Oregon

Tina Kotek, Governor

Oregon Department of Corrections
Headquarters
3723 Fairview Industrial Drive SE 200
Salem, OR 97302

July 7th, 2026

To: Bruce Johnson, Chair
Capital Projects Advisory Board

From: Tracy Wilder, Facilities & Distribution Services Administrator
Oregon Department of Corrections (ODOC)

Subject: ODOC Agency Facility Plan (AFP)

This memorandum summarizes the Oregon Department of Corrections' (ODOC) facility stewardship accomplishments during the 2025–27 biennium, the major changes affecting current and future facilities, and the objectives of the 2027–29 AFP. The memo also provides planning-level descriptions and cost estimates for major capital projects that support the AFP.

Facility Stewardship and Planning Accomplishments During the 2025–27 Biennium

During the 2025–27 biennium, ODOC advanced a number of Priority 1 facility stewardship and infrastructure renewal initiatives intended to preserve critical operations, reduce deferred maintenance risk, improve energy performance, and strengthen emergency resiliency. Major accomplishments included:

- Replacement of failing roofing systems at multiple institutions to address water intrusion and extend building service life.
- Upgrades to heating, ventilation, and air conditioning (HVAC) equipment serving housing, healthcare, and support buildings.
- Modernization of building automation and controls systems to improve energy management and operational reliability.
- Electrical distribution and emergency power improvements at selected facilities.
- Fire alarm and life-safety system upgrades in accordance with current code requirements.
- Replacement of aging domestic water, sanitary, and underground utility infrastructure.
- Security electronics and communications infrastructure improvements supporting continuity of operations.
- Energy efficiency projects, including lighting retrofits and controls optimization.
- Facility condition assessments (FCAs) for major institutions to establish data-driven capital planning priorities.
- Development of integrated capital planning strategies that align asset preservation, resilience, and sustainability objectives.

Changes Experienced During the Biennium and Their Impact on Facilities

- **Facility Condition Assessment findings:** The FCA reports identified significant deferred maintenance across both above-ground and below-ground infrastructure. Key findings included aging roofing systems, HVAC equipment nearing the end of useful life, obsolete controls systems, electrical distribution deficiencies, deteriorated underground utilities, and central plant infrastructure requiring renewal. Several buildings were identified with poor-to-critical Facility Condition Index (FCI) scores, indicating increasing risk of service interruptions and escalating repair costs.
- **Below-ground infrastructure:** The assessments highlighted substantial needs associated with water distribution, sanitary sewer systems, storm drainage, utility tunnels, and other underground site infrastructure. These systems represent some of the highest operational risks because failures can affect entire institutions rather than individual buildings.
- **Seismic Executive Order 25-22:** The seismic executive order issued in September 2025 significantly affects ODOC's long-term capital planning. Institutional housing facilities were identified as a priority category for seismic evaluation and improvement. As a result, future capital planning must consider not only building condition(s), but also seismic performance, post-earthquake operability, and continuity of custody operations. The order increases the importance of seismic assessments, utility resilience, emergency power, water storage, and other infrastructure necessary to maintain operations following a major seismic event.
- **House Bill 3409 / Oregon Building Performance Standards (BPS):** HB 3409 and the Oregon BPS program require large existing buildings to benchmark energy use and pursue performance improvements over time. For ODOC, compliance will require expanded metering, enhanced building controls, HVAC modernization, operational energy management improvements, and strategic investment in energy-efficient infrastructure. Many of the systems requiring replacement for maintenance reasons are the same systems that must be upgraded to meet future energy performance requirements.
- **Combined impact:** The convergence of deferred maintenance, seismic resilience requirements, and BPS compliance has shifted ODOC's capital planning approach from isolated building repairs toward integrated asset preservation, resilience, and decarbonization strategies.

What the 2027–29 Facility Plan Will Accomplish

The 2027–29 AFP is intended to accomplish the following:

- Reduce the risk of critical infrastructure failures at correctional institutions.
- Improve emergency resiliency through electrical, water, communications, and backup power investments.
- Advance compliance with Oregon Building Performance Standards by reducing energy use intensity (EUI) and improving building controls.
- Improve life-safety systems, including fire alarm, emergency egress, and code-related upgrades.
- Address high-priority deferred maintenance identified through FCA studies.

- Begin integrating seismic resilience considerations into major capital renewal projects.
- Support continuity of operations during natural disasters and extended utility disruptions.
- Improve long-term stewardship of state-owned correctional assets through data-driven capital planning.

Major Construction and Acquisition Projects (Planning-Level Estimates):

The following projects represent planning-level concepts intended to reinforce the 2027–29 AFP. Cost estimates are preliminary and will be refined during project scoping and design.

Project	Description	Planning-Level Cost Estimate
Seismic Resilience (OSP, OSCI, SCI)	Implement priority seismic improvements identified through Executive Order 25-22, focusing on institutional housing and mission-critical facilities.	**$30.0M**
Communications & Security Infrastructure Modernization	Upgrade security electronics, access control, communications networks, CCTV, and related systems across multiple institutions to improve operational reliability and security.	**$40.2M**
Building Envelope & Structural Renewal	Renew deteriorated building components including exterior walls, windows, doors, foundations, and other major building elements identified in the FCA program.	**$19.0M**
HVAC Modernization	Replace aging HVAC equipment and improve building controls to enhance reliability, occupant safety, and Building Performance Standard (BPS) compliance.	**$17.7M**
Site Infrastructure Renewal	Rehabilitate underground utilities, roadways, drainage systems, paving, utility distribution, and other site infrastructure identified through the FCA assessments.	**$15.6M**
Electrical Infrastructure Improvements	Modernize electrical distribution systems, emergency power, switchgear, and related infrastructure to improve resiliency and reduce operational risk.	**$9.9M**
Plumbing & Water Infrastructure Improvements	Replace aging domestic water, sanitary sewer, and plumbing systems to improve reliability and reduce maintenance costs.	**$5.9M**
Fire & Life Safety Improvements	Upgrade fire alarm systems, fire suppression systems, and other life-safety components to improve code compliance and facility resilience.	**$5.1M**

Project	Description	Planning-Level Cost Estimate
Roof Replacement Program	Replace deteriorated roofing systems at multiple institutions to preserve facilities and reduce water intrusion.	**$1.2M**

Over the next decade, ODOC's primary facility challenge will be balancing aging infrastructure renewal, seismic resilience, energy performance requirements, and operational continuity within a constrained capital environment. The 2027–29 AFP positions the agency to make measurable progress toward improving emergency resiliency, reducing energy use intensity, enhancing life-safety systems, and preserving critical correctional infrastructure while aligning with Oregon's broader resilience and sustainability objectives.

Best regards,

Tracy L. Wilder

Tracy L. Wilder
Facilities & Distribution Services Administrator
Oregon Department of Corrections

2027-2029 Agency Facility Plan

Tracy Wilder
Facilities & Distribution Services Administrator
August 14th, 2026

Department of Corrections Overview

- **Agency Mission:**
  - To protect communities, promote accountability, and transform lives.

- **Agency Business Processes:**
  - The Oregon Department of Corrections conducts a wide range of operational, administrative, and support functions, including supervision of incarcerated adults, rehabilitation, education, vocational training, behavioral health and health treatment services, food services, facility maintenance, capital construction, and infrastructure management to name a few.

- **Source of Funding:**
  - Primarily General Fund for operations and bond funds for capital improvement projects.

