the building for an interview, but this is a temporary solution and does not solve the security risk.

OPERATIONS

The lobby at Grants Pass Area Command is small and does not provide a separate registrant vestibule. Additionally, there is no restroom available for public use. Currently the interview room is only accessible through the meeting room, which causes functional problems when both are in use. A purpose-built report-taking room and fingerprinting room directly off the lobby would provide increased security and a better operational flow, as documented in the compliance category section of this report.

The meeting room itself is undersized for large briefings as well as limited in its capacity to serve as an Incident Command Center. The Area Command is expected to hold briefings with SWAT and other officers, which when combined currently exceed the practical capacity of the space. The report writing workspace, office area, locker facilities, and equipment storage are all insufficient to meet the current staffing needs.

The facility also does not include any impairment processing space or sally port. Officers must use other facilities in the region to question and observe a DUI arrestee, which is both inefficient and not always available.

The evidence storage room lacks proper ventilation. In addition, the storage space is shared with other building functions rather than having its own space. One of these shared uses is the IT server. Both evidence storage and the IT server need their own secure space to limit access.

The site lacks covered secure storage or garage space for boats and ATVs. These vehicles must be stored offsite, which limits OSP staff's ability to monitor storage access and is inefficient for officer's daily activities and required tasks.


FRONT ENTRANCE


MEETING ROOM


REPORT WRITING


BREAKROOM

BUILDING ENVIRONMENT

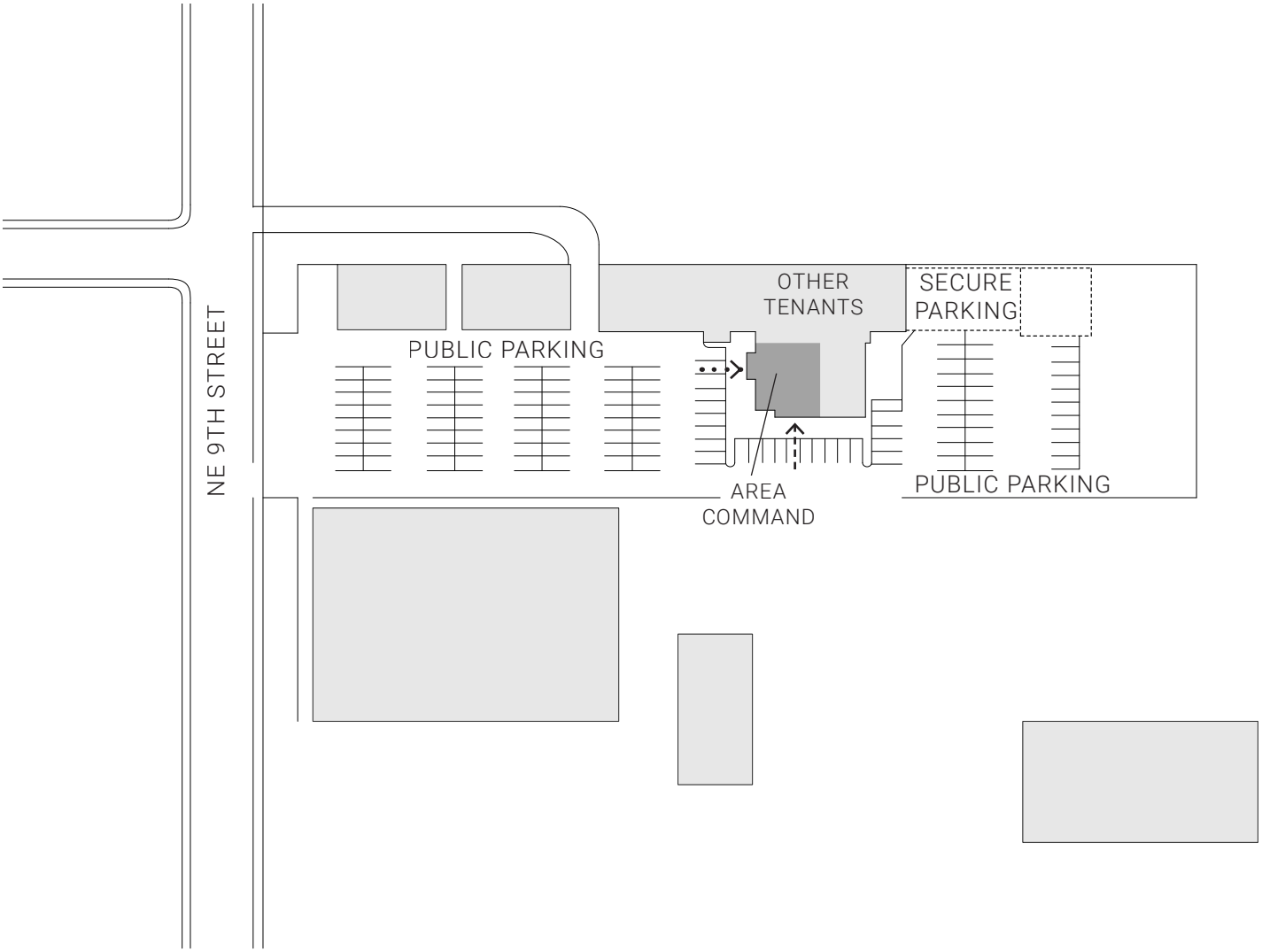
Two different office spaces were combined to make the current OSP space at this location. As a result, the space has several electrical and HVAC issues. For example, there is no light switch for the conference room, so lights are controlled with the breaker panel. Heating and cooling are also an issue throughout the building. Some offices are too hot while others are too cold. This is inefficient for energy use and makes for an uncomfortable work environment. Along with the mechanical and electrical concerns, lizards and rats are a consistent problem inside the building.

The facility does not have a women's locker room, and the men's changing area/locker room is not adequate. This does not meet OSP's equitable standards, as well as limits future staff changes, flexibility and growth.

HALLWAY

F&W OFFICE

SITE PLAN - GRANTS PASS AREA COMMAND

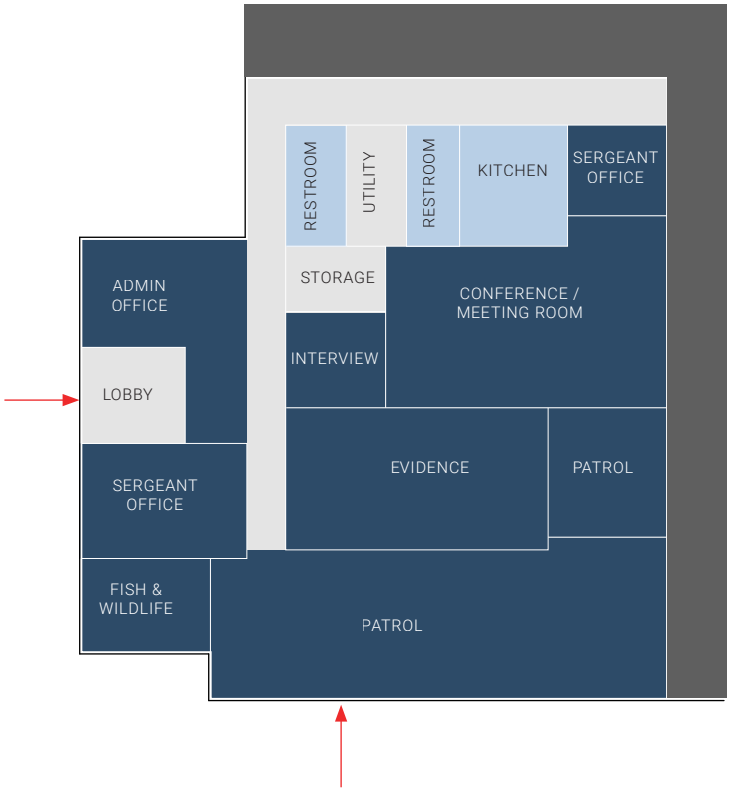


LEGEND

- ENTIRE BUILDING OUTLINE
- SECURITY LINE
- PUBLIC
- OFFICER

N

1" = 100'-0"



N

FLOOR PLAN

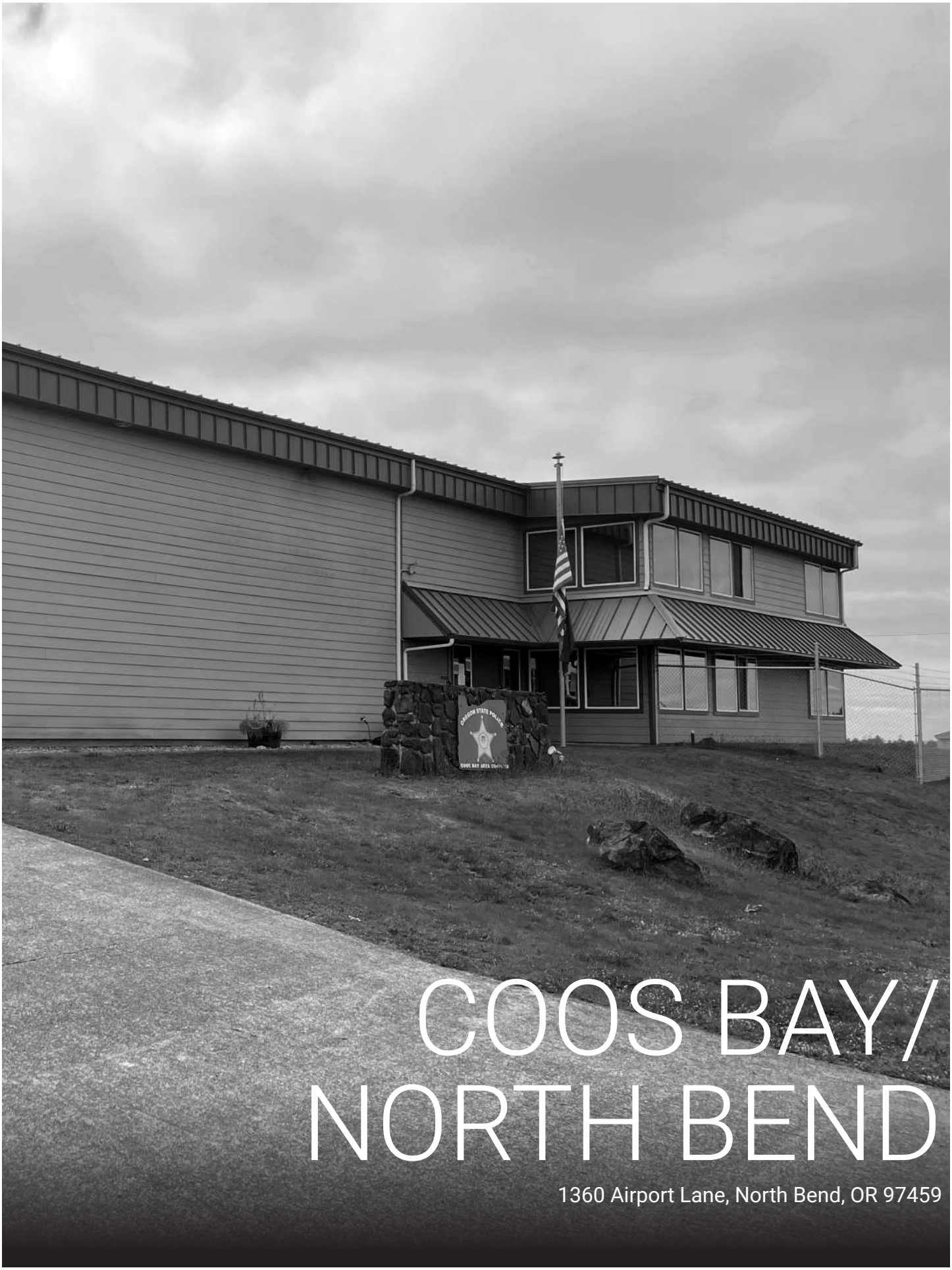
1/16" = 1'-0"

