



Oregon

Kate Brown, Governor

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Joint Committee on Ways and Means
Subcommittee on Capital Construction
900 Court Street NE
Salem, OR 97301

Co-Chair Senator Fred Girod
Co-Chair Representative Tobias Read
Senator Peter Courtney
Senator Richard Devlin
Representative Val Hoyle
Representative John Huffman
Representative Tina Kotek
Representative Greg Smith

Dear Co-Chairs and Subcommittee Members,

The Oregon Youth Authority (OYA) respectfully requests support for implementation of the agency's 10-Year Strategic Plan for Facilities. Bonding for a portion of Phase 1 of the 10-Year Plan is included HB 5005, along with limitation authority to expend bond proceeds in HB 5006. Both of these bills are before the Subcommittee.

The 10-Year Plan was developed in response to a 2013 budget note directing OYA to develop a facilities plan that evaluates facilities in terms of capacity, operating and maintenance costs, and deferred maintenance needs; recommends facility disposition and future use of the agency's physical plant resources; and creates a timeline for implementation.

OYA owns 96 buildings at 10 locations, with a replacement value of \$192 million. The majority of these structures provide secure residential spaces for youth, as well as spaces for treatment, education, vocational training, recreation, and medical care. The remainder of the buildings provide space for administration and support services.

The budget note that directed OYA to develop the plan, for which it now seeks funding in HB 5005 and HB 5006, acknowledged that many of OYA's structures were built in an era when juvenile facilities were modeled after adult correctional facilities, and that these older buildings do not support what we know today about best practices and the physical plants that most effectively support youth reformation. Many of the buildings in OYA's physical plant portfolio are in states of significant disrepair and few meet modern seismic or Americans with Disability Act (ADA) standards, and they face significant unmet deferred maintenance needs.

To fulfill the budget note directives, OYA contracted with two independent consultants: DLR Group Architecture, a national leader in justice facility design with more than \$3 billion in completed projects

during the past eight years, and Chinn Planning, with more than four decades of experience in public sector juvenile justice consulting. OYA reported on the results of the consultants' reviews and the status of the 10-Year Plan to the Emergency Board in September 2014 and provided detailed presentations on the plan to the Joint Committee on Ways and Means Public Safety Subcommittee this session. The consultants recommended investing \$97.4 million during the next 10 years for capital renewal work to bring OYA's aging structures up to modern seismic and ADA standards, and to align with best practices in juvenile justice facility design.

Specifically, the consultants recommended that Oregon:

- Invest \$1.2 million during 2013-15 for preliminary design and planning.
- Expend \$47.9 million during 2015-17 (Phase 1) for construction and remodeling.
- Expend \$48.3 million in subsequent biennia (Phase 2) to complete all physical plant changes.

As noted in the following excerpt from the report, the consultants concluded that OYA's physical environments are not conducive to best practices in juvenile justice:

"The current mix of facilities within the OYA system does not support the vision, mission, and culture of OYA. Housing and living areas reflect the most serious gap between vision and reality. The majority of youth are housed (with long lengths of stay) in densely populated dormitory living units. Program and treatment space is not adequate to support relief and break-out space."

The areas the consultants determined to be most in need of improvements were:

- Inadequate intake units;
- High-density living units;
- Too few individual rooms and too many dormitories;
- A lack of adequate program space;
- Buildings not in alignment with Youth Reformation System and Positive Human Development;
- Aging facilities with critical deferred maintenance needs;
- Buildings that do not meet seismic standards;
- Buildings that do not meet ADA requirements; and
- Lack of transitional housing for female youth.

After the consultants' report was submitted, the former Governor's budget proposed bonding for \$33.3 million for Phase 1 of the 10-Year Plan. The \$33.3 million would fund Phase 1 work related to the deferred maintenance at MacLaren; the work needed to consolidate the Hillcrest and MacLaren facilities, closing Hillcrest by July 2017; and the majority of work at the largest regional facility, Rogue Valley in Grants Pass. \$14.6 million of Phase 1 funding would be pushed to future phases. A facility-by-facility comparison of the proposed upgrades under these two different funding scenarios is included with this letter. OYA's understanding is that the bills before the Subcommittee assume the \$33.3 million funding level.

Also included with this letter is more information provided by the consultants regarding implementation of the 10-Year Plan. The consultants' letter notes some of the issues that may arise from a reduced funding level for Phase 1. These include the likelihood of eventually incurring higher costs associated with the deferral of remodeling and construction projects beyond 2015-17, and the reduced ability to gain economies of scale by "bundling" like projects during 2015-17.

Additional attachments include letters of support from key stakeholders. OYA is proud that this plan is supported by our labor partners, SEIU and AFSCME, as well as key stakeholders in Oregon's public safety and youth advocacy communities. The plan also has been vetted by and received support from Capital Projects Advisory Board Chair Denny Nielsen and Oregon State Architect Alice Wiewel.

OYA is at an important crossroad. Supporters of the 10-Year Plan see it as integral to the transformation of juvenile justice underway in Oregon. Making long overdue physical changes to OYA's custody environments will enhance OYA's data-driven Youth Reformation System and culture of Positive Human Development, which are aimed at improving outcomes for youth and ultimately leading to safer communities and fewer future victims. This funding also will bring the agency's close-custody facilities up to modern seismic and ADA standards and will support the agency's programming for youth by creating effective and appropriate physical environments that support positive outcomes and pro-social development.

Please let us know if we can provide any additional information about this request.

Respectfully,



Fariborz Pakseresht
Director



Joe O'Leary
Deputy Director

Enclosures