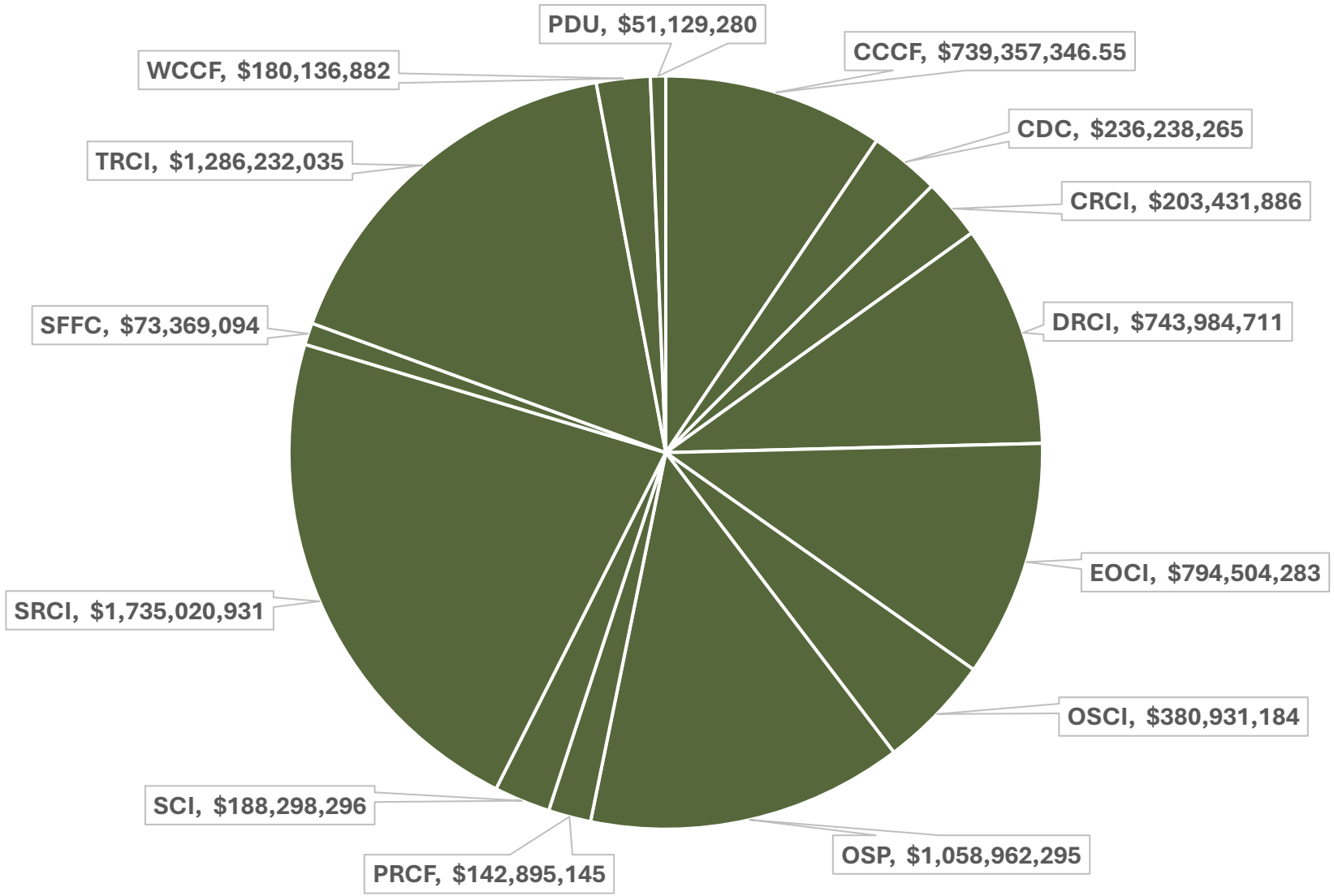
Agency Overview

- Total Facilities - 21
- Owned Major Facilities -16
- Owned Minor Facilities - 3
- Leased Facilities - 2

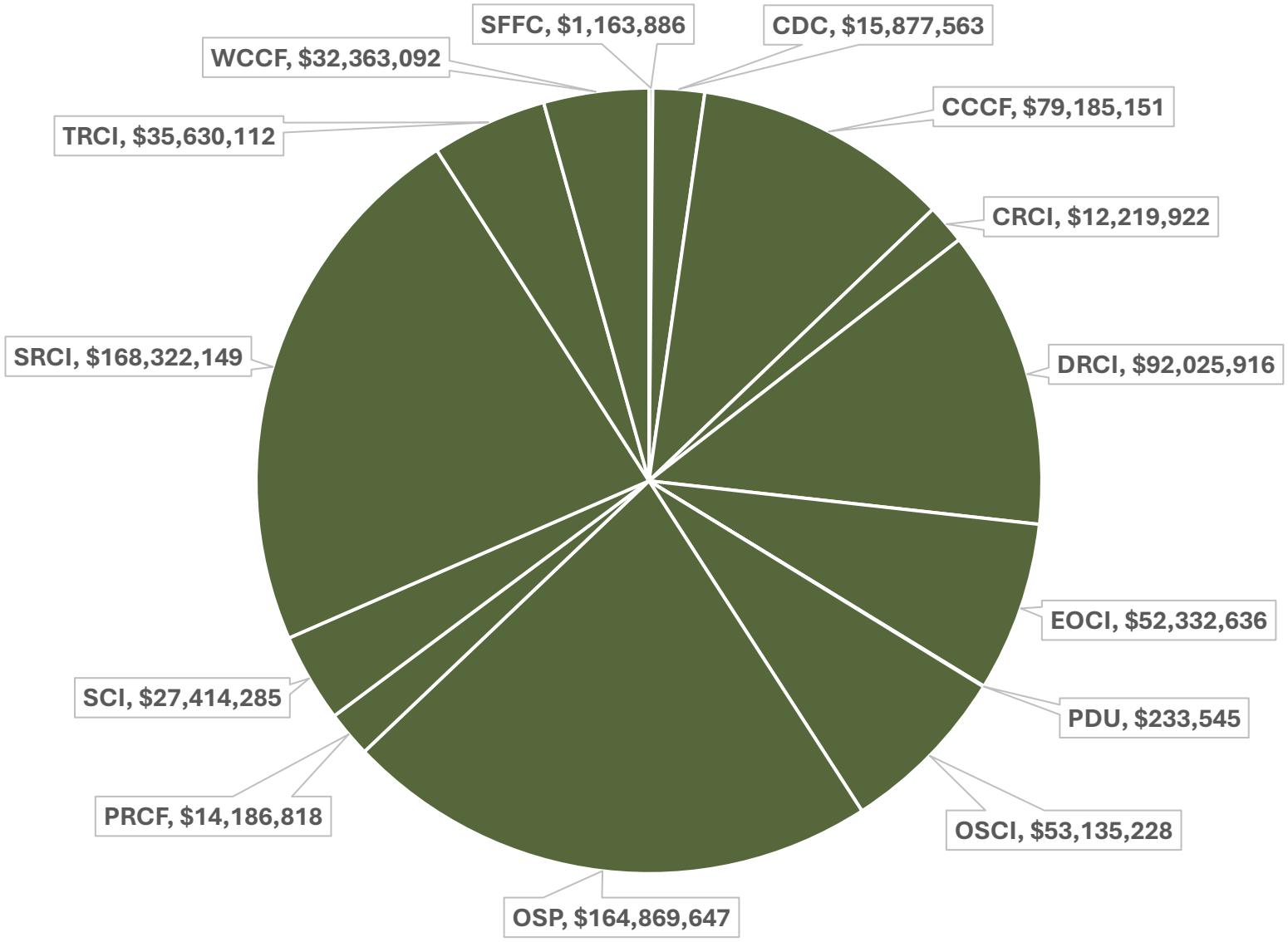


- Total Major Leases - 2
- Owned GFA - 5,325,920
- Leased GFA - 33,631
- Total CRV – $ 7,797,609,531

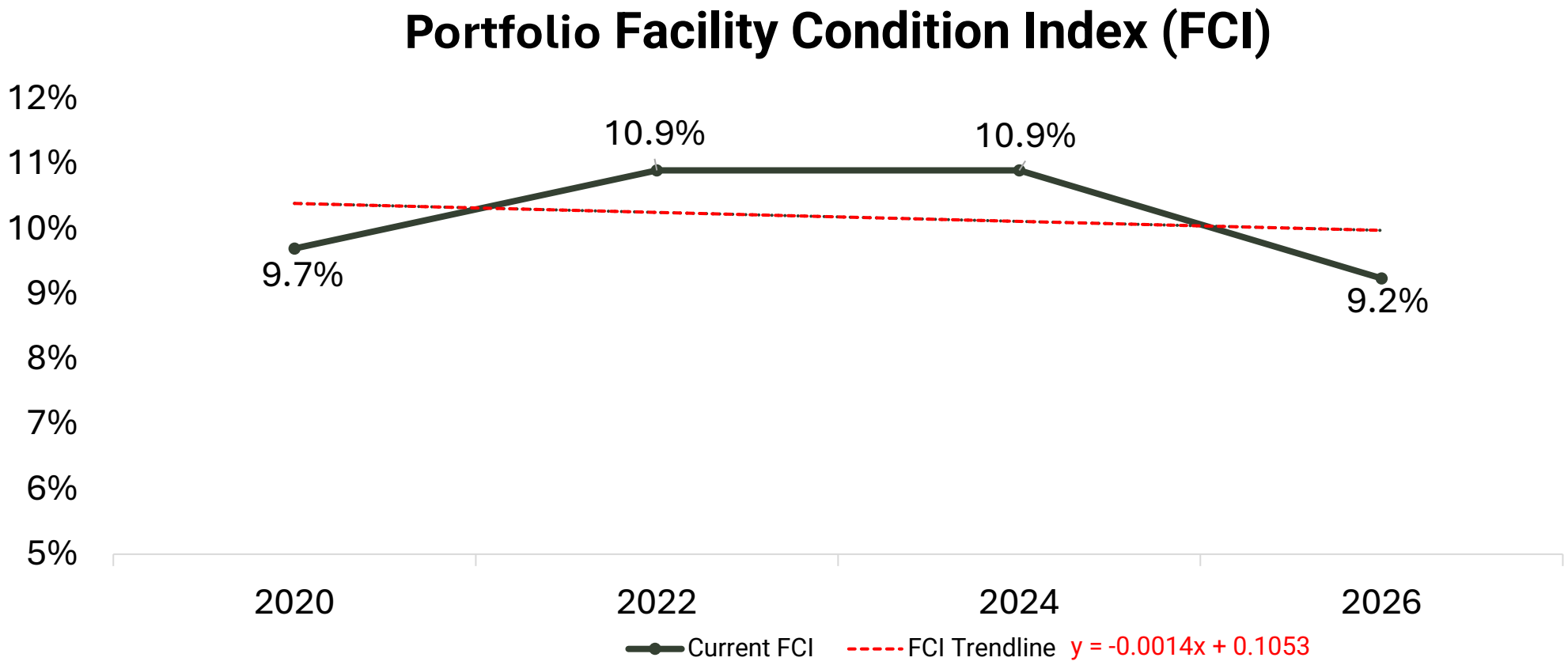
Current Replacement Value



Current Priority 1-4



Facility Condition



Energy Use Intensity

Building Performance Standards (BPS)