LEGEND

ENTIRE BUILDING OUTLINE

BUILDING ENTRANCE / EXIT

THIS PAGE INTENTIALLY LEFT BLANK



COOS BAY/ NORTH BEND

1360 Airport Lane, North Bend, OR 97459

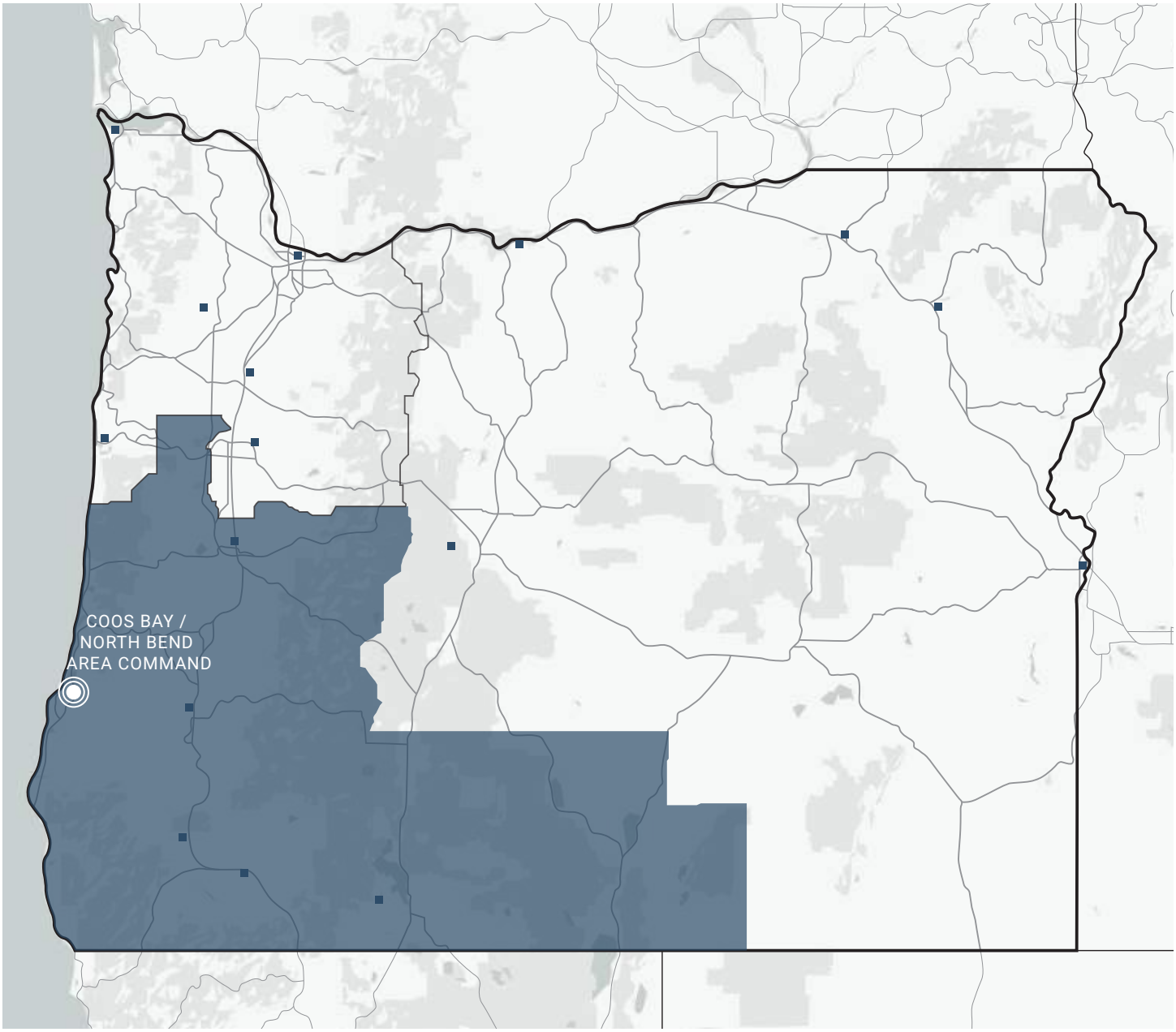
SUMMARY

The Coos Bay / North Bend Area Command was built in the 1990s, and Oregon State Police has been leasing the space for 9 years from the Southwest Oregon Regional Airport. The building interior is currently being modified on both floors. The facility does not have an elevator and is not accessible.

The Area Command serves the southern Oregon coast. The property consists of a 6,915 square foot primary building toward the southeastern side of the site with public access from the southeast parking lot and secure access from the west and south. The primary building includes Patrol, Detectives, Fish & Wildlife, Tribal Gaming, and Fire Marshall. OSP deploys a high number of Fish & Wildlife troopers to this facility to support operations in the region.

The garage area in the southeast of the building provides space for evidence storage, freezers, refrigerators, boat storage, animal cleaning, and general storage. There is also a small storage building located to the southeast of the primary building for additional ATV and boat storage.

COOS BAY / NORTH BEND AREA COMMAND



FACILITY ASSESSMENT

BUILDING INFORMATION

OFFICE LOCATION
1360 AIRPORT LANE, NORTH BEND, OR 97459

TOTAL SF
6,915

LEASE EXPIRATION
02/28/21

RENT / YEAR
$51,360

2021 FTE
28

2030 FTE
37

NON-COMPLIANCE SUMMARY

SITE (9 TOTAL)
C=0
N=9

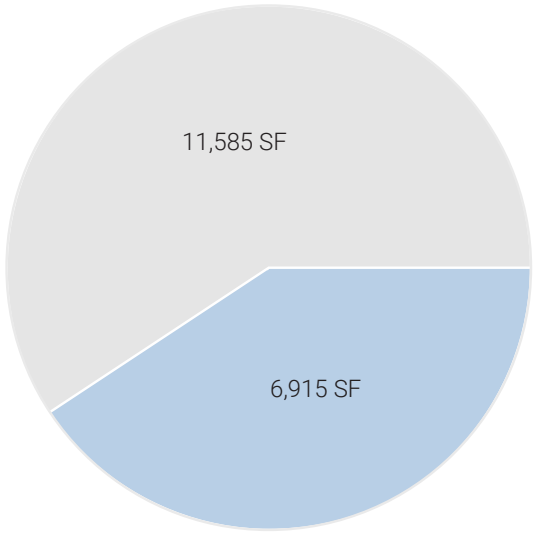
BUILDING (30 TOTAL)
C=8
N=22

RESILIENCY (6 TOTAL)
C=2
N=4

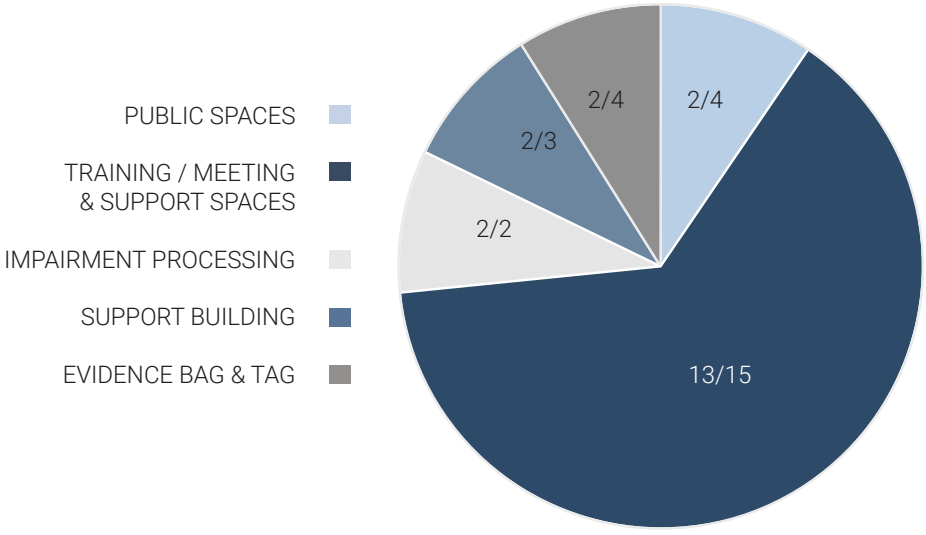
SECURITY (12 TOTAL)
C=2
N=9

COMBINED (57 TOTAL)
C=13
N=44

CURRENT VS PROTOTYPE SIZE COMPARISON



BUILDING NONCOMPLIANCE BREAKDOWN



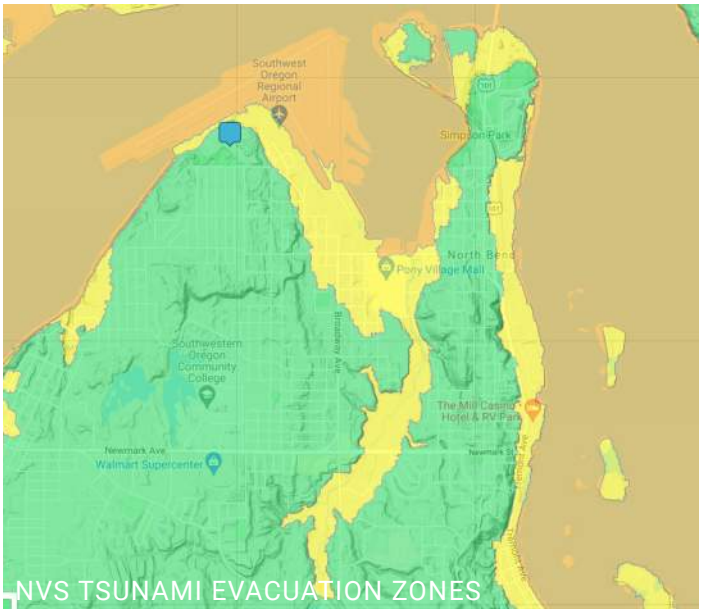
RESILIENCY

The Coos Bay / North Bend facility is not equipped with a backup generator or emergency lighting. Yet the facility experiences loss of power multiple times a month. During a power outage, OSP operations are shut down at this location and critical evidence can be lost in evidence storage freezers and refrigerators.

The building itself is located just outside the flood hazard zone, but in the event of a tsunami its location in a low-lying area of the city would make officer response challenging due to the resulting flooding around the facility. The facility is also built on sand and not constructed to Essential Facility standards, despite being located in a high-risk seismic zone. An earthquake and the resulting soil liquefaction present major seismic risks to staff and the public utilizing the building.

The facility is located adjacent to the Southwest Oregon Regional Airport and two runways. This location is typically not advised for an Essential Facility due to its proximity to low-flying aircraft and related potential hazards. In addition, the building is not sprinklered and long term evidence storage is at risk in the event of a building fire.

FACILITY ADJACENT TO AIRPORT



NVS TSUNAMI EVACUATION ZONES

SECURITY

PUBLIC LOBBY

There is only one response route from the patrol parking area behind the building. If the security gate is blocked or there is an active threat in the area, officers do not have a secondary pathway to respond to calls or escape to safety. Secure parking is provided but is limited in size and does not meet the staffing demands for the facility. There are no security cameras on site and no visual security or exterior surveillance measures in place to protect building occupants.

The building does not have public restrooms, report taking, or interview rooms directly off the lobby. The public must be escorted behind the secure perimeter of the facility to access these spaces.

FACILITY VIEW FROM NORTHWEST

The building does not have vehicle deterrents or ballistic protection. The only ballistic glazing observed was at the transaction window at the public lobby. The exterior windows are mirror tinted, but such a mirror tint only functions in daylight. When it is dark outside, one can see into the building, which can create security concerns.

OPERATIONS

The site is very limited and constrained. There is not enough secure parking for staff, resulting in a portion of the staffing parking in the unsecure area. Maneuvering is also a challenge with a dead end parking configuration, requiring patrol vehicles to make a U-turn in a tight space . This can cause delays in response times.

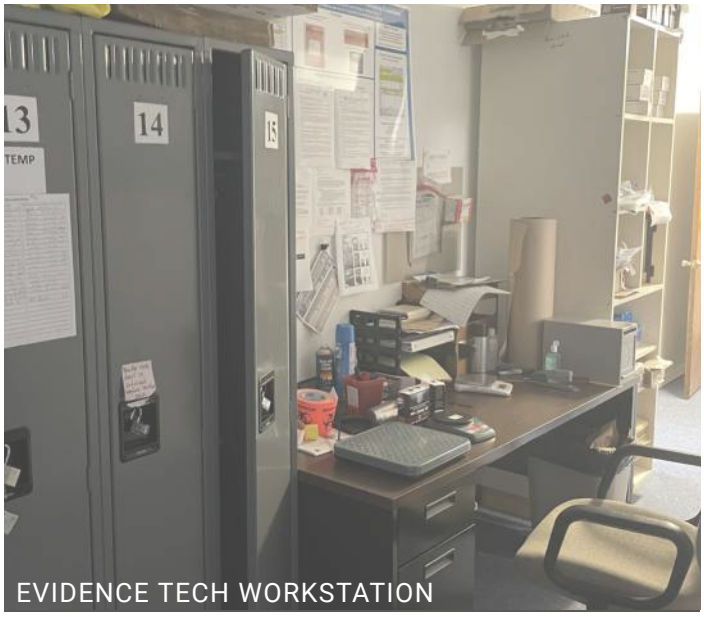
The building has some indoor area to store boats, trailers, and ATVs, but the garage doors accessing these vehicles are blocked from use by public vehicles parking onsite. There is also no capacity to store evidence vehicles onsite. Any vehicles involved in a homicide case are required to be stored for a significant length of time, which can create an inventory demand on facilities like Coos Bay / North Bend, which are already over-capacity. Currently there is no vehicle exam space onsite, and all vehicle investigations are done at the local tow company.

On the interior of the building, trooper report writing stations have been moved to the second floor because of repeated flooding and mold problems. This location is farther from patrol exit and reduces response times. Additionally, Trooper desks are very far from Lieutenant and Sergeant's desks, which limits the flow of information and connectivity between staff. There is a small lobby and waiting area for people to file walk-in reports, evidence release, sex offender registration, vehicle release, and public interviews. There are no public restrooms, and no public interview room or fingerprinting room off the lobby.

