Facility Condition Assessment of Correctional Facilities

December 4, 2020
FCA Scope, Approach & Metrics
FCA SCOPE

› First-ever thorough review of the conditions of the correctional portfolio

› 36 Correctional Centers
   (19 DOC + 17 Sheriffs)

› 484 Buildings*
   (327 DOC + 157 Sheriffs)

› 9.6M GSF
   (4.9M DOC + 4.7M Sheriffs)

› Average Building Age:
   44 years
   (48 years DOC + 41 years Sheriffs)

* Does not include minor structures or leased buildings.
Analysis of facility conditions = “like-for-like” replacement unless code-driven improvement. The FCA does not consider facility use changes or provide a list of shovel-ready projects.

The FCA does not offer a look at programmatic space needs nor is it based on the population or bed count in the correctional portfolio.

Analysis of facility conditions = snapshot in time. The FCA data does not indicate current or future investment in the correctional center.
The FCA offers the foundational data and the first step for the Commonwealth to be strategic and proactive in facility-related planning and investment.

Evaluation of facility conditions and identification of repair needs over 10 calendar years (2021 – 2030).

All identified projects reflect total project costs and are presented in 2020 US-Dollars.
The FCA focused on major systems and components:

› Site Features
  Site and Security Systems

› Building Elements
  Structural Systems
  Roofing Components
  Building Exteriors

› Building Systems
  Mechanical Systems
  Electrical Systems
  Plumbing Systems
  Fire & Life Safety Systems
  Conveyance Systems

› Building Interiors & Finishes

› Accessibility Compliance
Overall Condition of the Correctional Portfolio
### FACILITY CONDITION INDEX (FCI) – CORRECTIONAL PORTFOLIO

<table>
<thead>
<tr>
<th>FCI Condition</th>
<th>FCI Score Range</th>
<th>Buildings*</th>
<th>Investment Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>0.00 – 0.02</td>
<td>3%</td>
<td>Scheduled repair and maintenance</td>
</tr>
<tr>
<td>Good</td>
<td>0.02 – 0.05</td>
<td>7%</td>
<td>In need of minor renovation</td>
</tr>
<tr>
<td>Fair</td>
<td>0.05 – 0.1</td>
<td>14%</td>
<td>In need of normal renovation</td>
</tr>
<tr>
<td>Below Average</td>
<td>0.1 – 0.2</td>
<td>21%</td>
<td>In need of major renovation</td>
</tr>
<tr>
<td>Poor</td>
<td>0.2 – 0.5</td>
<td>22%</td>
<td>In need of total renovation</td>
</tr>
<tr>
<td>Replace</td>
<td>0.5 +</td>
<td>13%</td>
<td>In need of facility replacement</td>
</tr>
</tbody>
</table>

* Percentage based on number of buildings; not based on population or bed count.

\[
\text{FCI} = \frac{\text{10-year Repair Needs}}{\text{Building Value}}
\]

- **24%** of portfolio in **Excellent, Good or Fair** conditions.
- **43%** of portfolio in **Below Average or Poor** conditions.
- **13%** of portfolio in **Replace** condition.
FCI BY FACILITY SIZE (GSF) – DOC FACILITIES

* Based on number of buildings; not based on population or bed count.
**FCI BY FACILITY SIZE (GSF) – SHERIFFS’ FACILITIES**

*Based on number of buildings; not based on population or bed count.*
Repair Needs
FCA of Correctional Facilities

REPAIR NEEDS – BY PRIORITY (ENTIRE PORTFOLIO)

Correctional Portfolio

Priority 1
$98M
13%

Priority 2
$196M
27%

Priority 3
$439M
60%

$732M would come due in the next 10 years.

$98M (13%) falls under Priority 1 needs*, including:
Accessibility ($42M)**, Security ($21M), Mechanical ($13M), Electrical ($9M), Roofing ($6M) and more

* Priority 1 represents currently critical needs and/or projects.

