Facilities Maintenance and Management

Purpose

The Department of Corrections (DOC) manages and maintains 14 prisons and related facilities across the state. DOC currently owns 325 buildings encompassing approximately 5.45 million square feet. General oversight for facility management and maintenance is the responsibility of the central Facility Services section of the General Services Division. Institution facility operations are administered by local physical plant managers and their staff.

How Achieved

Facility operations and maintenance budgets are approved biennially by the Legislature. These budgets are usually adjusted for inflation. During the 2009-11 biennium, DOC received a one-time extraordinary inflation exception for utilities due to frequent increases in provider rates that were higher than the standard inflation. Physical plant budgets for new construction are generally limited to operational costs and minimal funding for routine maintenance. The maintenance budgets for the facilities are generally insufficient to address the deterioration associated with 24-hour, 7-day-per-week facilities, aging physical plants, and the various types of construction materials and systems used in older facilities. For example, the Oregon State Penitentiary was constructed in 1866 and has for some time shown signs of significant wear and tear. Even the more recently-constructed (1995) Snake River Correctional Institution in Ontario has experienced significant physical plant and equipment replacement issues. Lack of adequate funding in the Current Service Level Budget has produced a sizeable list of deferred maintenance needs.

Recognizing the long-standing funding issue around deferred maintenance, DOC retained a professional consulting firm in 1996 to evaluate the condition of all correctional facilities in operation at the time. The resulting document, referred to as the “PACK Study,” provided DOC with a list of the existing deferred maintenance deficiencies. At that time, the list contained approximately $58 million in known maintenance needs. Since then, DOC has continued to address those projects that could be financed within the existing budgets and periodically brings the unfunded list of deferred maintenance to the attention of the legislature through the budget process. The list is updated as projects are completed and new issues are identified. The projects are periodically prioritized by managers from Facility Services and the physical plants from the institutions. Currently, the list of known deferred maintenance needs is approximately $67.9 million as reported on the 107BF16c Deferred Maintenance Detail Report.

The 2013 Legislature approved funding for $4.9 million to address DOC’s most critical priority 1 projects. While this infusion of financing for these projects and activities was welcomed, the fact remains that DOC does not have a regular biennial budget mechanism to ensure an appropriate maintenance funding level exists for its aging facilities. Without that in place, the only recourse is the biennial Policy Package request. The 2015-17 Governor’s Recommended Budget includes Policy Package 106 – Deferred Maintenance Priority Projects for $14.2 million. This amount would continue to address DOC’s outstanding priority 1 liabilities. These projects would be completed over the next 6 years and would be financed by the sales of bonds.

FACILITIES MAINTENANCE SUMMARY REPORT

AGENCY: **Corrections**
Agency #: **29100**

Value of Buildings and Building Improvements		Facilities Operations and Maintenance (O&M) Budget		
Cost of Buildings (as reported to Risk Management)	6/30/14 Replacement Value (Risk Management)	Personal Services	Services & Supplies	Total
$628,075,372	**$1,310,939,903**	$ 42,944,710	$ 47,313,032	$ 90,257,742

Total sq. ft. of Bldgs: sq. ft. **5,455,641**

2015-17 Maintenance Budget (no janitorial or utility) $ 12,607,657 **Utilities Budget: $ 34,705,375**

÷ square feet of building: $ 2.31 sq. ft.

Total Outstanding Deferred Maintenance			Deferred Maintenance Budget 2015-17			
	Categories 1-2	Categories 3-5	Total	Personal Services	Services & Supplies	Capital Outlay
As of 6/30/14	$41,307,865	$26,590,664				
Projected 6/30/15	$41,307,865	$26,590,664	$14,220,432	$ 0	$465,314	$13,755,118

Briefly describe the software (or manual process) used to identify routine (including preventative) facility maintenance needs. The Department of Corrections utilizes a computerized maintenance management system (CMMS) from Benchmate, Inc.

What data elements do you track with software (or manual process) described above? Trouble calls, work orders, parts used, and parts inventory.

Briefly describe how the facilities maintenance budget is developed (note whether software (or manual process) described above is used in budget development):

The institution level maintenance budgets are primarily developed based on Current Service Level (CSL) and adjusted for inflation. The maintenance needs identified for correction are consolidated and reported centrally with funding requested through the option package process.

Briefly describe the system or process used to identify Deferred Maintenance *(e.g.; staff makes an annual estimate based on periodic assessments; evaluation of facilities using contract structural engineering firm, etc.):*

The initial list of deferred maintenance needs was developed by a consulting firm contracted to evaluate the condition of the department's holdings. Updates to this list are the result of assessments performed by staff or consultants retained to assess specific items.

Briefly describe the process to provide funding for facilities maintenance. (e.g.; biennial appropriation; assessment to applicable programs to sustain a Capital Maintenance/ Improvement Fund authorized under ORS 276.285(2); etc.):

Biennial appropriation

FACILITIES MAINTENANCE SUMMARY REPORT

Statutory references: ORS 276.229(2), ORS 276.227(5)

FACILITIES OPERATIONS AND MAINTENANCE REPORT

(Excluding facilities improvements and deferred maintenance)