The building does not have a large multi-purpose room to support training, briefing, and incident command operations. Currently staff have very limited options in the current building to support these necessary Area Command functions. The facility also does not include any impairment processing space or sally port. Officers must use other facilities in the region to question and observe a DUI arrestee which is both inefficient and not always available. Additionally, the server room in an open corner of the garage rather than in a secure space to limit access.

In the future, the property owner is no longer going to maintain the detached garage building. This will result in a reduction in useable storage space for OSP moving forward.

SECURE PARKING ENTRY



EVIDENCE TECH WORKSTATION

OPEN OFFICE

STORAGE IN HALLWAY

BUILDING ENVIRONMENT

Office spaces are overcrowded with current staff and it would be difficult to accommodate future staff in the existing space. Current offices have already been divided into smaller offices. With the addition of offices at the core of the building, some staff do not have access to daylight which can affect their productivity and health.

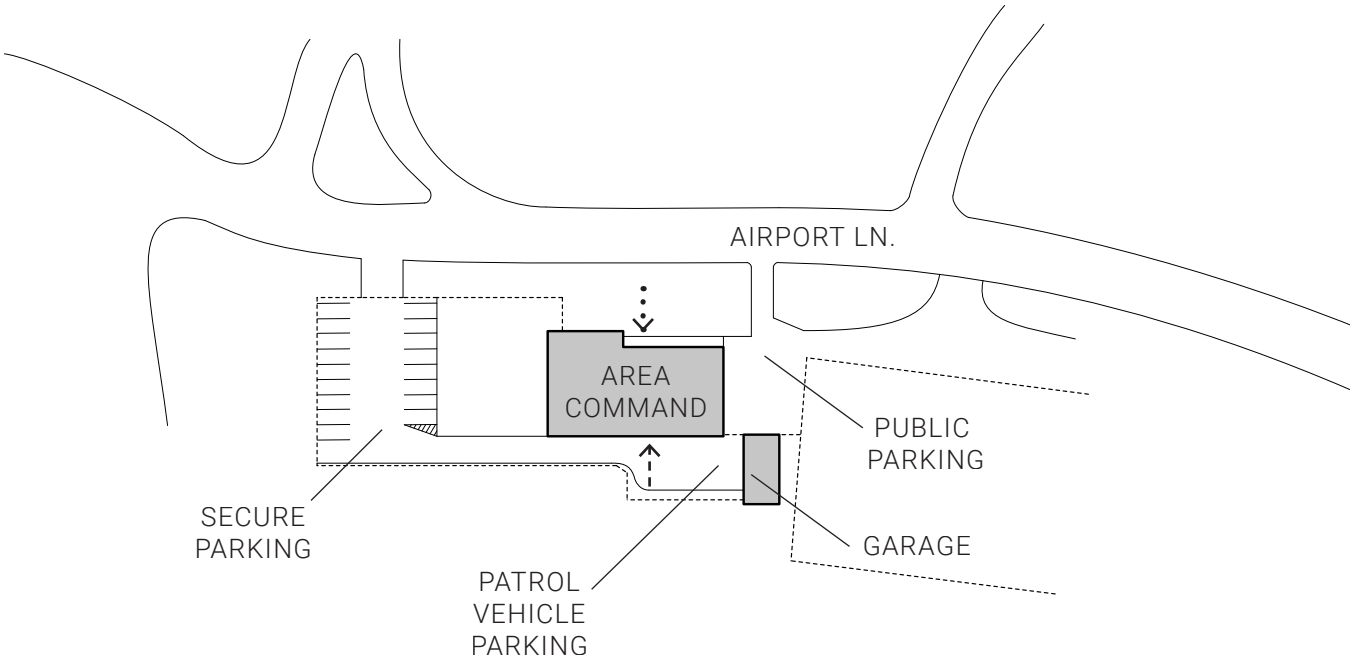
There is a need for a women's locker room, as well as a wellness room, in order to align with OSP's equity standards. The current ventilation system in the men's locker room is not appropriate for the type of space and not conducive for drying wet gear in the coastal environment.

The building's overall HVAC system has problems cooling and heating evenly throughout the space, thus creating inefficiency due to an uncomfortable work environment. As the building has been modified over the years, the heating and cooling system has not been modified appropriately.

EVIDENCE STORAGE

GARAGE FOR F&W STORAGE

SITE PLAN - COOS BAY / NORTH BEND AREA COMMAND

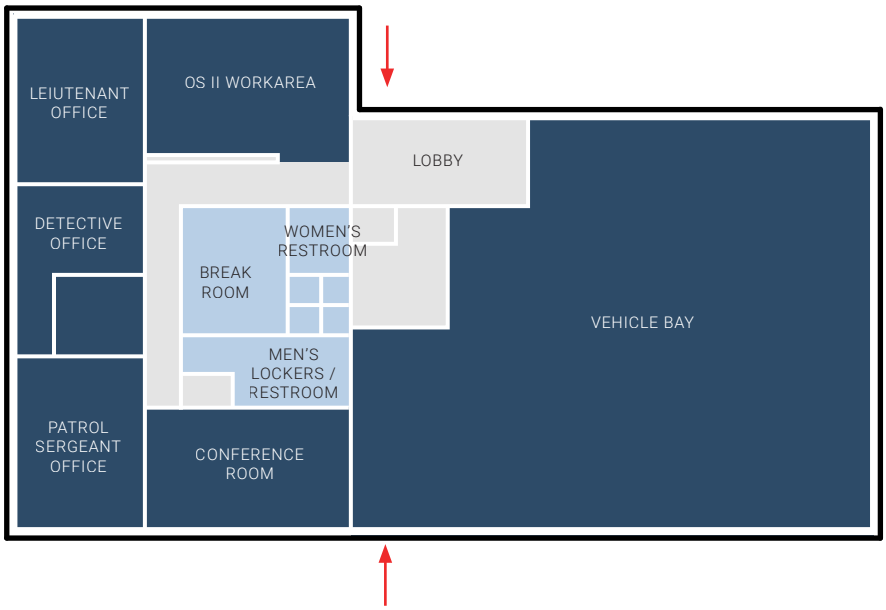


LEGEND

- ENTIRE BUILDING OUTLINE
- SECURITY LINE
- PUBLIC
- OFFICER

N

1" = 100'-0"



N

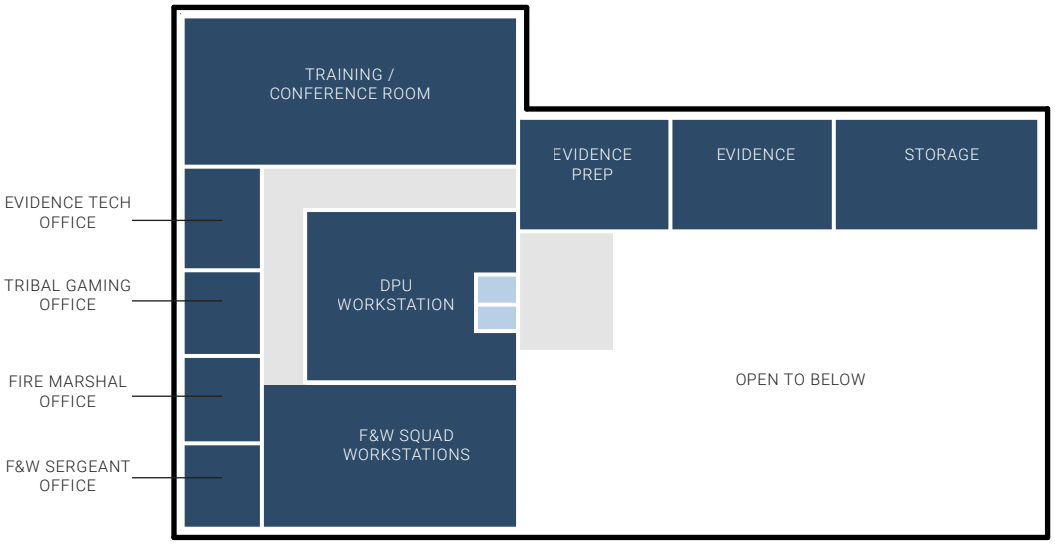
FIRST FLOOR PLAN

1/16" = 1'-0"

LEGEND

ENTIRE BUILDING OUTLINE

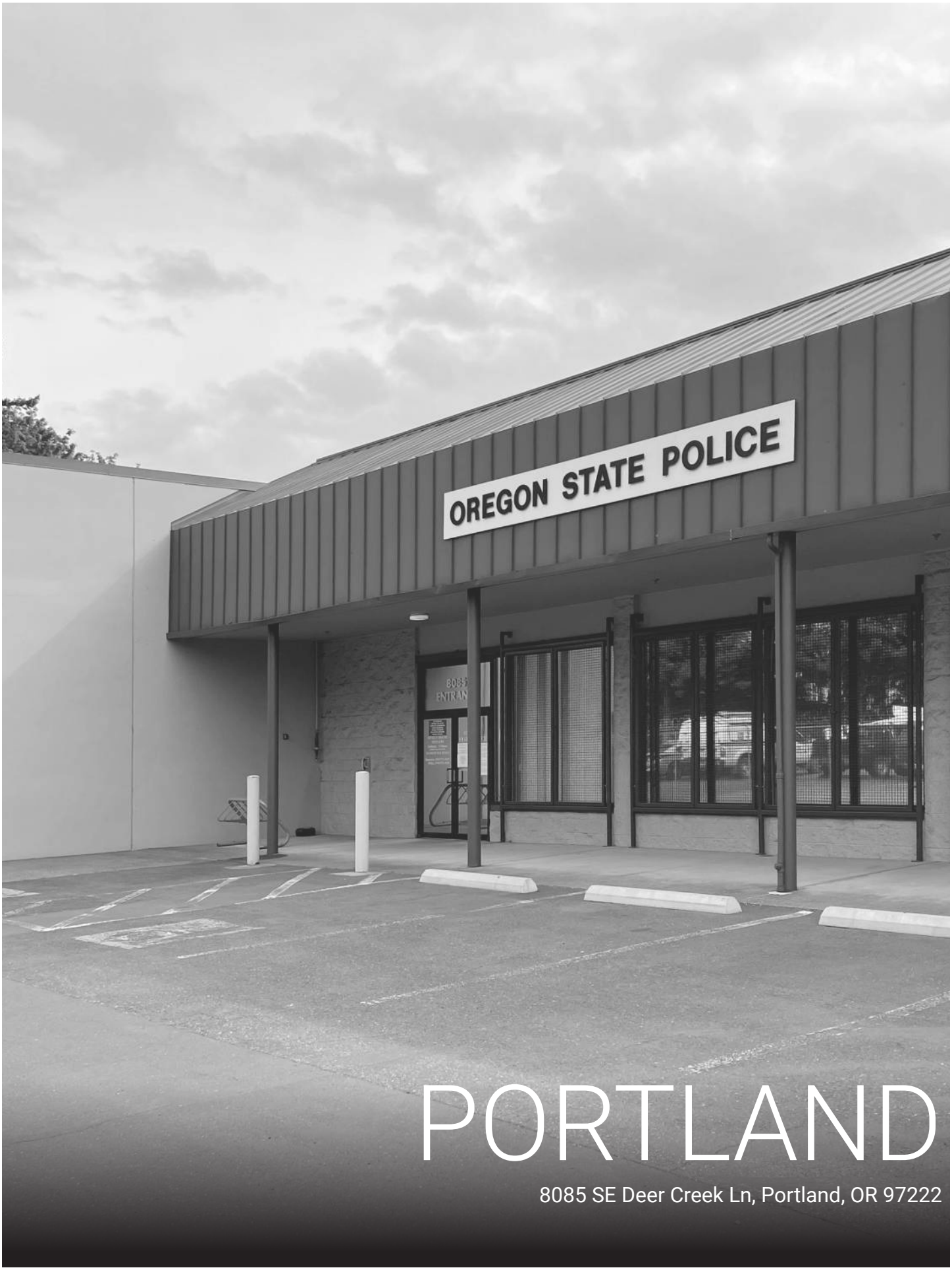
BUILDING ENTRANCE / EXIT



N

SECOND FLOOR PLAN

1/16” = 1’-0”