- Tier 1 Facilities = 1 Central Distribution
  Tier 2 (special) = 12 Facilities
- Portfolio Weather Normalized Energy Use Intensity (EUI) = 136.12
- **Energy Use Intensity target (EUIt) to be determined by summer 2027**
- Building compliance status is pending results of EUIt. Our initial BPS compliance estimate:
  - 30% below EUIt
  - 40% above but near EUIt
  - 30% well above EUIt
- 80% have an Energy Management Plan (EMP) through 50001 Ready Certifications, but all facilities will have an updated EMP by 2027 as required by agency policy.
- Operations & Maintenance Plan (O&M): All facilities will have an updated O&M plan the summer of 2027.

Seismic

Seismic Risk (Executive Order 25-22 Compliance)

- No DOC building meets current life & safety seismic code.
- Prioritization plan – Buildings will be prioritized based on the building's activity type as defined in ASHRAE 100 and the building's subsequent role during an emergency. We are planning seismic retrofits at OSCI, SCI, and CRCI (liquefaction concerns) for the 27-29 biennium.
- Disposition plan – Buildings that cannot be retrofitted cost-effectively will be repurposed, replaced, or sold.

Seismic Code Matrix

Facility	Opening Year	Seismic Code Framework	Estimated Structural Vulnerability
EOCI, OSP, SCI, SFFC, OSCI, CDC	1894–1969	Pre-Statewide Code	High (Significant retrofitting or replacement)
PRCF, CRCI, SRCI	1989–1991	Early/Transitional Code	Moderate - High (Early seismic assumptions)
TRCI, CCCF, WCCF, DRCI	2000–2007	Modern Post-1993 Code	Low (Engineered for structural life-safety)

Planning Factors

1. Managing a growing deferred maintenance backlog in aging facilities.
2. Seismic resiliency, and by extension, renewing critical utility infrastructure.
3. Achieving Building Performance Standard compliance while maintaining operations.

Current Plan Cost Summary	Total
Deferred Maintenance and Life Safety – Priority 1	$183 million
Capital Renewal – Priority 2 + 3	$562 million
Seismic and Risk – Priority 4	$30 million
Modernization (Net) – Priority 5	$0
Total	**$775 million**

10-year Plan Cost Summary	Total
Deferred Maintenance and Life Safety – Priority 1	$183 million
Capital Renewal – Priority 2 + 3	$3.25 billion
Seismic and Risk – Priority 4	TBD
Modernization (Net) – Priority 5	$0
Total	**$3.43 Billion**

Major Projects Summary

Facility	Building Elements	Communications and Security	Electrical	Fire Protection	HVAC	Plumbing	Roofs	Sitework	Seismic Upgrades	Subtotal
CDC	$5,400,000	$569,235	$467,544	$1,157,349		$129,977				**$7,724,105**
CCCF	$1,988,231	$5,900,000	$3,507	$391,428	$4,435,199	$1,292,759	$72,329	$177,667		**$14,261,119**
CRCI	$210,395	$135,588			$149,614	$116,886		$58,443	$10,000,000	**$670,926**
DRCI		$5,678,221	$37,404		$35,066	$58,443		$28,053		**$5,837,186**
EOCI	$345,983	$116,886			$1,639,382	$51,430	$163,640	$9,746,542		**$12,063,863**
PDU								$75,329		**$75,329**
OSCI	$3,457,041	$4,393,664	$140,439	$390,703	$5,530,000	$779,980	$11,689	$744,564	$10,000,000	**$25,448,080**
OSP	$7,000,000	$1,011,689	$426,634	$1,936,787	$3,500,000	$2,187,119	$888,334	$1,505,492		**$28,456,054**
PRCF		$11,689	$27,234							**$38,923**
SCI	$412,841	$350,658	$79,931		$11,689	$344,112		$551,702	$10,000,000	**$11,750,934**
SFFC	$24,546						$15,896	$116,886		**$157,329**
SRCI	$49,045	$11,910,595	$5,962,953	$144,939	$2,000,000	$116,886		$973,777		**$21,158,196**
TRCI	$115,016	$8,440,791	$256,915	$1,102,083	$391,802	$839,054		$1,388,606		**$12,534,267**
WCCF		$1,714,580	$2,487,977					$268,838		**$4,471,394**
Subtotal	**$19,003,098**	**$40,233,594**	**$9,890,538**	**$5,123,289**	**$17,692,752**	**$5,916,647**	**$1,151,888**	**$15,635,897**	**$30,000,000**	**$144,647,704**





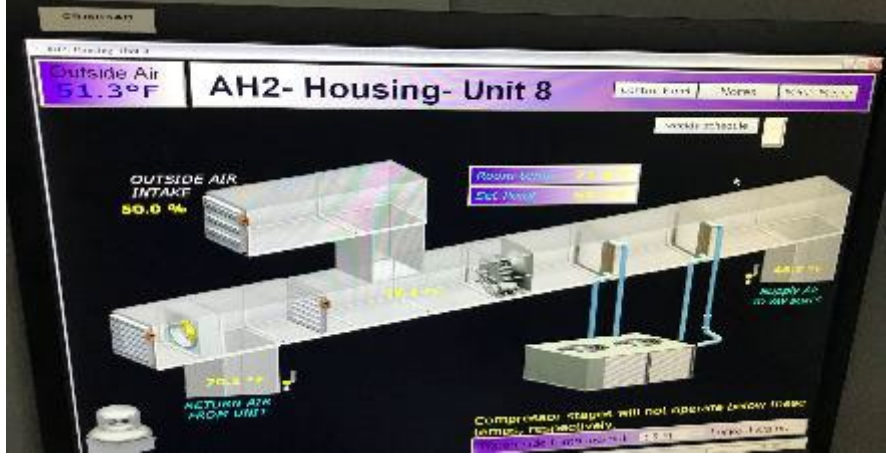


SRCI Backup Power Generator & Fuel Tank Project

- Scope of work:
  - Removal of two existing generators and an Underground Storage Tank (UST) system.
  - Install a retaining wall, replace generator with two new 2-megawatt generators, and install a single 30,000-gallon UST that meets seismic and DEQ requirements.

CRCI HVAC Control & Mechanical Upgrade Project

- The original controls had failed, and staff were restricted to manually controlling HVAC equipment throughout the facility.
- With a combination of new HVAC equipment and controls, the Energy Trust of Oregon's Technical Analysis Study (TAS) estimates a potential energy savings of 279,400 kWh and 32,600 therms per year (approximately $100,000 per year).











OSCI Roof Replacement Project

- Last full roof replacement finished in 1996
- Project experienced many challenges to include:
  - Extensive deck deflection
  - Unanticipated mechanical and electrical upgrades

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Facilities Summary Report

2027-29 Biennium

Facility Plan - Facilities Planning Narrative 107bf02a
2027-29 Biennium

Agency Name | **Oregon Department of Corrections**

1. What are the key drivers for your agency's facility needs, and how do you measure space/facility demand?

The population of Adults in Custody (AIC) is the primary driver on facility demand, staffing needs, and operations, so the DOC uses a multifaceted, data-driven framework which includes statewide economic forecasts, legislative impact of sentencing measures, individual custody levels, programmatic space requirements, and specialized healthcare needs to forecast the type of demand based on the need of various AIC populations.

2. What are the key facility-related challenges over the next 10-years? (Please answer in order of priority)

1. Managing and getting ahead of a growing deferred maintenance backlog as aging facilities approach end of useful life.
2. Improving building resiliency against various hazards, to include seismic hazards which will require the agency to renew critical utility infrastructure and emergency backup systems.
3. Achieving Oregon Building Performance Standard compliance, and compliance with other state and federal requirements, while managing a deferred maintenance backlog and seismic retrofitting requirements.

3. What do you need to meet these challenges?

The agency needs Capital Improvement and Renewal funding reflective of the project needs identified in the recent Facility Condition Assessment, to include project funding to complete the recommended renovations and manage unforeseen failures due to the fragile condition of these critical systems. For 27-29, the DOC is requesting approximately $147 million in deferred maintenance and seismic retrofit projects, $16.5 million in critical infrastructure, and $20 million to begin the design & site planning phase of the Penitentiary replacement project.