AGENCY Name: Corrections
Agency #: 29100

	2011-13 Actuals	FTE	Leg Approved 2013-15	FTE	2013-15 Estimates	FTE	2015-17 Budget	FTE
General Fund								
Personal Serv - Utilities & Janitorial	$3,434,763	22.00	$3,697,253	22.00	$3,474,048	22.00	$3,721,684	22.00
Personal Services - Maintenance	$32,168,862	174.52	$36,250,324	174.52	$37,112,281	174.52	$39,223,026	174.52
S&S - Utilities & Janitorial	$30,438,224		$29,988,581		$30,994,075		$34,705,375	
S&S - Maintenance	$11,763,127		$9,607,955		$12,421,767		$12,607,657	
GF Subtotal	$77,804,976	196.52	$79,544,113	196.52	$84,002,171	196.52	$90,257,742	196.52
Lottery Funds								
Personal Serv - Utilities & Janitorial	$		$		$		$	
Personal Services - Maintenance	$		$		$		$	
S&S - Utilities & Janitorial	$		$		$		$	
S&S - Maintenance	$		$		$		$	
LF Subtotal	$_____		$_____		$_____		$_____	
Other Funds								
Personal Serv - Utilities & Janitorial	$		$		$		$	
Personal Services - Maintenance	$		$		$		$	
S&S - Utilities & Janitorial	$		$		$		$	
S&S - Maintenance	$		$		$		$	
OF Subtotal	$_____		$_____		$_____		$_____	
Federal Funds								
Personal Serv - Utilities & Janitorial	$		$		$		$	
Personal Services - Maintenance	$		$		$		$	
S&S - Utilities & Janitorial	$		$		$		$	
S&S - Maintenance	$		$		$		$	
FF Subtotal	$_____		$_____		$_____		$_____	
Total All Funds	**$ 77,804,976**		**$ 79,544,113**		**$ 84,002,171**		**$ 90,257,742**	

The Facilities Operations and Maintenance budget includes costs to operate and maintain facilities and keep them in repair including utilities, janitorial and maintenance costs. Maintenance costs are categorized as external building (roof, siding, windows, etc.); interior systems (electrical, mechanical, interior walls, doors, etc.); roads and ground (groundskeeper, parking lots, sidewalks, etc.) and centrally operated systems (electrical, mechanical, etc.). Agencies with significant facilities may include support staff if directly associated with facilities maintenance activities. Do not include other overhead costs such as accounting, central government charges, etc.

FACILITIES DEFERRED MAINTENANCE DETAIL REPORT

AGENCY: **Corrections**
Agency #: **29100**

Building Name or Identifier	Replacement Value (as of 6/30/14)	2015-17 Deferred Maintenance Budget for this Facility	Total O/S Deferred Maint. (projected) (as of 6/30/15)	Outstanding Deferred Maintenance (projected) by Category 1 - 2	3 - 5
Facilities > $1 million (attach additional sheets if necessary)					
CCCF	$187,310,663	$810,936	$1,478,777	$810,936	$667,841
CDC	$52,250,197	$0	$5,645,765	$891,821	$4,753,944
CRCI	$21,013,242	$998,244	$2,345,722	$1,166,724	$1,178,998
DRCI	$157,278,924	$0	$35,100	$35,100	$0
EOCI	$85,872,511	$401,544	$9,729,970	$7,893,990	$1,835,980
MCCF	$9,290,875	$0	$2,316,600	$2,246,400	$70,200
OSCI	$83,610,558	$1,375,920	$10,332,590	$6,148,097	$4,184,493
OSP	$157,038,796	$702,000	$10,799,039	$4,435,938	$6,363,101
OSPM	$8,756,978	$0	$741,461	$741,461	$0
PRCF	$13,936,000	$280,800	$1,669,561	$1,031,940	$637,621
SCCI	$11,312,454	$0	$274,859	$87,379	$187,480
SCI	$27,122,544	$561,600	$2,886,460	$2,880,298	$6,162
From attached Sheets					
From page 2 From page _____	$496,146,161	$4,623,570	$19,642,625	$12,937,781	$6,704,844
Total Facilities > $1 million (total from detail above)	$814,793,742	$5,131,044	$48,255,904	$28,370,084	$19,885,820
Facilities < $1 million (total for all facilities < $1 million)	$	$	$	$	$
Total all Facilities	**$1,310,939,903**	**$9,754,614**	**$67,898,529**	**$41,307,865**	**$26,590,664**

FACILITIES DEFERRED MAINTENANCE DETAIL REPORT

AGENCY: **Corrections**
Agency #: **29100**

Building Name or Identifier	Replacement Value (as of 6/30/14)	2015-17 Deferred Maintenance Budget for this Facility	Total O/S Deferred Maint. (projected) (as of 6/30/15)	Outstanding Deferred Maintenance (projected) by Category 1 - 2	3 - 5
Facilities > $1 million (attach additional sheets if necessary)					
SFFC	$10,237,871	$736,604	$407,160	$301,860	$105,300
SRCI	$268,079,468	$1,935,976	$12,016,448	$11,623,988	$392,460
TRCI	$194,165,338	$1,642,680	$5,328,584	$262,952	$5,065,632
WCCF	$23,121,417	$308,814	$748,981	$748,981	$0
DOC (Agency Wide – Not Building Specific)	$542,067	$0	$1,141,452	$0	$1,141,452
From attached Sheets					
From page ____**1**_____ From page _____	$814,793,742	$5,131,044	$48,255,904	$28,370,084	$19,885,820
Total Facilities > $1 million (total from detail above)	$496,146,161	$4,624,074	$19,642,625	$12,937,781	$6,704,844
Facilities < $1 million (total for all facilities < $1 million)					
Total all Facilities	**$1,310,939,903**	**$9,755,118**	**$67,898,529**	**$41,307,865**	**$26,590,664**