PORTLAND

8085 SE Deer Creek Ln, Portland, OR 97222

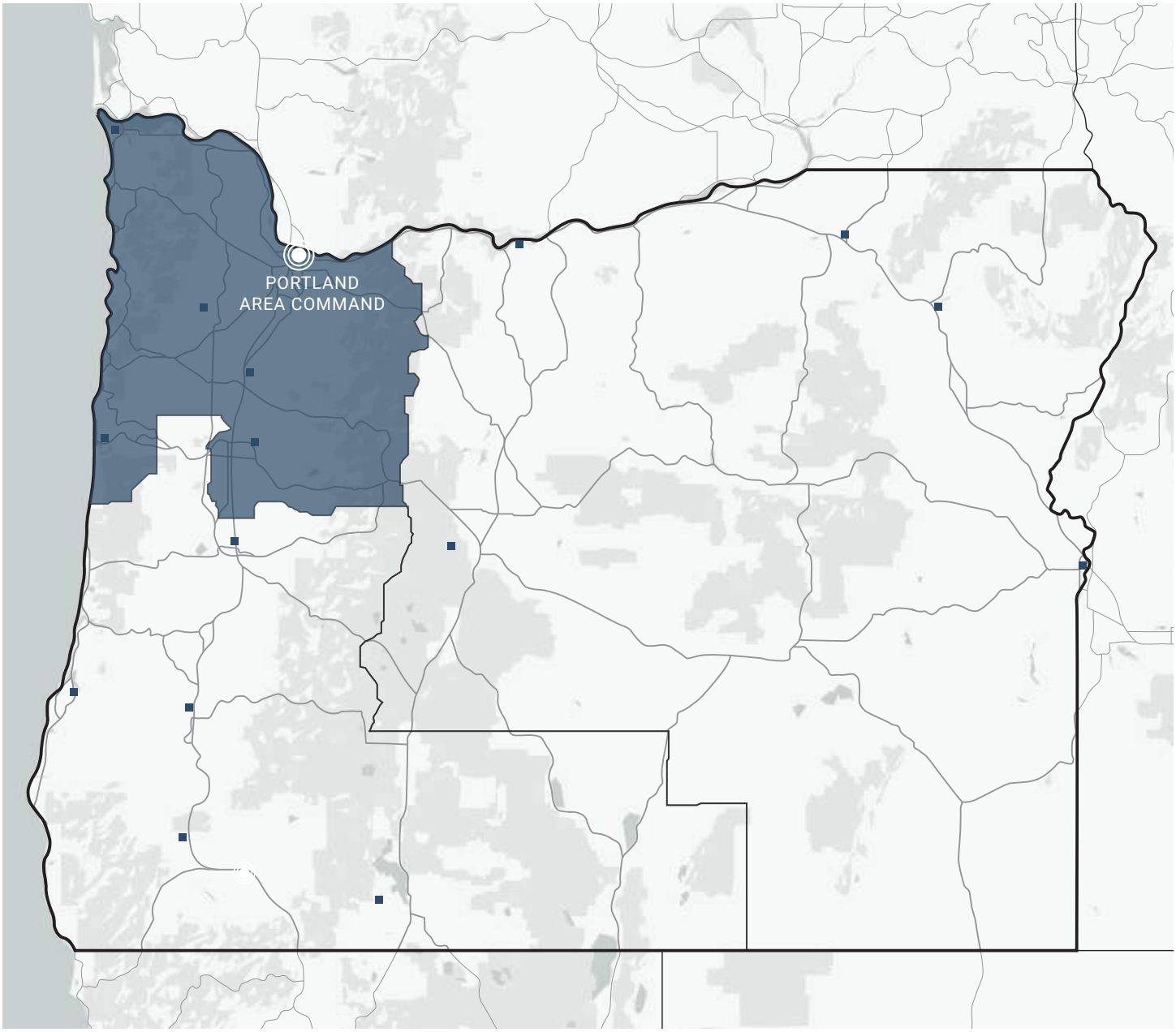
SUMMARY

The Portland Area Command has the highest concentration of authorized patrol FTE of the studied facilities. OSP operations are in a tilt-up concrete warehouse building shared with 3 other tenants. The space was previously an old fitness gym and many of the previous materials like gym hardwood floors and space configurations noticeably remain after the remodel. The building houses patrol, major crimes, drug, fish & wildlife, fire marshal, and tribal gaming.

The facility is already at capacity for daily operations. In addition, the Portland Area Command operates as a large deployment center. During the protests in the summer of 2020, the building was used by over 100 troopers and as a staging area for the National Guard. The lack of secure parking, perimeter security, and support spaces were stretched beyond capacity during these recent mobilizations.

Overall, operating as one of the highest concentrations of OSP troopers in the state, its seismic construction vulnerability, operational deficiencies, and security issues are all of significant concern.

PORTLAND AREA COMMAND



FACILITY ASSESSMENT

BUILDING INFORMATION

OFFICE LOCATION
8085 SE DEER CREEK LN, PORTLAND, OR 97222

TOTAL SF
19,801

LEASE EXPIRATION
10/31/27

RENT / YEAR
$300,924

2021 FTE
61

2030 FTE
83

NON-COMPLIANCE SUMMARY

SITE (9 TOTAL)
C=2
N=7

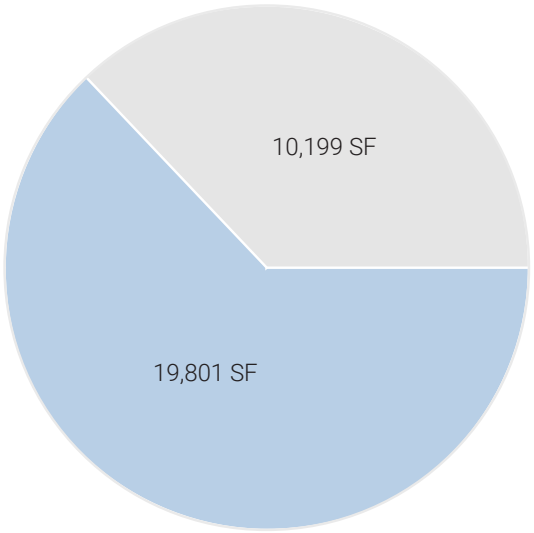
BUILDING (30 TOTAL)
C=15
N=15

RESILIENCY (6 TOTAL)
C=3
N=3

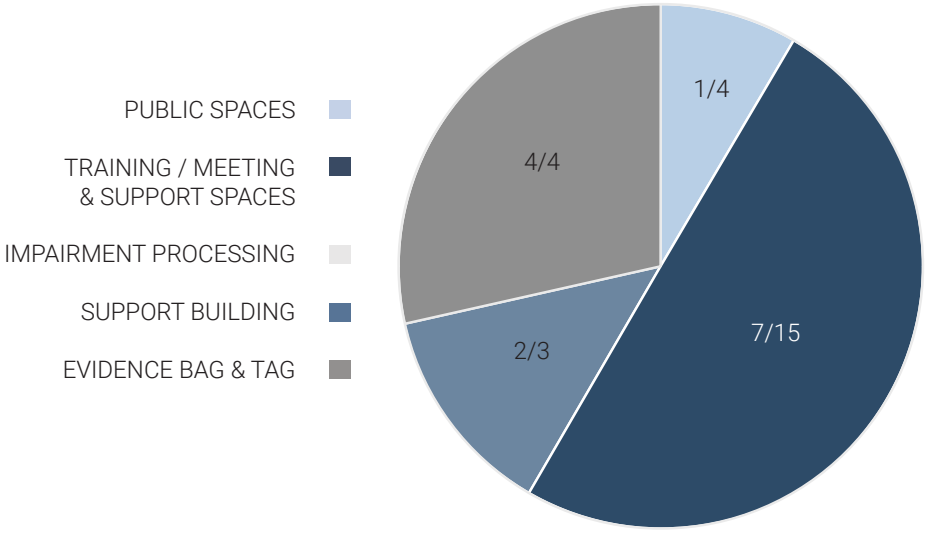
SECURITY (12 TOTAL)
C=4
N=8

COMBINED (57 TOTAL)
C=22
N=35

CURRENT VS PROTOTYPE SIZE COMPARISON



BUILDING NONCOMPLIANCE BREAKDOWN



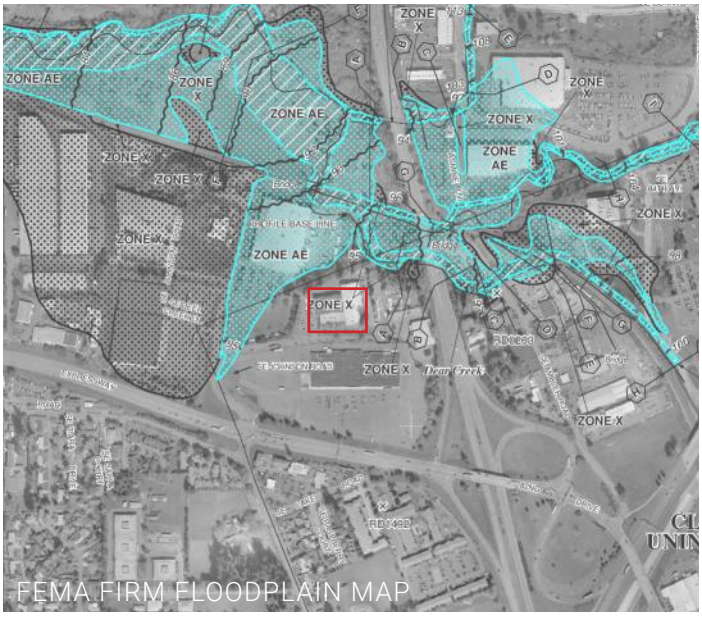
RESILIENCY

Located in the Cascadia subduction zone, the facility is in a moderate seismic risk zone. The facility is not constructed to meet Essential Facility standards. In addition, there are noticeable cracks in the roof beams and foundation issues apparent in the facility. The building is unlikely to survive a Cascadia earthquake, which severely limits OSP's ability to operate, respond, and support the Portland Area in a Cascadia event.

The facility also has flooding and wildfire concerns. The building location is adjacent to a river 100-year flood zone. This special flood hazard zone extends across the building access road SE Deer Creek Lane. Given that the road is a dead-end, flooding would cut-off car access to the site, limiting OSP's response pathways. With regards to wildfires, the facility itself is low risk, but parts of the surrounding areas are high risk. The area command was under evacuation orders during 2020's wildfires.

In the event of a power outage, the generator is too small to provide enough back-up power for OSP emergency operations. Currently the generator only serves minimal outlets and does not provide heat to the facility. This is a concern in ice storms where temperatures can drop below freezing and power outages are common.

GENERATOR



FEMA FIRM FLOODPLAIN MAP

SECURITY

PUBLIC LOBBY


EXTERIOR WITH MINIMAL BOLLARDS

The shared tenant arrangement of the site limits OSP's ability to install site security measures. There is no secure parking for offices, lots of vegetation along the surrounding creek concealing potential threats, and poor site illumination in the evening. The building does have some vehicle deterrents installed at the entry, but they do not extend the length of the public parking area leave the building at risk for vehicular assault. The exterior construction is also not ballistically rated.

In the public lobby, the security walls are not continuous up to the roof structure and allow access to secure portions of the facility through the ceiling tiles. There is a report taking room directly off the lobby but no public toilet available and the public needs to be escorted in the secure zone of the facility to use the restroom. The only roof access for the entire building is in the Area Command, which also requires an escort in this secure zone during maintenance visits. This has been a constant issue to monitor and maintain security due to the extent of roof leaks and constant maintenance all tenants in shared building require.

OPERATIONS

The Portland Area Command is in a commercial area and the site is shared by multiple tenants. There is a small secure parking lot, but it is over-capacity due the volume of long-term evidence vehicles stored onsite, so it does not have sufficient space for secure staff parking. The current configuration is also very tight and congested. This limits the ability for tow trucks to maneuver and drop off vehicles for storage or examination.

Within the work area itself, most of the facility is open cubicles. For detectives this is not ideal because they often deal with sensitive material, phone calls, and interviews that require more privacy. In addition, the interview and report-taking spaces that support the detectives do not have camera equipment available. The facility has a training room to support officer training, incident command operations, and briefings. Yet this space is limited in storage to support the various equipment for each function.

A sally port was incoporated into the layout to provide a secure space for troopers to transfer DUI arrestees to impairment processing. The challenge with this space is that it's also used for fish & wildlife (F&W) evidence processing and evidence locker storage since the facility has no additional space to support these functions. Not only is this a challenge to coordinate use of the space, but the area is not equipped for cleanup of the F&W activity or located the near evidence freezer / refrigerator storage in the service bay.

The facility also has an impairment processing area, but it is limited. The space only has one cuffing bench and no separate temporary holding area for DUI arrestees. It lacks the ability for officers in the adjacent report writing space to monitor suspects in custody and no duress alert system is provided for officers. This space is also over-capacity during holiday or special events in the Portland area which experiences a higher volume of impaired drivers at these times.

Evidence storage space is small and lacks capacity to support regional demand, especially with the volume of drugs the facility receives related to ongoing investigations in the Portland area. In addition to size constraints, the hardened storage area lacks proper ventilation, and the drug smell carries out into the surrounding workspaces and other parts of the building.

The facility auto service shop supports a large volume of fleet vehicles at the Area Command with limited space. Storage of ATVs and tires in vehicle exam bays limits its capacity. The auto tech's workstation is in the unventilated shop space. There is also no covered boat storage on site, so OSP Boats are stored in the water. When the water level rises beyond the capacity of the dock, the boats need to be taken out of the water and have limited secure storage options.

The server room is in a small second floor space that is not air conditioned. For the server to not overheat, the door to the shop must be always propped open, limiting its security. Additionally, ammunition storage is insufficient, and overflow ammunition is stored in the shop outside of the armory.

OPEN OFFICE

BREAK ROOM

IMPAIRMENT PROCESSING

EVIDENCE STORAGE

BUILDING ENVIRONMENT

This building experiences ongoing roof leaks. Fixes would require major construction in the evidence and sally port area of the OSP space. OSP would have to work around construction and maintain security requirements. There are no plans to repair leaks visible on the south interior walls at this time.