Facilities Summary Report

2027-29 Biennium

Agency Name: **Department of Corrections**

Owned Facilities Over $1 million	**FY 2025 DATA**		
Number of Facilities	221		
Current Replacement Value $ (CRV)	$ 7,158,842,224	**Source**	FCA
Gross Square Feet (GSF)	5,338,539		
Usable Square Feet (USF)	5,071,612	**Estimate**	95%
Occupants Position Count (PC)	4,829	**Estimated PC**	4,829

Owned Facilities Under $1 million - Including Sitework Above and Below Ground			
Number of Facilities	86	**Excludes Sitework**	
CRV	$ 638,767,306	**Source**	FCA
GSF	45,818	**Excludes Sitework**	

Leased Facilities			
Total Rentable SF	33,631		
Biennual Lease Cost	$ 879,090.48		
Additional Costs for Lease Properties (O&M)	$ 58,599.68		
Usable Square Feet (USF)	33,631	**Actual**	100%
Occupants Position Count (PC)	30	**Estimated PC**	30

Definitions

CRV Current Replacement Value Reported to Risk ***or Calculated Replacment Value Reported from Facility Conditions Assessment (FCA)***

RSF Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building.

USF Usable Square Feet per BOMA definition. Area of a floor occupiable by a tenant where personnel or furniture are normally housed plus building amenity areas that are convertible to occupant area and not required by code or for the operations of a building.
If not known, estimate precentage.

PC Legislatively Approved Budget (LAB) Position Count

O&M Total Operations and Maintenance Costs for facilities including all maintenence, utilities and janatorial.

Facilities Operations and Maintenance and Deferred Maintenance Report

2027-29 Biennium

Agency Name: Department of Corrections

Facilities Operations and Maintenance (O&M) Budget	2023-25 Actual	2025-27 LAB	2027-29 Budgeted	2029-31 Projected
Personal Service (Maintenance)	$ 56,175,598.00	$ 55,669,353.00	$ 63,291,996.00	$ 70,887,035.52
Services & Supplies (Maintenance)	$ 18,216,258.00	$ 23,905,092.00	$ 25,287,518.00	$ 26,653,043.97
O&M $/GSF (Maintenance)			5,338,539	
Personal Service (Utilities & Janitorial)	$ 59,469,159.00	$ 63,533,995.00	$ 71,655,052.00	$ 80,253,658.24
Services & Supplies (Utilities & Janitorial)	$ 47,817,269.00	$ 51,076,784.00	$ 57,299,269.00	$ 61,310,217.83
O&M $/GSF (Utilities & Janitorial)			5338539	

	General Fund	Lottery Fund	Other Funds	Federal Funds
O&M Estimated Fund Split %	100%			

Short and Long Term Deferred Maintenance Plan for Facilities Value Over $1M	Current Value (2023)	Ten Year Projection	2025-27 Budgeted	2027-29 Projected
Priorities 1-3 - Currently, Potentially and Not Yet Critical	$322,518,045	$ 3,322,150,370	$ 100,000,000	$ 661,830,136
priority 4 - Seismic & Natural Hazard	$ -	TBD	$ -	$ 30,000,000
Priority 5 - Moderization	$ -	$ -	$ -	$ -
Total Priority Need	$ 322,518,045	$ 3,322,150,370	$ 100,000,000	$ 691,830,136
Facility Condition Index (Need/CRV)	4.51%	46.41%	1.40%	9.24%

Assets Over $1M CRV	$ 7,158,842,224

Process/Software for routine maintenance (O&M)	Benchmate CMMS Software (undergoing replacement)
Process/Software for deferred maintenance/renewal	TRIRIGA
Process for funding facilities maintenance	POPs, LAB

Major Construction/Acquisition 10-Year Plan, Lease Plans, Disposals

2027-29 Biennium

Agency Name:

Proposed New Construction or Acquisition - *Complete for 5 Biennia*

Biennium	Priority	Concept/Project Name	Description	GSF	Position Count	General Fund	Other Funds	Lottery Funds	Federal Funds	Estimated Cost/Total Funds
2027-29	1	Oregon State Penitentiary (OSP) Replacement	**Design Phase and Site Planning**	N/A	N/A		20,000,000			20,000,000
2029-31	1	OSP Replacement	**Construction Phase 1**	TBD	N/A		900,000,000			900,000,000
2031-33	1	OSP Replacement	**Construction Phase 2 & Commissioning**	TBD	TBD		300,000,000			300,000,000
2033-35										-
2035-37										-

Proposed Lease Changes over 10,000 RSF - *Complete for 5 Biennia*

Biennium		Location	Description/Use	Term in Years	Total RSF[2] +/- (added or eliminated)	USF[3]	Position Count[1]	Biennial $ Rent/RSF[2]	Biennial $ O&M[4]/RSF[2] not included in base rent payment	Total Cost / Biennium
					A	B	C	D	E	(D+E)*A
2027-29										-
2029-31										-
2031-33										-
2033-35										-
2035-37										-

Planned Disposal of Owned Facility

Biennium		Facility Name	Description
27-29		Ontario Residence	Residential Building
31-33		OSP	Correctional Facility

Definitions:

Position Count: **1** Total Legislatively Approved Budget (LAB) Position Count assigned to (home location) each building or lease as applicable.

RSF **2** Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building.

USF **3** Usable Square Feet per BOMA definition for office/administrative uses. Area of a floor occupiable by a tenant where personnel or furniture are normally housed plus building amenity areas that are convertible to occupant area and not required by code or for the operations of a building. If not known, estimate the percentage.

O&M **4** Total Operations and Maintenance Costs for facilities including all maintenance, utilities and janitorial.

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Department of Corrections	Priority (Agency #):	29100	Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	Building Elements Renewal Projects	$ 19,003,098	6/1/2026	Thursday, July 1, 2027	Saturday, June 30, 2029
	CDC, CCCF, CRCI, DRCI, EOCI, OSCI, OSP, OSPM,	GSF	# Stories	Land Use/Zoning Satisfied	N/A
Address/Location:	SRCI, TRCI, & WCCF	5,386,357.0	1-5		

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			100%	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

Project Purpose: The Building Elements Renewal Program will repair, rehabilitate, and replace deteriorated building envelope and structural components throughout Oregon Department of Corrections institutions. The program focuses on buildings identified through Facility Condition Assessments (FCAs) as having significant deferred maintenance that threatens structural integrity, operational reliability, or long-term serviceability. Projects will be prioritized using condition assessment data and coordinated with other capital renewal initiatives to maximize the value of state investments while minimizing operational disruptions.

Business Need & Existing Condition: Building elements provide the first line of defense against environmental conditions and play a critical role in protecting occupants, maintaining security, and preserving the Department's infrastructure investments. As building components deteriorate, moisture intrusion accelerates deterioration of structural systems, mechanical equipment, electrical infrastructure, and interior finishes, increasing maintenance costs and reducing facility reliability. Because correctional institutions operate continuously and house adults in custody twenty-four hours a day, deterioration of building envelopes can directly affect housing conditions, institutional security, maintenance operations, and continuity of facility operations. Facility Condition Assessments identified numerous buildings with deteriorated exterior walls, masonry systems, windows, doors, sealants, structural components, and other building envelope deficiencies. Many building components have exceeded their anticipated service life and continue to require increasing levels of corrective maintenance. Deferred maintenance has resulted in water infiltration, deteriorating masonry, failing exterior finishes, damaged structural elements, inefficient building envelopes, and increasing maintenance demands. These deficiencies not only increase operating costs but also accelerate deterioration of other building systems by allowing moisture intrusion and environmental damage. As facilities continue to age, the cost of deferred repairs increases significantly, making proactive capital renewal substantially more cost-effective than emergency repairs or complete building replacement.

Project Scope and Alternatives Considered

General Project Scope: Building elements include exterior walls, masonry, windows, doors, foundations, structural components, weather barriers, and other critical building systems that protect facility integrity and support long-term building performance.

Alternatives Considered: The Department considered continuing to perform localized repairs as building components fail. While this approach addresses immediate maintenance needs, it does not resolve underlying deterioration or reduce the growing backlog of deferred maintenance. A planned, system-wide building renewal program allows projects to be prioritized using Facility Condition Assessment data, coordinated with other capital investments, and completed in a more cost-effective manner while minimizing disruption to institutional operations. Renewing various building elements will provide significant long-term benefits by preserving state-owned correctional infrastructure, extending the useful life of existing facilities, reducing deferred maintenance liabilities, protecting mechanical, electrical, and interior building systems, improving building energy performance, reducing maintenance expenditures, improving occupant comfort and life-safety, supporting secure and reliable correctional operations, and improving long-term stewardship of public investments.