** All improvements to address ‘Accessibility Compliance’ issues, which are a combination of State and Federal accessibility regulations, are designated as Priority 1.
$732M would come due in the next 10 years. $530M (72%) DOC + $202M (28%) Sheriffs

$81M of Priority 1 needs at DOC facilities.
$17M of Priority 1 needs at Sheriffs’ facilities.
REPAIR NEEDS – DOC FACILITIES

51% of $530M needed for DOC consists of 3 of the largest* or oldest correctional centers.

* The size of correctional centers is based on total gross square feet (GSF); it is not reflective of population or bed count.
REPAIR NEEDS – SHERIFFS FACILITIES

46% of $202M needed for Sheriffs consists of the 5 largest* correctional centers.

* The size of correctional centers is based on total gross square feet (GSF); it is not reflective of population or bed count.
REPAIR NEEDS – BY BUILDING SYSTEM (DOC AND SHERIFFS)

Electrical ($130M), Roofing ($129M), Mechanical ($120M), Exterior Elements ($90M) and Security ($81M) consist of the highest repair needs.
REPAIR NEEDS – BY DEFICIENCY

29% ($213M) of $732M in Deferred Maintenance.
51% ($371M) of $732M in Capital Renewal.
20% ($149M) of $732M in Capital Improvement.

Deficiency Types:

- **Deferred Maintenance**: Capital projects to do maintenance or repair work that has *come due*
- **Capital Renewal**: Capital projects to *renew* existing systems or assets
- **Capital Improvement**: Capital projects to *improve, enhance or modernize* a facility with addition of new systems or assets
FCA Recap
Current Capital Investment
Outstanding Issues
First-ever thorough review of the conditions of the correctional portfolio. The FCA has identified the facility needs of each correctional center over the next decade.

FCA does not consider facility use changes or provide a list of shovel-ready projects. The FCA does not offer a look at programmatic space needs nor is it based on the population or bed count in the correctional portfolio.

The FCA offers the foundational data and the first step for the Commonwealth to be strategic and proactive in facility-related planning and investment.
**CURRENT CAPITAL INVESTMENT**

### Current DCAMM Design and Construction Projects*

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bristol County JHOC - Roof Repair/Replacement</td>
<td>$10.7M</td>
<td>Completed</td>
</tr>
<tr>
<td>Hampden County JHOC - HVAC Code Deficiency</td>
<td>$9.6M</td>
<td>Aug 2024</td>
</tr>
<tr>
<td>MCI Shirley (Med) - Food Service Building</td>
<td>$28M</td>
<td>Completed</td>
</tr>
<tr>
<td>Hampshire County JHOC - Mod Dorms</td>
<td>$6.6M</td>
<td>Completed</td>
</tr>
<tr>
<td>Essex County JHOC - Corr Facility</td>
<td>$4.3M</td>
<td>Aug 2021</td>
</tr>
<tr>
<td>Norfolk Complex - Wastewater Plant Replacement</td>
<td>$15.6M</td>
<td>Aug 2022</td>
</tr>
</tbody>
</table>

- **$56M**
- **$44M**

* List of current projects does not include DCAMM Energy Projects but includes completed projects in close-out.

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**Deferred Maintenance Funding for FY21**

- **$1.3M** for Sheriffs’ projects:
  - Bristol County
  - Norfolk County
  - Suffolk County
  - Worcester County
- **$6M** for DOC projects:
  - MCI Cedar Junction
  - MCI Shirley (Min)
  - Bridgewater Complex

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**Current DCAMM Study Projects**

- MASAC @ Plymouth – Section 35 Upgrades
- Essex County (Middleton) Med & Kitchen Bldg/ISB Replacement
- Essex County (Middleton) 240 Bed Roof/HVAC Replacement
- Hampshire County JHOC – Ventilation Repairs
- Middlesex County JHOC – Oil Tank Remediation
- Worcester County JHOC – Warehouse Building #8 Renovation

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**FCA of Correctional Facilities**
While the FCA identified facility needs, an investment plan will require additional study to understand policy and programmatic space needs.

Under policy needs, the impact of Criminal Justice Reform legislation on population projections, priorities, and alternatives will inform EOPSS-driven policies and may point to different investment strategies.

Under programmatic space needs, an assessment of the suitability of facilities to adequately accommodate ongoing and future programs and services should also inform investment.