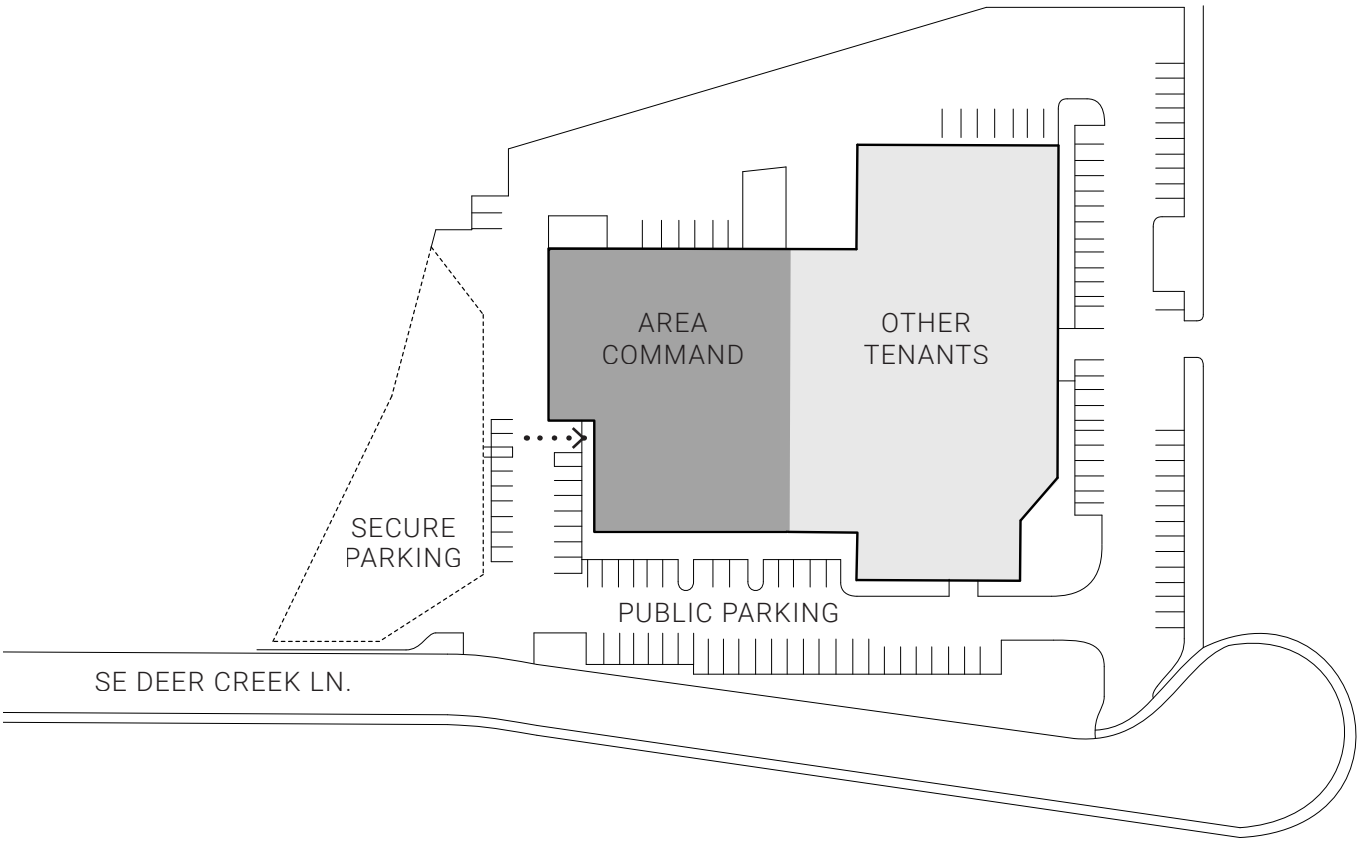
The locker rooms are in the center of the facility and surrounded by office space. The locker room walls do not extend up to roof structure and lack privacy. The locker room space for both men and women is also severely undersized to meet the FTE demands of the building.

The building itself is an old warehouse and the existing exterior has limited opportunity to bring daylight into the space. This is a wellness concern for staff, especially in the Portland Area Command location, which has a large concentration of administrative and investigation staff who spend most of their time inside the building.

LARGE HALLWAY

CONFERENCE / TRAINING ROOM

SITE PLAN - PORTLAND AREA COMMAND

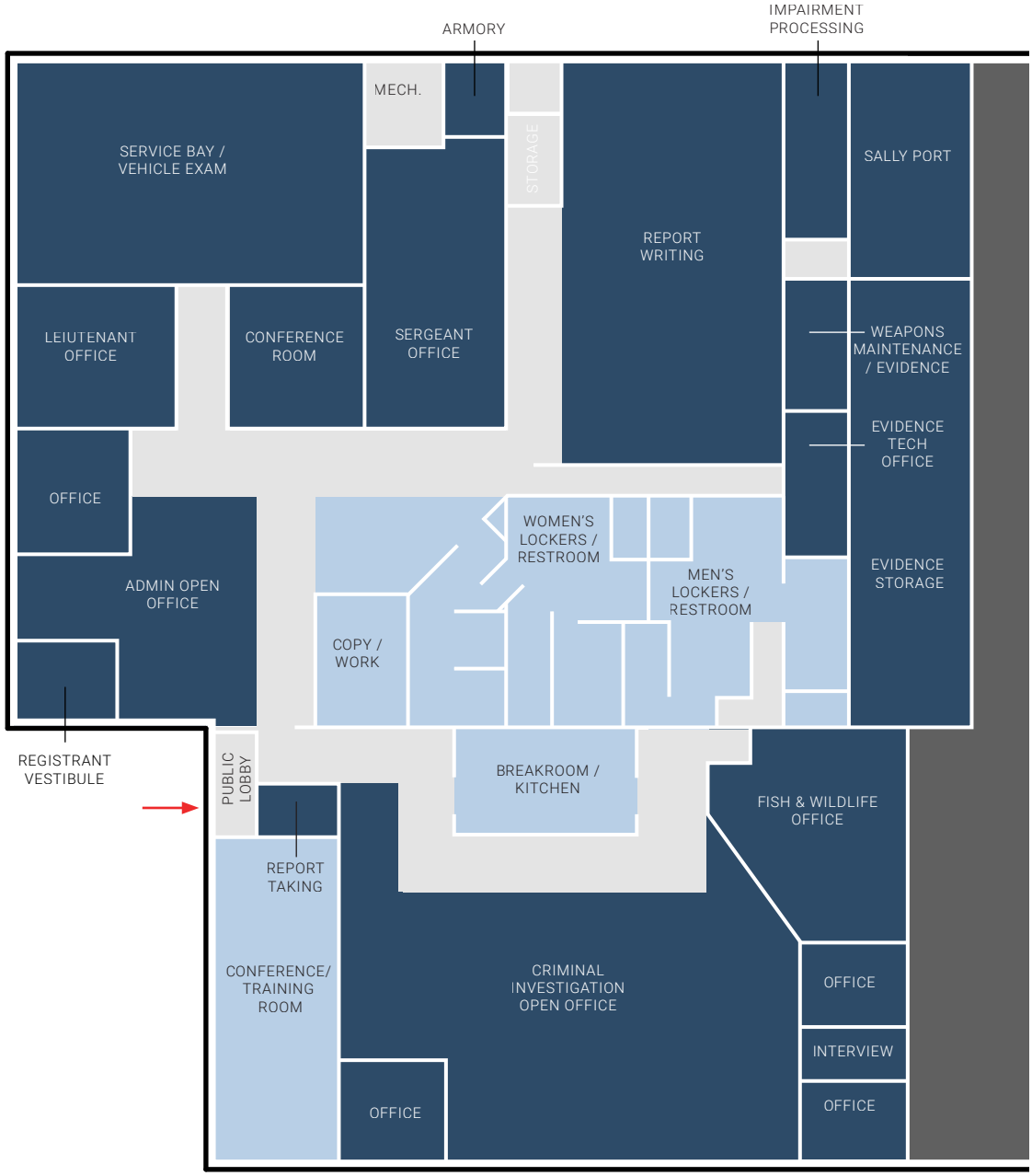


LEGEND

- ENTIRE BUILDING OUTLINE
- SECURITY LINE
- PUBLIC
- OFFICER

N

1” = 100’-0”



N

FLOOR PLAN

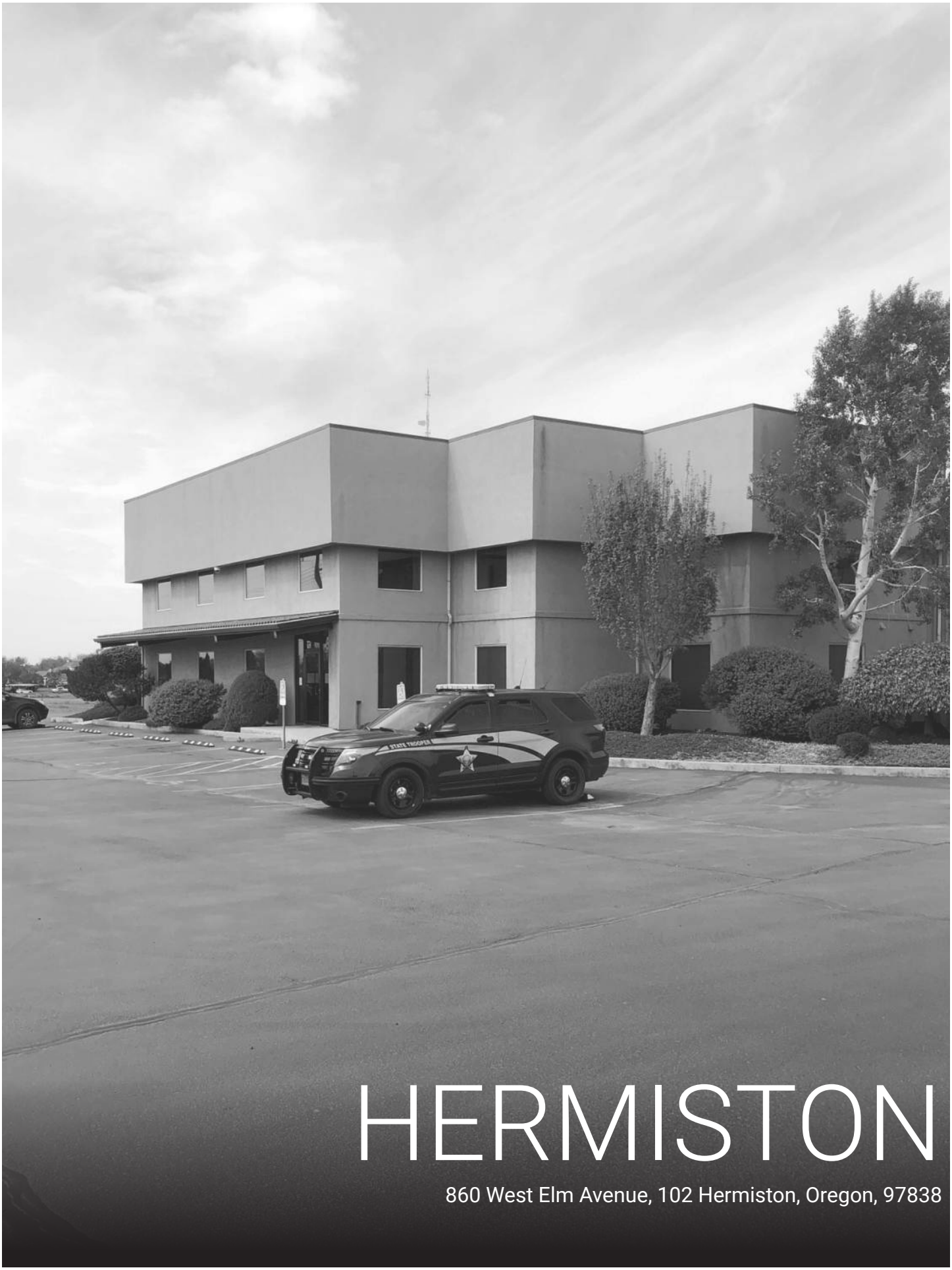
1/16" = 1'-0"