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS				
		$	**% Project Cost**	**$/GSF**
1	Building Cost Estimate			
2	Site Cost Estimate (20 Ft beyond building footprint)			
3	**TOTAL DIRECT CONSTRUCTION COSTS**	$ -	0%	$ -
INDIRECT CONSTRUCTION COSTS				
4	Owner Equipment / Furnishings / Special Systems			
5	Construction Related Permits & Fees			
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs			
7	Architectural, Engineering Consultants			
8	Other Design and PM Costs			
9	**TOTAL INDIRECT COSTS**	$ -	0%	$ -
10	**OWNER'S PROJECT CONTINGENCY** insert %			
		$	**% Project Cost**	**$/GSF**
	TOTAL PROJECT COST	$ -	0%	$ -

Project Image/Illustration (optional)

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Department of Corrections	Priority (Agency #):	29100	Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	Communications & Security Projects	$ 40,233,594	6/1/2026	Thursday, July 1, 2027	Saturday, June 30, 2029
		GSF	# Stories	Land Use/Zoning Satisfied	N/A
Address/Location:	All sites	5,386,357.0	1-5		

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			100%	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

Project Purpose: The Communications & Security projects will replace and modernize aging communications, security electronics, and supporting technology infrastructure throughout Oregon Department of Corrections institutions, and it directly supports the Department's mission by maintaining safe, secure, and reliable correctional operations.

Business Need & Existing Condition: Correctional facilities rely on communications and security infrastructure to safely manage adults in custody, protect staff and visitors, and maintain secure facility operations twenty-four hours a day. Many of the Department's existing security systems were installed decades ago and are operating beyond their intended service life. Aging technology has become increasingly difficult to maintain due to obsolete equipment, limited manufacturer support, and the growing scarcity of replacement parts. Unlike many building systems, communications and security infrastructure directly supports custody operations. Failures affecting electronic security systems, intercoms, surveillance equipment, access control devices, or communications networks can immediately impact institutional security, emergency response capabilities, and day-to-day facility operations. Facility Condition Assessments and ongoing operational evaluations have identified aging communications and security infrastructure across multiple correctional institutions. Existing systems consist of equipment installed over many decades using technologies that no longer meet current operational expectations or manufacturer support requirements. Many facilities continue to rely on aging security electronics, legacy communications equipment, obsolete network components, and systems that require increasing maintenance effort to remain operational. As equipment continues to age, maintenance costs increase while system reliability decreases. In many cases, replacement components are difficult to obtain, requiring custom repairs or temporary workarounds that increase operational risk. Aging infrastructure also limits the Department's ability to integrate modern security technologies and improve operational efficiency. Modernizing these systems is essential to maintaining reliable correctional operations while reducing operational risks associated with aging technology.

Project Scope and Alternatives Considered

General Project Scope: The program includes upgrades to electronic security systems, access control, video surveillance, security communications, intercom systems, duress alarms, perimeter detection, security networking equipment, and other mission-critical systems necessary to safely operate secure correctional facilities. Projects will also improve supporting communications infrastructure by replacing obsolete equipment, improving system reliability, expanding network capacity, and integrating modern technologies that enhance facility security and operational effectiveness.

Alternatives Considered: The Department evaluated continuing to repair and maintain existing communications and security systems as failures occur. While this approach addresses immediate operational needs, it does not resolve the underlying issues associated with obsolete technology, increasing maintenance costs, and declining system reliability. A planned modernization program allows the Department to strategically replace aging infrastructure, coordinate projects across institutions, improve compatibility between systems, and reduce long-term lifecycle costs while minimizing operational disruption. The Communications & Security Infrastructure Modernization Program will greatly improve institutional safety and security, increase reliability of mission-critical communications systems, improve emergency response capabilities, reduce deferred maintenance associated with obsolete technology, improve operational efficiency, reduce lifecycle maintenance costs, improve system resiliency, enhance cybersecurity through replacement of legacy equipment, improve long-term stewardship of state-owned correctional infrastructure, and support continuity of correctional operations.

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS				
		$	**% Project Cost**	**$/GSF**
1	Building Cost Estimate			
2	Site Cost Estimate (20 Ft beyond building footprint)			
3	**TOTAL DIRECT CONSTRUCTION COSTS**	$ -	0%	$ -
INDIRECT CONSTRUCTION COSTS				
4	Owner Equipment / Furnishings / Special Systems			
5	Construction Related Permits & Fees			
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs			
7	Architectural, Engineering Consultants			
8	Other Design and PM Costs			
9	**TOTAL INDIRECT COSTS**	$ -	0%	$ -
10	**OWNER'S PROJECT CONTINGENCY** insert %			
		$	**% Project Cost**	**$/GSF**
	TOTAL PROJECT COST	$ -	0%	$ -

Project Image/Illustration (optional)

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Department of Corrections	Priority (Agency #):	29100	Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	Electrical Infrastructure Upgrades	$ 9,890,538	6/1/2026	Thursday, July 1, 2027	Saturday, June 30, 2029
	CDC, CCCF, DRCI, OSCI, OSP, SCI, SRCI, TRCI, &	GSF	# Stories	Land Use/Zoning Satisfied	N/A
Address/Location:	WCCF	5,386,357.0	1-5		

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			100%	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

Project Purpose: Electrical Infrastructure upgrades will replace, rehabilitate, and modernize aging electrical systems throughout Oregon Department of Corrections institutions.

Business Need & Existing Condition: Reliable electrical infrastructure is essential to the safe operation of Oregon's correctional institutions. Unlike most public facilities, correctional institutions operate continuously and depend upon uninterrupted electrical service to support life safety systems, electronic security, communications, healthcare, food service, environmental controls, and critical facility operations. Many electrical systems currently in service were installed decades ago and continue to operate beyond their anticipated design life. Facility Condition Assessments (FCAs) identified aging electrical infrastructure as one of the Department's highest long-term asset management risks due to deteriorating equipment, obsolete technology, increasing maintenance requirements, and limited availability of replacement components. As equipment continues to age, the likelihood of unplanned outages and equipment failures will increase, placing institutional operations, staff safety, and continuity of operations at greater risk. Planned modernization allows the Department to proactively replace critical infrastructure before failures result in emergency repairs or operational disruptions.Facility Condition Assessments identified numerous electrical systems requiring renewal throughout the Department's correctional institutions. Existing infrastructure includes aging switchgear, electrical distribution equipment, transformers, emergency generators, panelboards, lighting systems, and associated electrical components that have exceeded or are approaching their expected service life. Many facilities continue to rely on obsolete electrical equipment that is increasingly difficult to maintain due to limited manufacturer support and unavailable replacement parts. Deferred maintenance has increased corrective maintenance costs while reducing overall system reliability. Electrical infrastructure deficiencies also limit the Department's ability to support modernization of mechanical systems, communications technology, security electronics, and future energy management initiatives.

Project Scope and Alternatives Considered

General Project Scope: The program includes replacement of electrical distribution equipment, switchgear, transformers, motor control centers, panelboards, feeders, emergency generators, automatic transfer switches, lighting systems, and associated electrical infrastructure necessary to support secure and reliable correctional operations. Projects will focus on infrastructure identified through FCAs as approaching or exceeding its useful service life and presenting elevated operational risk. Electrical improvements will be coordinated with other capital renewal initiatives to improve system reliability, enhance resiliency, and maximize the long-term value of state investments.

Alternatives Considered: The Department evaluated continuing to repair electrical equipment as failures occur. While this approach addresses immediate operational needs, it does not resolve the underlying deterioration of aging infrastructure or reduce the growing backlog of deferred maintenance. A comprehensive electrical modernization program provides greater long-term value by replacing infrastructure in a planned, coordinated manner that minimizes operational disruptions, improves system reliability, and supports future modernization initiatives. The benefits upgrading the electrical enfrastructure will improve reliability of critical electrical systems, strengthen emergency preparedness and facility resiliency, reduce deferred maintenance liabilities, improve operational continuity, reduce lifecycle maintenance costs, support modernization of HVAC, communications, and security systems, improve energy efficiency through modern electrical equipment, increase reliability of emergency power systems, extend the useful life of existing correctional facilities, and improve stewardship of state-owned assets.

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS				
		$	**% Project Cost**	**$/GSF**
1	Building Cost Estimate			
2	Site Cost Estimate (20 Ft beyond building footprint)			
3	**TOTAL DIRECT CONSTRUCTION COSTS**	$ -	0%	$ -
INDIRECT CONSTRUCTION COSTS				
4	Owner Equipment / Furnishings / Special Systems			
5	Construction Related Permits & Fees			
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs			
7	Architectural, Engineering Consultants			
8	Other Design and PM Costs			
9	**TOTAL INDIRECT COSTS**	$ -	0%	$ -
10	**OWNER'S PROJECT CONTINGENCY** insert %			
		$	**% Project Cost**	**$/GSF**
	TOTAL PROJECT COST	$ -	0%	$ -

Project Image/Illustration (optional)

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Department of Corrections	Priority (Agency #):	29100	Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	Fire Protection Systems	$ 5,123,289	6/1/2026	Thursday, July 1, 2027	Saturday, June 30, 2029
		GSF	# Stories	Land Use/Zoning Satisfied	N/A
Address/Location:	CDC, CCCF, OSCI, OSP, SRCI, & TRCI	5,386,357.0	1-5		

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			100%	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

Project Purpose: The Fire Protection Systems projects will replace, rehabilitate, and modernize aging fire protection infrastructure throughout DOC facilities, and projects will address deficiencies identified through Facility Condition Assessments (FCAs), code compliance evaluations, and routine inspections. Improvements will be coordinated with other facility renewal projects to maximize operational efficiency, reduce construction impacts, and improve the long-term reliability of critical life safety systems.

Business Need & Existing Condition: Fire protection systems are essential to maintaining safe and secure correctional facilities. Unlike many public buildings, correctional institutions operate continuously and house adults in custody who cannot independently evacuate during emergencies. As a result, reliable fire detection, suppression, and emergency notification systems are critical to protecting lives, preserving state-owned facilities, and maintaining secure operations. Many of the Department's fire protection systems were installed decades ago and are approaching or exceeding their anticipated service life. Aging equipment has become increasingly difficult to maintain due to obsolete technology, limited manufacturer support, and the growing scarcity of replacement components. Deferred maintenance has increased the risk of equipment failures, reduced system reliability, and increased maintenance costs. Modernizing fire protection infrastructure ensures the Department can continue providing safe housing while maintaining compliance with current fire and life safety standards. Facility Condition Assessments identified aging fire alarm systems, fire suppression equipment, and related life safety infrastructure throughout multiple correctional institutions. Existing systems vary significantly in age and condition, with many facilities relying on legacy equipment that no longer meets current operational expectations or manufacturer support requirements. As systems continue to age, maintenance requirements increase while equipment reliability declines. Obtaining replacement parts for obsolete fire alarm panels and associated equipment has become increasingly difficult, resulting in higher maintenance costs and extended repair times. Because fire protection systems are interconnected with building operations, deterioration of these systems increases operational risk and limits the Department's ability to effectively respond to emergency events.

Project Scope and Alternatives Considered

General Project Scope: The program includes replacement or upgrade of fire alarm systems, fire detection devices, fire suppression systems, standpipes, fire pumps, sprinkler systems, fire control panels, emergency notification systems, and associated life & safety infrastructure.

Alternatives Considered: The Department considered continuing to repair existing fire protection systems as failures occur. While this approach addresses immediate deficiencies, it does not resolve the underlying deterioration of aging infrastructure or reduce the growing backlog of deferred maintenance. A comprehensive modernization program allows the Department to strategically replace obsolete equipment, improve reliability, coordinate projects with other capital improvements, and reduce long-term lifecycle costs while minimizing disruption to correctional operations. The benefits of upgrading Fire Protection Systems will improve life safety for staff, Adults in Custody, and visitors, improve reliability of fire detection and suppression systems, reduce deferred maintenance, improve emergency preparedness and operational resilience, protect state-owned correctional facilities from fire-related damage, reduce long-term maintenance costs, improve code compliance, extend the useful life of existing correctional facilities, improve stewardship of public infrastructure, and support continuity of correctional operations.

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS				
		$	**% Project Cost**	**$/GSF**
1	Building Cost Estimate			
2	Site Cost Estimate (20 Ft beyond building footprint)			
3	**TOTAL DIRECT CONSTRUCTION COSTS**	$ -	0%	$ -
INDIRECT CONSTRUCTION COSTS				
4	Owner Equipment / Furnishings / Special Systems			
5	Construction Related Permits & Fees			
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs			
7	Architectural, Engineering Consultants			
8	Other Design and PM Costs			
9	**TOTAL INDIRECT COSTS**	$ -	0%	$ -
10	**OWNER'S PROJECT CONTINGENCY** insert %			
		$	**% Project Cost**	**$/GSF**
	TOTAL PROJECT COST	$ -	0%	$ -

Project Image/Illustration (optional)

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Department of Corrections	Priority (Agency #):	29100	Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	HVAC Modernization Project	$ 17,692,752	6/1/2026	Thursday, July 1, 2027	Saturday, June 30, 2029
	CCCF, CRCI, DRCI, EOCI, OSCI, OSP, OSPM, SCI, SRCI,	GSF	# Stories	Land Use/Zoning Satisfied	N/A
Address/Location:	TRCI	5,386,357.0	1-5		

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			100%	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

Project Purpose: The HVAC Modernization Program will replace or rehabilitate aging heating, ventilation, and air conditioning systems located throughout Oregon Department of Corrections institutions. The program focuses on critical building systems that have reached or exceeded their useful service life and are experiencing increasing maintenance costs, declining reliability, and reduced operational efficiency. Work may include replacement of air handling units, boilers, chillers, pumps, variable frequency drives, terminal units, building automation controls, ventilation equipment, and associated mechanical infrastructure. Projects will also improve system controls and operational flexibility to support future energy management initiatives while maintaining the reliable operation of secure correctional facilities.

Business Need & Existing Condition: Mechanical system failures directly affect housing units, healthcare areas, food service operations, programming space, and administrative functions. Unlike many public buildings, correctional institutions operate continuously and cannot suspend operations while critical building systems are repaired. HVAC failures can create unsafe living and working conditions, increase emergency maintenance costs, disrupt facility operations, and reduce the Department's ability to safely house Adults in Custody. Facility Condition Assessments identified numerous mechanical systems that have exceeded their expected service life and are experiencing increasing maintenance requirements. Aging equipment includes central heating systems, ventilation equipment, air handling units, piping, controls, and associated mechanical infrastructure. Many facilities continue to utilize obsolete building automation systems that limit operational efficiency and make replacement parts increasingly difficult to obtain. Deferred maintenance has resulted in reduced system reliability, higher utility costs, and increasing corrective maintenance expenditures. As equipment continues to age, the risk of unexpected failures increases, requiring emergency repairs that are typically more costly and disruptive than planned capital replacement.

Project Scope and Alternatives Considered

General Project Scope: Work may include replacement of air handling units, boilers, chillers, pumps, variable frequency drives, terminal units, building automation controls, ventilation equipment, and associated mechanical infrastructure. Projects will also improve system controls and operational flexibility to support future energy management initiatives while maintaining the reliable operation of secure correctional facilities.

Alternatives Considered: The Department considered continuing to repair existing mechanical equipment as failures occur. This approach was determined to be the least cost-effective alternative because it increases emergency repair costs, extends reliance on obsolete equipment, and does not address underlying deferred maintenance. A comprehensive modernization program provides greater long-term value by replacing systems in a planned, coordinated manner while minimizing operational disruptions and improving facility performance. The benefits of the HVAC Modernization Program will improve reliability of critical correctional infrastructure, reduce deferred maintenance, lower long-term maintenance costs, improve energy efficiency, improve indoor environmental quality for staff and Adults in Custody, reduce greenhouse gas emissions through more efficient equipment, improve operational resiliency, extend the useful life of existing correctional facilities, support compliance with Oregon Building Performance Standards, improve stewardship of state-owned assets.

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS

		$	% Project Cost	$/GSF
1	Building Cost Estimate			
2	Site Cost Estimate (20 Ft beyond building footprint)			
3	**TOTAL DIRECT CONSTRUCTION COSTS**	$ -	0%	$ -

INDIRECT CONSTRUCTION COSTS

4	Owner Equipment / Furnishings / Special Systems			
5	Construction Related Permits & Fees			
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs			
7	Architectural, Engineering Consultants			
8	Other Design and PM Costs			
9	**TOTAL INDIRECT COSTS**	$ -	0%	$ -
10	**OWNER'S PROJECT CONTINGENCY** insert %			

	$	% Project Cost	$/GSF
TOTAL PROJECT COST	$ -	0%	$ -

Project Image/Illustration (optional)

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Department of Corrections	Priority (Agency #):	29100	Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	Plumbing Infrastructure Upgrade Projects	$ 5,916,647	6/1/2026	Thursday, July 1, 2027	Saturday, June 30, 2029
	CDC, CCCF, CRCI, DRCI, EOCI, OSCI, OSP, OSPM,	GSF	# Stories	Land Use/Zoning Satisfied	N/A
Address/Location:	SRCI, & TRCI.	5,386,357.0	1-5		

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			100%	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

Project Purpose: Plumbing Infrastructure Upgrade Projects will replace, rehabilitate, and modernize aging domestic water, sanitary sewer, storm drainage, and associated plumbing infrastructure throughout the agency.

Business Need & Existing Condition: Reliable plumbing infrastructure is essential to maintaining safe, sanitary, and secure correctional facilities. Domestic water systems, wastewater collection, and plumbing infrastructure support housing units, healthcare facilities, food service operations, laundry services, fire protection systems, and other critical institutional functions. Because correctional institutions operate continuously, failures affecting plumbing systems can quickly disrupt daily operations and create health, sanitation, and security concerns. Many plumbing systems currently in service were installed decades ago and have exceeded or are approaching their anticipated service life. Facility Condition Assessments identified aging domestic water distribution systems, sanitary sewer infrastructure, plumbing fixtures, and associated equipment as significant contributors to the Department's deferred maintenance backlog. Aging infrastructure has resulted in increasing maintenance requirements, recurring leaks, deteriorating piping, and declining system reliability. The Department's strategy is to proactively replace deteriorated plumbing infrastructure before failures occur, reducing operational disruptions while protecting the health and safety of staff and Adults in Custody. Facility Condition Assessments identified significant deferred maintenance associated with domestic water, sanitary sewer, storm drainage, and plumbing infrastructure across multiple correctional institutions. Existing systems include aging underground piping, deteriorated plumbing fixtures, obsolete valves, water heating equipment, pumps, lift stations, and associated utility infrastructure. Many facilities continue to experience increasing maintenance costs due to pipe failures, corrosion, deteriorating fixtures, and aging utility infrastructure. Underground systems are particularly difficult to access and repair, often requiring extensive excavation and causing significant disruption to institutional operations. As plumbing infrastructure continues to age, the Department faces increasing risks associated with water service interruptions, wastewater system failures, and emergency repairs that are significantly more costly than planned capital renewal.