LEGEND

ENTIRE BUILDING OUTLINE

BUILDING ENTRANCE / EXIT

THIS PAGE INTENTIALLY LEFT BLANK



HERMISTON

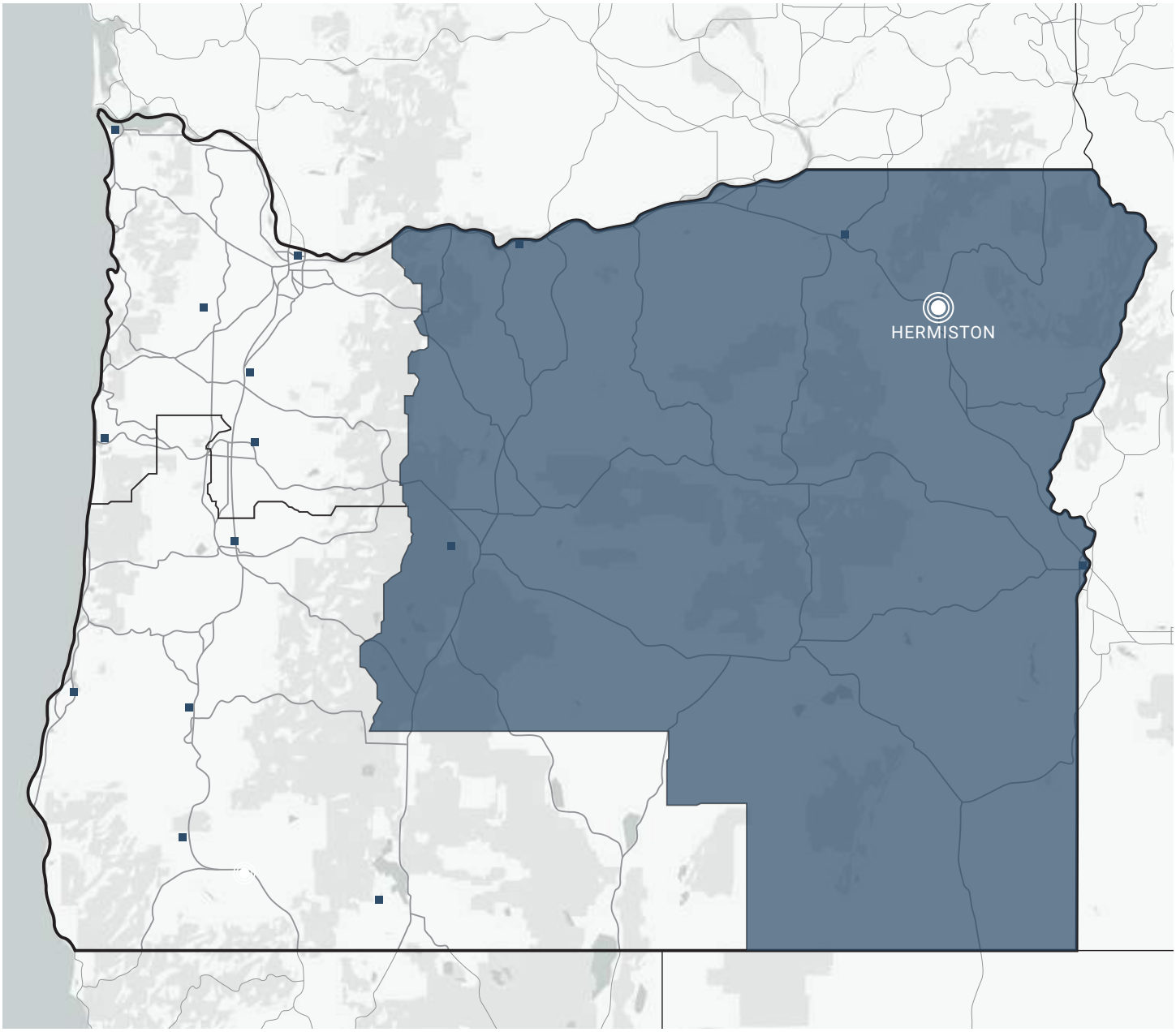
860 West Elm Avenue, 102 Hermiston, Oregon, 97838

SUMMARY

The worksite in Hermiston serves 13 OSP staff operating out of the facility. Located at the intersection of highways 82 and 84, it is an ideal location to maximize OSP response times in the region. The worksite is intended to be a resource for officers to write reports, facilitate interviews, process evidence, and store equipment in lieu of traveling back to the Pendleton Area Command.

The space is currently leased as part of a shared tenant arrangement for the building. OSP's lease area is spread out on multiple floors and disjointed operationally. OSP vehicles are stored in an unsecure, open layout with other tenant space equipment at the back of the building. Overall, the site lacks security as well as technology to support the worksite operations and protect officers onsite.

HERMISTON WORKSITE



FACILITY ASSESSMENT

BUILDING INFORMATION

OFFICE LOCATION
860 WEST ELM AVENUE, 102
HERMISTON, OREGON, 97838

TOTAL SF
2,408

LEASE EXPIRATION
12/31/21

RENT / YEAR
$23,093

2021 FTE
13

2030 FTE
22

NON-COMPLIANCE SUMMARY

SITE (9 TOTAL)
C=1
N=8

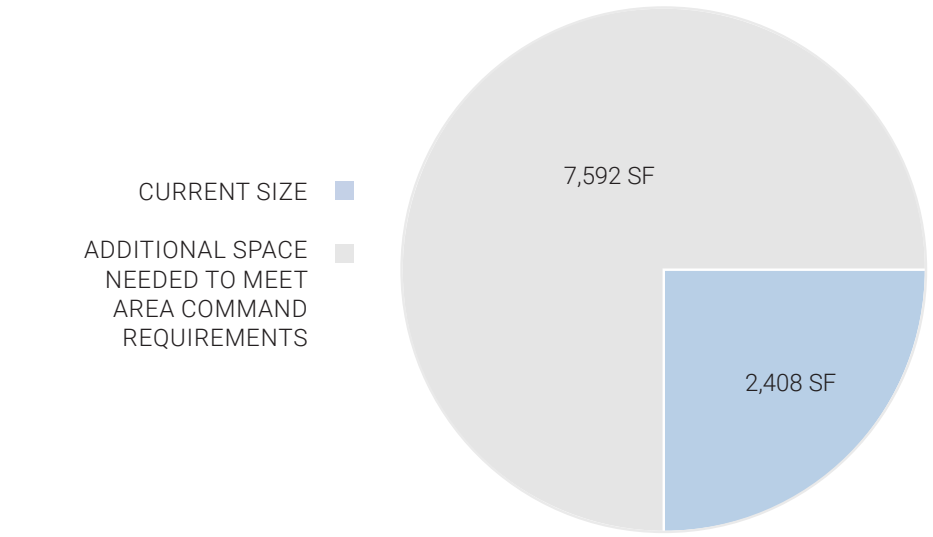
BUILDING (30 TOTAL)
C=6
N=24

RESILIENCY (6 TOTAL)
C=3
N=3

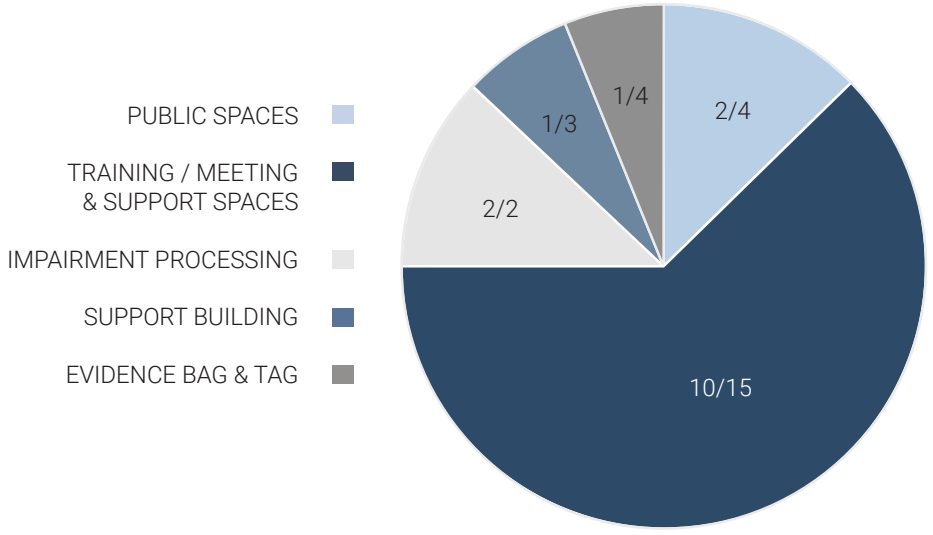
SECURITY (12 TOTAL)
C=0
N=12

COMBINED (57 TOTAL)
C=12
N=47

CURRENT VS PROTOTYPE SIZE COMPARISON



BUILDING NONCOMPLIANCE BREAKDOWN



RESILIENCY

In terms of resiliency compliance, the Hermiston Worksite does not have a backup power generator for the building. In the event of a power outage, the facility could not sustain or support OSP operations. This is a critical issue since the location of this facility maximizes OSP response times along the highways.

The facility is also not constructed to Essential Facility standards. In a seismic event, the facility would not be occupiable immediately afterwards when OSP plays a critical role in the regional emergency response.

The building does not have fire sprinklers. This lack of fire suppression creates a potential hazard for the temporary stored evidence, equipment, and staff onsite.

SOUTH SIDE OF BUILDING

PUBLIC ENTRANCE

SECURITY

Regarding security, this location currently does not have either active or passive systems. The site lacks secure parking, so OSP vehicles are parked in the front public parking lot. This requires officers to carry equipment and gear to their vehicles outside the secure zone, and poses a risk to their safety. Additionally, there are no vehicle deterrents installed in the public parking area to protect the staff inside from potential vehicular attack.

The shared tenant arrangement of the facility is also a security risk since officers travel outside the secure zone when moving between the multiple floors, as well as using the shared building restrooms. The building exterior is constructed with stucco siding and single pane windows, and neither element is ballistically rated.

Without any security measures in place, officers keep the blinds down to limit visibility into the facility. With the blinds down and no security cameras to monitor the site, officers have limited ability to identify threats or assess situations when an issue arises.

SHARED TENANT LOBBY


LACK OF SECURITY CAMERAS ONSITE

OPERATIONS

Within the facility, there is significant distance between the spaces that officers use everyday. Evidence processing is located on the second floor while report writing is on the first floor. Equipment, which is accessed daily, is stored in the support building at the back of the site. Since this facility does not have dedicated support staff to facilitate conversation with the public, the officer onsite is responsible for monitoring public access. Without any cameras onsite and the separated layout of the facility, the officer's ability to be responsive is limited. These various separations create an inefficient flow that requires an officer to spend more time at the facility and less time on patrol performing their duties.

The facility also lacks many critical spaces to support officers' daily tasks. There are no interview rooms for detectives, so interviews occur in the open office area. This significantly limits privacy for victims as well as lacks any acoustical separation for recording. Another key set of missing spaces are a sally port and impairment processing. An officer must take a DUI suspect back to the Area Command in Pendleton or another alternate facility to access an intoxilizer or equipment for a breath or blood test, which is notably more time-consuming and less efficient. There is also no dedicated evidence processing area, no weapons maintenance counter, no locker rooms, and no break room in the building.

OFFICE

ENTRY / OPEN OFFICE

BUILDING ENVIRONMENT

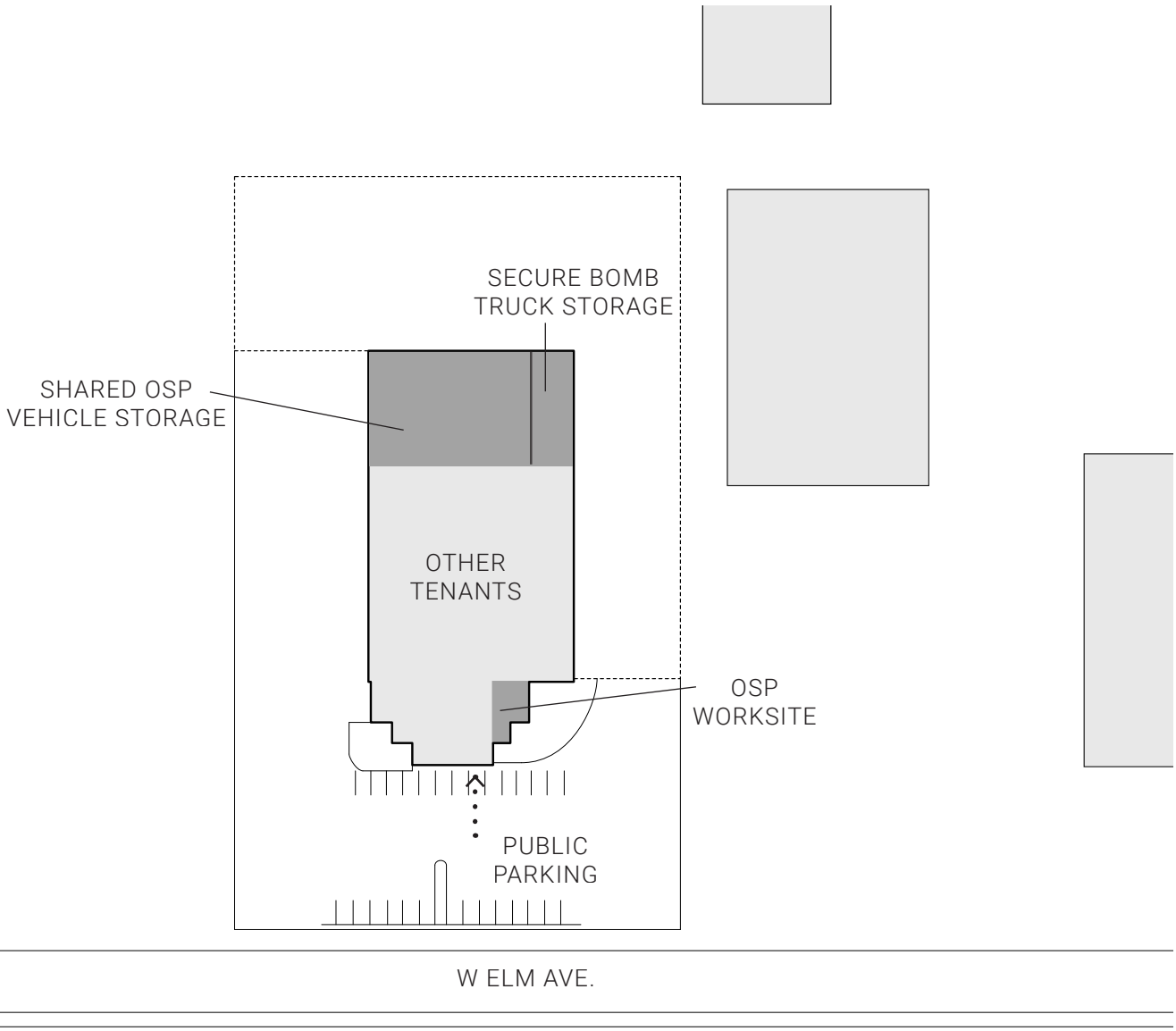
There is no elevator in this two-story building so several spaces are not ADA-accessible to both the public and staff. There is also no dedicated staff locker space or changing rooms. Staff lockers are located in the middle of the open office area on the second floor. This location is disruptive to the surrounding workspace and lacks privacy for staff.

The building is notably old and has not received a recent update to materials and finishes on the interior. Its systems, such as lighting and HVAC, as well as general infrastructure, are significantly outdated and inefficient.

LOCKERS IN WORK SPACE

OPEN OFFICE

SITE PLAN - HERMISTON WORKSITE



N

1" = 100'-0"

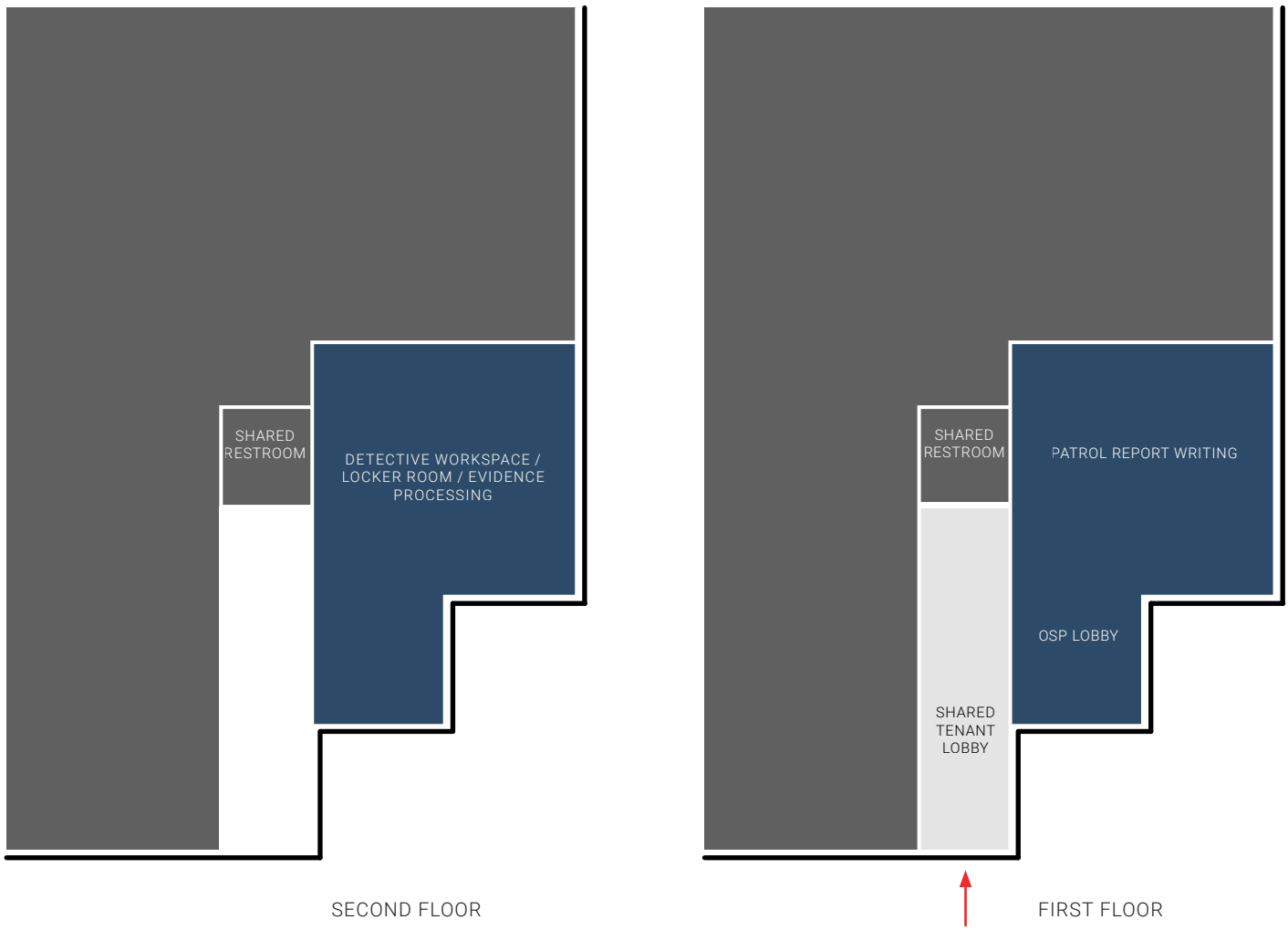
LEGEND

——— ENTIRE BUILDING OUTLINE

SECURITY LINE

<•••• PUBLIC

<----- OFFICER



N

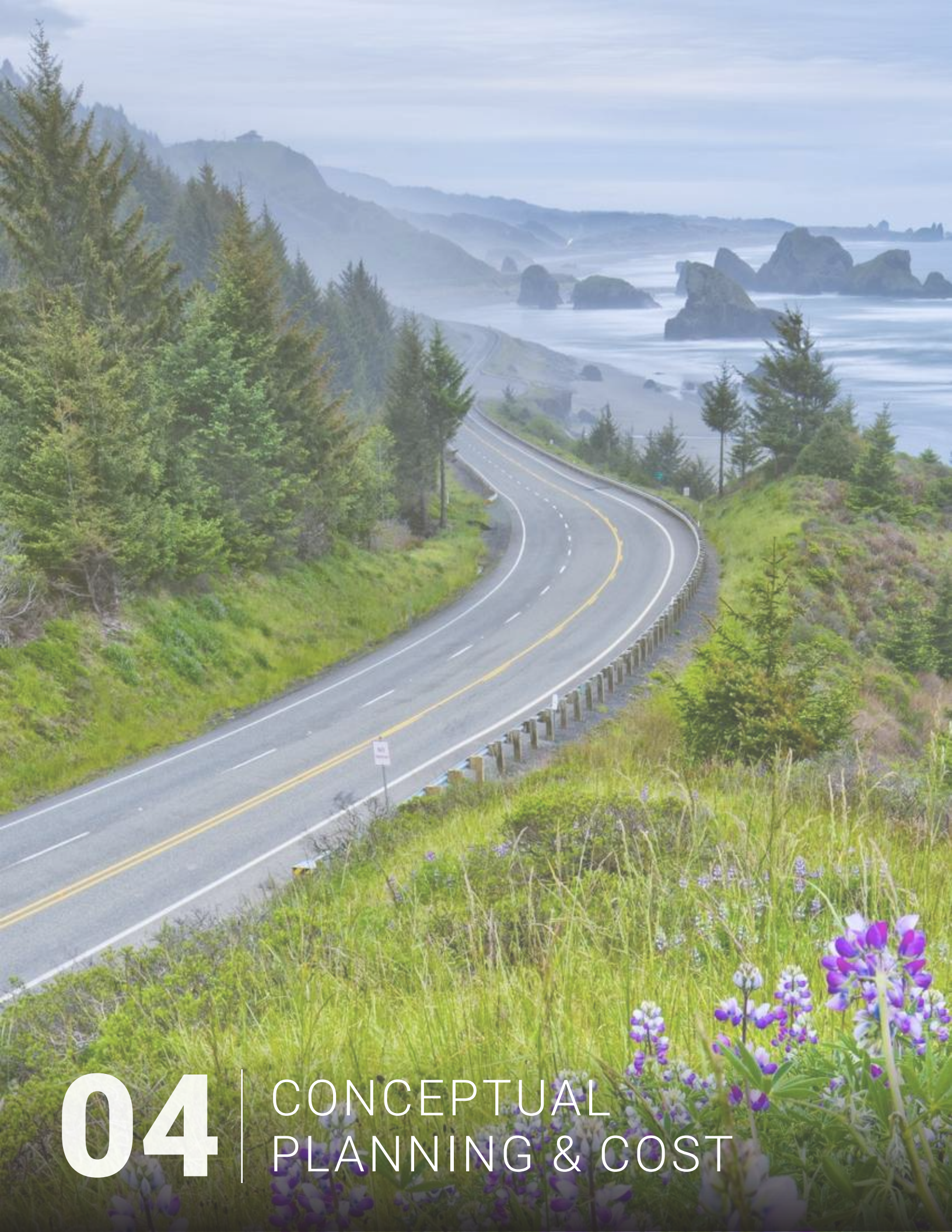
FLOOR PLAN

1/16” = 1’-0”

LEGEND

ENTIRE BUILDING OUTLINE

BUILDING ENTRANCE / EXIT



04 CONCEPTUAL PLANNING & COST

OVERVIEW

In order to focus on improving OSP services statewide for all Oregonians, it's important that there is equitable distribution of investment across the state. Using the facility evaluation data and observations collected in the previous phase, OSP selected Portland, Ontario, and Coos Bay / North Bend as facilities to concentrate investment. Each facility that was prioritized for further study and pricing is located in one of the three OSP regions in the state:

- Northwest Region
- East Region
- Southwest Region

All three facilities play a critical role in regional operations and have a high full-time employee (FTE) count. Each of the selected locations also have significant deficiencies in terms of resiliency, security, operations, and building environment, as evidenced in the facilities assessment portion of this report. The building size and site requirements were created using the prototype criteria developed in the first phase and align with OSP's long range goal of purpose-built, standardized facilities to effectively serve functional and operational needs.

LONG-TERM PLANNING

As documented in the report, OSP facilities overall are significantly out of compliance to meet the demands of the department's operations, as well as the resiliency goals for the state moving forward. Deficiencies in OSP facilities are a leading cause of issues in OSP's ability to retain current staff, as well as attract new staff. To address this long-term need, OSP developed a future facility investment list that prioritized equitable state-wide service and impact of existing deficiencies on operations to achieve the most effective use of state funds in each upcoming biennium.

2021 Long-term Strategic Facility Master Plan

Biennium Prioritization	2021 FTE	2030 FTE	Total (N)
2021-2023 Central Point Springfield	173	212	67
2023-2025 Evidence Warehouse Evidence Vehicle Storage Portland Ontario Coos Bay / North Bend	121	159	122
2025-2027 The Dalles Grants Pass Klamath Falls Gold Beach	95	139	163
2027-2029 Albany Hermiston St. Helen's North Plains	55	102	169
2029-2031 Roseburg Florence Tillamook Prineville	59	99	155
2031-2033 Pendleton Govt. Camp Madras Lakeview	50	73	168
2033-2035 Newport Bend La Pine Enterprise Oakridge	87	129	181
2035-2037 Salem - HQ McMinnville Hines John Day	446	496	129
2037-2039 Baker City Warrenton La Grande Pendleton Forensic Lab	63	83	88
2039-2041 Portland Forensic / ME Lab	92	92	N/A

COST SUMMARY

The following pricing summaries are Rough Order of Magnitude (ROM) cost estimates. Since the projects are not yet designed, the cost estimating comes from market research applied to the square footage of the program.

DIRECT CONSTRUCTION COSTS

Pricing starts with the Direct Construction Cost, also known as Hard Costs. This includes cost per-square-foot (/sf) values for the direct material and labor costs associated with each facility type. A percentage is then applied to these ROM values to factor in contingency and contractor markups. The resulting construction budget represents the total amount incurred by the general contractor to construct the facility.

ROM VALUES

The Project Team used comparable projects to generate a baseline number for each facility type that will be part of the Portland, Ontario, and Coos Bay / North Bend projects. This includes Area Command and Warehouse operations. Both FFA and MWL have design and constructed over 20 comparable facilities both locally and nationally to draw data from for this study. The data was then provided to the cost estimating consultant, RLB, as part of the cost estimating process. RLB incorporated this information into their construction data base, escalated each project accordingly to a 2021 budget, and then tailored each value to regional factors specific to Portland, Ontario, and Coos Bay. The average extrapolated from these projects allowed the team to have a fair and realistic cost to apply to the building square footage. The resulting ROM values are comparable to other facilities being built in the region today.