Project Scope and Alternatives Considered

General Project Scope: The program includes replacement of water distribution piping, sanitary sewer piping, valves, fixtures, backflow prevention devices, water heaters, pumps, lift stations, stormwater infrastructure, and related mechanical plumbing systems that support correctional facility operations. Projects will focus on infrastructure identified through Facility Condition Assessments (FCAs) as approaching or exceeding its useful service life and presenting increased operational risk. Plumbing improvements will be coordinated with other capital renewal initiatives to maximize efficiency, minimize disruption to institutional operations, and improve the long-term reliability of critical utility systems.

Alternatives Considered: The Department evaluated continuing to repair plumbing systems as failures occur. While this approach addresses immediate operational needs, it does not resolve the underlying deterioration of aging infrastructure or reduce the growing backlog of deferred maintenance. A planned modernization program provides greater long-term value by replacing deteriorated infrastructure in a coordinated manner, reducing emergency repairs, improving system reliability, and minimizing operational disruptions. The benefits of upgrading the plumbing infrastructure will improve reliability of domestic water and wastewater systems, protect public health and sanitation, reduce deferred maintenance, improve operational continuity, reduce emergency maintenance costs, improve water conservation and utility efficiency, protect buildings from water-related damage, extend the useful life of correctional facilities, improve utility resiliency, and strengthen stewardship of state-owned infrastructure.

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS				
		$	**% Project Cost**	**$/GSF**
1	Building Cost Estimate			
2	Site Cost Estimate (20 Ft beyond building footprint)			
3	**TOTAL DIRECT CONSTRUCTION COSTS**	$ -	0%	$ -
INDIRECT CONSTRUCTION COSTS				
4	Owner Equipment / Furnishings / Special Systems			
5	Construction Related Permits & Fees			
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs			
7	Architectural, Engineering Consultants			
8	Other Design and PM Costs			
9	**TOTAL INDIRECT COSTS**	$ -	0%	$ -
10	**OWNER'S PROJECT CONTINGENCY** insert %			
		$	**% Project Cost**	**$/GSF**
	TOTAL PROJECT COST	$ -	0%	$ -

Project Image/Illustration (optional)

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Department of Corrections	Priority (Agency #):	29100	Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	Seismic Resiliency Projects	$ 30,000,000	6/1/2026	Thursday, July 1, 2027	Saturday, June 30, 2029
		GSF	# Stories	Land Use/Zoning Satisfied	N/A
Address/Location:	CRCI, OSCI, & SCI	5,386,357.0	1-5		

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			100%	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

Project Purpose: The Seismic Resilience and Structural Modernization Program will evaluate, rehabilitate, and strengthen critical correctional facilities and supporting infrastructure to improve seismic performance and operational resilience throughout the agency. The program includes structural seismic assessments, upgrades, seismic strengthening of essential building systems, utility infrastructure improvements, emergency power enhancements, and other resilience measures necessary to maintain secure correctional operations following a major seismic event.

This program represents the Department's commitment to integrating seismic resilience into a comprehensive asset management strategy. By coordinating structural improvements with investments in building elements, roofing, HVAC modernization, electrical infrastructure, plumbing systems, communications and security systems, fire protection, and site infrastructure, the Department can maximize the value of public investments while reducing operational risk, improving emergency preparedness, and preserving Oregon's correctional facilities for future generations.

Business Need & Existing Condition: Oregon faces one of the nation's highest seismic risks due to the Cascadia Subduction Zone. Correctional institutions are unique among state-owned facilities because they must remain operational immediately following a major earthquake. Adults in Custody cannot be evacuated to alternative locations, and institutional operations including healthcare, food service, security, communications, water, wastewater, and emergency response functions must continue to function under emergency conditions. Executive Order 25-22 establishes a statewide framework for improving the seismic resilience of state-owned facilities and identifies institutional housing as a priority occupancy category. The Executive Order requires agencies to evaluate seismic risks, prioritize investments, and incorporate seismic resilience into long-term capital planning. Many Department facilities were constructed before current seismic design standards and rely on aging structural and utility systems that were not designed to meet modern seismic performance expectations. Improving seismic resilience is essential to protecting lives, maintaining public safety, preserving state-owned assets, and ensuring continuity of correctional operations. Facility Condition Assessments identified aging facilities and infrastructure requiring significant capital reinvestment throughout the Department's correctional institutions. While many deficiencies relate to deferred maintenance, aging structural systems and supporting utility infrastructure also present long-term resilience challenges. Numerous facilities include aging mechanical, electrical, plumbing, communications, and utility systems that would require improved seismic support to remain operational following a major earthquake. In addition, underground utilities, emergency power systems, and supporting infrastructure require modernization to improve institutional resilience. Because many correctional facilities were constructed over multiple decades, seismic performance varies considerably between institutions and individual buildings. Continued evaluation is necessary to prioritize investments based on life safety, operational importance, facility condition, and mission-critical functions.

Project Scope and Alternatives Considered

General Project Scope: The program includes structural upgrades, seismic strengthening of essential building systems, utility infrastructure improvements, emergency power enhancements, and other resilience measures necessary to maintain secure correctional operations following a major seismic event. Projects will be prioritized using Facility Condition Assessments, seismic evaluations, risk assessments, and Executive Order 25-22 implementation planning. Improvements will be coordinated with other capital renewal projects to maximize investment value while minimizing operational disruption.

Alternatives Considered: The Department evaluated continuing to address deferred maintenance independently of seismic improvements. While this approach resolves individual facility deficiencies, it does not improve overall institutional resilience or take advantage of opportunities to integrate structural improvements with planned capital renewal. A coordinated seismic resilience program allows the Department to prioritize investments based on risk, improve operational continuity, reduce duplication of construction activities, and maximize long-term value from public investments. The benefits of modernizing Seismic Resilience at DOC facilities will improve life safety for staff, Adults in Custody, and visitors, increase post-earthquake operational capability, strengthen continuity of correctional operations, protect mission-critical infrastructure, improve resilience of utilities and building systems, coordinate

seismic improvements with other capital renewal projects, reduce long-term disaster recovery costs, preserve state-owned correctional facilities, improve stewardship of public assets, and support statewide emergency preparedness objectives.

ESTIMATED PROJECT COST

		$	% Project Cost	$/GSF
DIRECT CONSTRUCTION COSTS				
1	Building Cost Estimate			
2	Site Cost Estimate (20 Ft beyond building footprint)			
3	**TOTAL DIRECT CONSTRUCTION COSTS**	$ -	0%	$ -
INDIRECT CONSTRUCTION COSTS				
4	Owner Equipment / Furnishings / Special Systems			
5	Construction Related Permits & Fees			
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs			
7	Architectural, Engineering Consultants			
8	Other Design and PM Costs			
9	**TOTAL INDIRECT COSTS**	$ -	0%	$ -
10	**OWNER'S PROJECT CONTINGENCY** insert %			
		$	**% Project Cost**	**$/GSF**
	TOTAL PROJECT COST	$ -	0%	$ -

Project Image/Illustration (optional)

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Department of Corrections	Priority (Agency #):	29100	Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	Sitework Renewal & Upgrade Projects	$ 15,635,897	6/1/2026	Thursday, July 1, 2027	Saturday, June 30, 2029
	CDC, CCCF, CRCI, DRCI, EOCI, OSCI, OSP, OSPM,	GSF	# Stories	Land Use/Zoning Satisfied	N/A
Address/Location:	SRCI, TRCI, & WCCF	5,386,357.0	1-5		

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			100%	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

Project Purpose: Sitework Renewal & Upgrade Projects will rehabilitate, replace, and modernize deteriorated site infrastructure throughout Oregon Department of Corrections institutions. The program includes roads, parking areas, sidewalks, retaining walls, fencing, drainage systems, stormwater management facilities, utility corridors, bridges, culverts, and other civil infrastructure that supports safe, secure, and efficient correctional facility operations.