Comparable Facility ROM Costs

Hard Costs	Portland	Ontario	Coos Bay
Area Command	$373/sf	$386/sf	$397/sf
Warehouse	$295/sf	$301/sf	$310/sf
Developed Site Area	$55/sf	$59/sf	$62/sf

CONTINGENCY

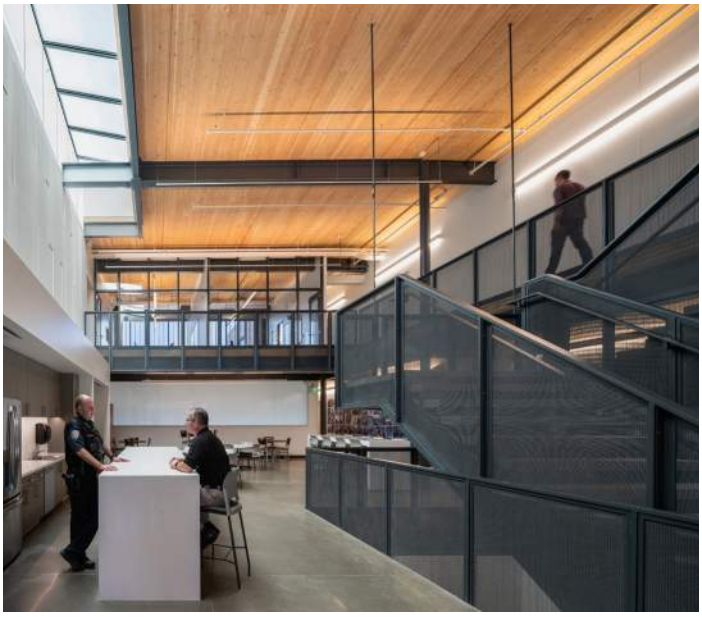
In this early stage, since nothing is yet drawn or detailed, an estimating contingency percentage is also applied to the direct construction cost. We recommend this starts at 15% for new construction in the ROM cost phase and then as the design develops, the percent contingency held will reduce.

CONTRACTOR MARKUPS

The general contractor then applies a markup to cover the contractor's overhead and profit, bonding and insurance, and general conditions. The contractor markups also include the 1.5% for green technology (ORS 279C and OAR 330-135-0010) and 1% for art (ORS 276.080). The industry average is 19.5%.

SOFT COSTS

Soft costs are a percentage that gets applied to the hard cost total. This percentage will include all of the other factors that go into a project including: Architectural and Engineering design fees, geotechnical reports, site surveys, and special inspections, building permits and System Development Charges (SDC), furniture and A&V systems, etc. Land acquisition and temporary operational requirements are not factored into either hard costs or soft costs and will need to be estimated separately by the OSP team.



ESCALATION

Through market research and the current trends in construction escalation, the Project Team estimated a base number of the Total Proposed Project Budget with the hard costs and soft costs totaled together. This number is based on the current 2021 market. Oregon has recently experienced a high year-over-year rate increase due to labor shortages, high demand, and supply chain disruptions from the COVID-19 pandemic, as well as other natural disasters nationwide. Based on this data, we have included an escalation factor of 4.5% to the end of 2021, 6% in 2022, and 4% in 2023. Each year construction is held off, the total number will escalate by approximately 3.5%.

ENERGY PERFORMANCE

A high priority related to resiliency, and key consideration for investment in new construction is energy efficiency in the built environment. Oregon Executive Order number 17-20 further reinforces this as a priority for state agencies. The current deficiencies in the Portland, Ontario, and Coos Bay / North Bend facilities render these locations unable to meet any of the requirements contained within the Executive Order.

Based on the high utility bills of these existing facilities, putting a priority on decreasing the Energy Utilization Index (EUIs, as defined by the US Dept of Energy) of these Area Commands is essential. Incorporating reasonable energy conservation measures into the design and building in 1.5% of the budget for green technology could achieve between 10-25 EUI, which would align with the state's energy goals and significantly decrease ongoing utility costs.

CONCEPTUAL PROGRAM & COST - PORTLAND

WHY PORTLAND?

While Portland Area Command has the highest patrol FTE in the state, it is currently housed in a facility not constructed to Essential Facility requirements. OSP will play a critical role in providing aid during and after a Cascadia Seismic Event to support the Portland Metro area, but as-is the facility would not be operational after such a large natural disaster. The highest count of patrol FTE also means that facility deficiencies have a significant impact on a majority of OSP staff in the state.

The Portland area also experiences the most call volume in the state, as well as a substantially increasing population. A new facility designed specifically for OSP would greatly improve response times and efficiency for staff experiencing this high demand for service.

Additionally, Portland experiences a sizeable volume of drug and hazardous chemical evidence processing. The current facility does not have the proper ventilation and processing spaces to protect staff's heath and well-being.

BUILDING AND SITE CONSIDERATIONS

The building program was sized based on the Area Command prototype criteria and future staffing projections. The planning also accounts for the flexibility to utilize the space as a mobilization center for OSP deployment as well as meet the increased volume of need for public services provided in the Portland Area.

A new facility would provide emergency power for the entire Area Command, be built to Essential Facility standards, include electric vehicle charging stations, be purpose-built for the way officers work, and be compliant with the additional site, building, resiliency, and security categories described within this report.

Regarding location, the existing site has significant security issues and the shared tenant arrangement limits any potential improvements. The new facility should be located to enhance response times and be purpose-built on a site that meets OSP's compliance category requirements.

Portland Proposed Facility Size

Area Command*	19,359 sf
Warehouse	15,723 sf
Total Building	35,082 sf
Developed Site	66,330 sf
Total Site	133,869 sf (4 acres)

*The Area Command building to be constructed to Essential Facility seismic code standards and emergency power to be provided for whole facility

Portland Existing Facility Utility Use Costs

Water / Sewer	N/A
Garbage	$242.47 / month
Electricity	$1,477.27 / month
Gas	$464.75 / month
Total (Monthly)	$2,184.48
Totaly (Annual)	$26,21.76

Portland Area Command Estimated Cost

Direct Construction Cost			
Area Command (19,359 sf)		$ 373 / sf	$ 7,220,907
Warehouse (15,723 sf)		$ 295 / sf	$ 4,638,285
Site (66,330 sf)		$ 55 / sf	$ 3,648,150
		Sub-Total:	$ 15,507,342
Estimated Contingency	15%		$ 2,326,101
Contractor Mark-Ups	19.5%		$ 3,477,522
Proposed Construction Budget	2021		$ 21,310,965
Soft Costs			
Project Soft Costs	30%		$ 6,393,289
Proposed Project Budget	Q2 2021		$ 27,704,254
	End of 2021	(4.5%)	$ 28,950,946
	2022	(6.0%)	$ 30,688,002
	2023	(4.0%)	$ 31,915,522
	2024	(3.5%)	$ 33,032,566
	2025	**(3.5%)**	**$ 34,188,706**
	2026	(3.5%)	$ 35,385,310

CONCEPTUAL PROGRAM & COST - ONTARIO

WHY ONTARIO?

This facility presents multiple immediate health concerns for staff. There is arsenic present in the water serving the site, so there is no potable water or showers available to staff within the building. The water is also crystallized, which accumulates in sanitary pipes and causes sewage backups in the building.

The Area Command plays a critical operational role in Eastern Oregon. Since the building is not constructed to Essential Facility standards and has no backup power, there are significant impacts on operations in the region when the facility goes down in an emergency event.

The existing facility experienced a significant snow event in 2017 that caused over $25,000 in damage to the vent stacks, the metal roof, the snow guard rail system on the roof, the gutter system, and two HVAC compress units. The site also appears to be poorly graded, which causes dirt/silt to flow through the front door any time there is a substantial amount of rainfall.

The best and most efficient way to address these pressing concerns is to build a new facility

BUILDING AND SITE CONSIDERATIONS

The building program was sized based on the Area Command prototype criteria and future staffing projections. The planning also accounts for increased interview room space and evidence storage as part of OSP's operational objective to reduce controlled substances in the area.

A new facility would provide emergency power for the entire Area Command, be built to essential facility standards, include electric vehicle charging stations, be purpose-built for the way officers work, and be compliant with the additional site, building, resiliency, and security categories described within this report.

The existing site presents multiple infrastructure and security challenges. The new facility should be located to enhance response times and be purpose-built on a site that meets OSP's compliance category requirements.

Ontario Proposed Facility Size

Area Command*	11,825 sf
Warehouse	11,713 sf
Total Building	23,538 sf
Developed Site	41,036 sf
Total Site	87,461 sf (3 acres)

*The Area Command building to be constructed to Essential Facility seismic code standards and emergency power to be provided for whole facility

Ontario Existing Facility Utility Use Costs

Water / Sewer	**
Garbage	$68.55 / month
Electricity	**
Gas	**
Total (Monthly)	$782.06
Totaly (Annual)	$9,384.72

** $713.51 Combined ODOT utility reimbursement

Ontario Area Command Estimated Cost

Direct Construction Cost			
Area Command (11,825 sf)		$ 386 / sf	$ 4,564,450
Warehouse (11,713 sf)		$ 301 / sf	$ 3,525,613
Site (41,036 sf)		$ 59 / sf	$ 2,421,124
		Sub-Total:	$ 10,511,187
Estimated Contingency	15%		$ 1,576,678
Contractor Mark-Ups	19.5%		$ 2,357,134
Proposed Construction Budget	2021		$ 14,444,999
Soft Costs			
Project Soft Costs	30%		$ 4,333,500
Proposed Project Budget	Q2 2021		$ 18,778,499
	End of 2021	(4.5%)	$ 19,623,531
	2022	(6.0%)	$ 20,800,943
	2023	(4.0%)	$ 21,632,980
	2024	(3.5%)	$ 22,390,135
	2025	**(3.5%)**	**$ 23,173,785**
	2026	(3.5%)	$ 23,984,872

CONCEPTUAL PROGRAM & COST - COOS BAY / NORTH BEND

WHY COOS BAY / NORTH BEND?

The strategic location of this facility on the coast is critical for support in a tsunami / Cascadia Seismic Event emergency response for coastal communities. Current location of the Area Command as-is would become an 'island,' cut off from its surroundings, and so reducing response capacity. Additionally, since the building is not built to Essential Facility construction standards, it would be unfit to provide service to its community during an emergency event.

The Coos Bay / North Bend facility is not equipped with a backup generator or emergency lighting. The facility experiences loss of power multiple times a month. During a power outage, OSP operations are shut-down at this location and critical evidence can be lost in evidence storage freezers and refrigerators. A new facility would eliminate these issues and provide sustained OSP operations in the region.

BUILDING AND SITE CONSIDERATIONS

The building program was sized based on the Area Command prototype criteria and future staffing projections. The planning also accounts for the additional vehicles required to support operations on the coastal terrain as well as the significant amount of evidence and search / seizure of vehicles along Highway 101.

A new facility would provide emergency power for the entire Area Command, be built to essential facility standards, include electric vehicle charging stations, be purpose-built for the way officers work, and be compliant with the additional site, building, resiliency, and security categories described within this report.

The new facility should be located in a strategic location to support OSP emergency response in a tsunami, be located to enhance response times, and be purpose-built on a site that meets OSP's compliance category requirements.

Coos Bay / North Bend Proposed Facility Size

Area Command*	11,519 sf
Warehouse	13,885 sf
Total Building	25,403 sf
Developed Site	40,850 sf
Total Site	89,864 sf (3 acres)

*The Area Command building to be constructed to Essential Facility seismic code standards and emergency power to be provided for whole facility

Coos Bay / North Bend
Existing Facility Utility Use Costs

Water / Sewer	$98.38 / month
Garbage	$134.87 / month
Electricity	$647.43 / month
Gas	N / A
Total (Monthly)	$880.68
Totaly (Annual)	$10,568.16

Coos Bay / North Bend Area Command Estimated Cost

Direct Construction Cost			
Area Command (11,519 sf)		$ 397 / sf	$ 4,573,043
Warehouse (13,885 sf)		$ 310 / sf	$ 4,304,350
Site (40,850 sf)		$ 62 / sf	$ 2,532,700
		Sub-Total:	$ 11,410,093
Estimated Contingency	15%		$ 1,711,514
Contractor Mark-Ups	19.5%		$ 2,558,713
Proposed Construction Budget	2021		$ 15,680,320
Soft Costs			
Project Soft Costs	30%		$ 4,704,096
Proposed Project Budget	Q2 2021		$ 20,384,416
	End of 2021	(4.5%)	$ 21,301,715
	2022	(6.0%)	$ 22,579,818
	2023	(4.0%)	$ 23,483,011
	2024	(3.5%)	$ 24,304,916
	2025	**(3.5%)**	**$ 25,155,588**
	2026	(3.5%)	$ 26,036,034

FFA
Architecture
+ Interiors

520 SW Yamhill Street, Suite 900
Portland, Oregon 97204
t. 503 222 1661