Business Need & Existing Condition: Site infrastructure provides the foundation that supports every correctional institution. Roads, drainage systems, utility corridors, retaining structures, fencing, and paved surfaces allow staff, emergency responders, service providers, deliveries, and maintenance personnel to safely access and operate correctional facilities. Many site infrastructure components throughout the Department's institutions were constructed decades ago and have exceeded or are approaching their expected service life. Facility Condition Assessments identified deteriorating pavement, failing drainage systems, aging retaining structures, deteriorated utility corridors, and other civil infrastructure deficiencies that contribute to increasing maintenance costs and operational risk. Unlike building-specific deficiencies, failures of site infrastructure can affect multiple buildings or entire institutions by disrupting transportation, emergency access, stormwater management, and utility services. Planned renewal is essential to maintaining safe, reliable correctional operations while preserving long-term infrastructure investments. Facility Condition Assessments identified significant deferred maintenance associated with roads, parking lots, sidewalks, drainage systems, retaining walls, utility corridors, and other site infrastructure throughout multiple correctional institutions. Many paved surfaces exhibit deterioration associated with age, weather exposure, heavy vehicle traffic, and normal wear. Stormwater systems and drainage infrastructure require rehabilitation to improve site drainage and reduce water-related deterioration of roadways, utilities, and building foundations. Utility corridors supporting underground infrastructure continue to experience increasing maintenance requirements due to aging infrastructure and deteriorating site conditions. Deferred maintenance has increased lifecycle costs while reducing the reliability and serviceability of the Department's exterior infrastructure.

Project Scope and Alternatives Considered

General Project Scope: The program includes roads, parking areas, sidewalks, retaining walls, fencing, drainage systems, stormwater management facilities, utility corridors, bridges, culverts, and other civil infrastructure that supports safe, secure, and efficient correctional facility operations. Projects will focus on site infrastructure identified through Facility Condition Assessments (FCAs), engineering evaluations, and maintenance records as approaching or exceeding its anticipated service life. Improvements will be coordinated with utility replacement projects and other capital investments to maximize project efficiency while minimizing operational disruptions.

Alternatives Considered: The Department evaluated continuing to repair individual site deficiencies as failures occur. While this approach addresses immediate operational concerns, it does not resolve the underlying deterioration of aging civil infrastructure or reduce the growing backlog of deferred maintenance. A comprehensive site infrastructure renewal program provides greater long-term value by rehabilitating infrastructure in a coordinated manner, improving overall system performance, reducing lifecycle costs, and minimizing disruption to institutional operations. The benefits of renewing and upgrading exterior sitework will improve safe access throughout correctional institutions, protect underground utility infrastructure, improve stormwater management and drainage, reduce deferred maintenance liabilities, improve operational reliability, reduce emergency maintenance costs, extend the useful life of site infrastructure, improve resiliency during emergency events, improve stewardship of state-owned assets, and support continuity of correctional operations.

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS				
		$	**% Project Cost**	**$/GSF**
1	Building Cost Estimate			
2	Site Cost Estimate (20 Ft beyond building footprint)			
3	**TOTAL DIRECT CONSTRUCTION COSTS**	$ -	0%	$ -
INDIRECT CONSTRUCTION COSTS				
4	Owner Equipment / Furnishings / Special Systems			
5	Construction Related Permits & Fees			
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs			
7	Architectural, Engineering Consultants			
8	Other Design and PM Costs			
9	**TOTAL INDIRECT COSTS**	$ -	0%	$ -
10	**OWNER'S PROJECT CONTINGENCY** insert %			
		$	**% Project Cost**	**$/GSF**
	TOTAL PROJECT COST	$ -	0%	$ -

Project Image/Illustration (optional)

Oregon
Tina Kotek, Governor

Department of Administrative Services
155 Cottage Street NE
Salem, OR 97301

MEMORANDUM

DATE: August 18, 2026

TO: Tracy Wilder, Facilities and Distribution Services Administrator, Oregon Department of Corrections

FROM: Daniel Christensen, Department of Administrative Services

SUBJECT: Agency Facility Plan Acceptance

The Capital Projects Advisory Board (CPAB/Board) has reviewed the Department of Corrections' 2027-29 facilities plan in accordance with ORS 276.227. Following your Board presentation on August 14, the Board voted to accept your agency facility plan with the following comments:

- The Board appreciates the quality and level of detail presented in the plan. However, the Board felt the seismic resilience project needed more definition in terms of allocation and scope.

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

Capital Projects Advisory Board

Agency Facility Plan Acceptance

CPAB Meeting Date 08/14/26

Presenting Agency

DOC

Does the board accept the agency facility plan?

Yes

Additional Comments

$30M for seismic was not clear on specifics on how this would be allocated
Is the $10M ask adequate or not?
They are addressing the issues, but the question is the cost allocation
Shout out for their summary - had quite a bit of clarity on where they will spend in spite of having all details available.
Advice - tighten up the seismic number (too much or not enough?)
Approve the plan, but need to dial in their seismic approach

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

Capital Projects Advisory Board

Project Proposal Review and Acceptance

CPAB Meeting Date 08/14/26

Presenting Agency

DOC

Presentation

Building Elements & Structural Renewal

Project Proposal Review Questions

1. Is the project supported by the agency's strategic facility and master plan?	Yes
2. Has the agency identified or secured an appropriate project site?	Yes
3. Is the project a continuation/completion of a project (e.g. additional phase)?	Unknown
4. Is the project construction-ready?	Unknown
5. Does the project reduce the agency's deferred maintenance backlog?	Yes
6. Does the project mitigate a risk(s) to the agency's facilities? (e.g. seismic/life safety, EO 25-22 compliance)	Yes
7. Does the project implement climate change adaptation strategies? (e.g. energy efficiency measures, BPS compliance (HB 3409))	Unknown
8. Does the agency have sufficient capacity to execute the project? (i.e. staff)	Unknown
9. Does the project result in a net consolidation of space? (i.e. reduce the portfolio)	N/A
10. Does the project support agency collaboration? (e.g. shared facility)	N/A
11. Does the project budget seem reasonable for the scope of work?	Unknown

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

Capital Projects Advisory Board

Project Proposal Review and Acceptance

CPAB Meeting Date 08/14/26

Presenting Agency

DOC

Presentation

Communications & Security Infrastructure Modernization

Project Proposal Review Questions

1. Is the project supported by the agency's strategic facility and master plan?	Yes
2. Has the agency identified or secured an appropriate project site?	Yes
3. Is the project a continuation/completion of a project (e.g. additional phase)?	Unknown
4. Is the project construction-ready?	Unknown
5. Does the project reduce the agency's deferred maintenance backlog?	Yes
6. Does the project mitigate a risk(s) to the agency's facilities? (e.g. seismic/life safety, EO 25-22 compliance)	Yes
7. Does the project implement climate change adaptation strategies? (e.g. energy efficiency measures, BPS compliance (HB 3409))	N/A
8. Does the agency have sufficient capacity to execute the project? (i.e. staff)	Unknown
9. Does the project result in a net consolidation of space? (i.e. reduce the portfolio)	N/A
10. Does the project support agency collaboration? (e.g. shared facility)	N/A
11. Does the project budget seem reasonable for the scope of work?	Unknown

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

Capital Projects Advisory Board

Project Proposal Review and Acceptance

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Presenting Agency

DOC

Presentation

HVAC Modernization

Project Proposal Review Questions

1. Is the project supported by the agency's strategic facility and master plan?	Yes
2. Has the agency identified or secured an appropriate project site?	Yes
3. Is the project a continuation/completion of a project (e.g. additional phase)?	No
4. Is the project construction-ready?	Unknown
5. Does the project reduce the agency's deferred maintenance backlog?	Yes
6. Does the project mitigate a risk(s) to the agency's facilities? (e.g. seismic/life safety, EO 25-22 compliance)	Yes
7. Does the project implement climate change adaptation strategies? (e.g. energy efficiency measures, BPS compliance (HB 3409))	Yes
8. Does the agency have sufficient capacity to execute the project? (i.e. staff)	Unknown
9. Does the project result in a net consolidation of space? (i.e. reduce the portfolio)	N/A
10. Does the project support agency collaboration? (e.g. shared facility)	N/A
11. Does the project budget seem reasonable for the scope of work?	Unknown

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

Capital Projects Advisory Board

Project Proposal Review and Acceptance

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Presenting Agency

DOC

Presentation

Seismic Resilience (OSP, OSCI, SCI)

Project Proposal Review Questions

1. Is the project supported by the agency's strategic facility and master plan?	Yes
2. Has the agency identified or secured an appropriate project site?	Yes
3. Is the project a continuation/completion of a project (e.g. additional phase)?	No
4. Is the project construction-ready?	No
5. Does the project reduce the agency's deferred maintenance backlog?	N/A
6. Does the project mitigate a risk(s) to the agency's facilities? (e.g. seismic/life safety, EO 25-22 compliance)	Yes
7. Does the project implement climate change adaptation strategies? (e.g. energy efficiency measures, BPS compliance (HB 3409))	Unknown
8. Does the agency have sufficient capacity to execute the project? (i.e. staff)	Unknown
9. Does the project result in a net consolidation of space? (i.e. reduce the portfolio)	N/A
10. Does the project support agency collaboration? (e.g. shared facility)	N/A
11. Does the project budget seem reasonable for the scope of work?	Unknown