



CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION

20 Year Master Plan

existing infrastructure and future needs

May 2026

INSTITUTION INFRASTRUCTURE CHALLENGES



31 Institutions



40 Million Sq. Ft. of Real Estate

\$73B

\$73 Billion in Infrastructure Repairs

The California Department of Corrections and Rehabilitation (CDCR) operates **31 institutions**, maintaining nearly **40 million square feet** of real estate.

The average age of CDCR prisons is more than 50 years, with its oldest facilities constructed nearly 175 years ago. Many of these institutions were not originally built for current correctional needs, such as rehabilitation, family reunification, societal reintegration, or the physical and mental health of staff and the incarcerated population.

Much of the infrastructure is reaching, or has reached, the end of its useful life. As a result, CDCR is facing nearly **\$73 billion** in infrastructure repair and replacement costs.

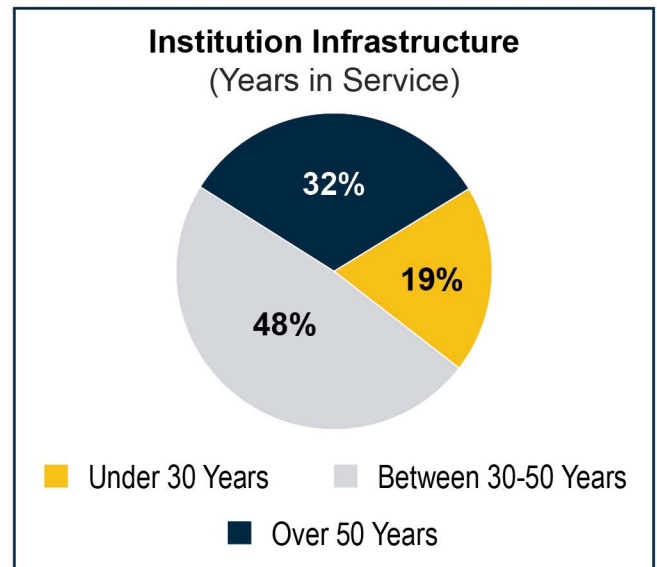
AGING FACILITIES

Nearly one-third of CDCR institutions have been in service for over 50 years, with two original institutions built in the mid-late 1800s still in operation.

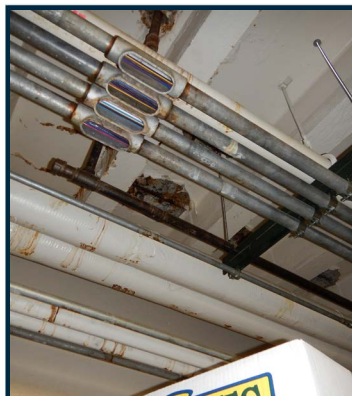
CDCR institutions are in various states of disrepair, as building structures, internal systems/equipment, and finishes have been severely impacted over the years by water infiltration, constant use, overcrowding, and limited funding for ongoing maintenance.

Most institutions have a significant backlog of unfunded/deferred projects and maintenance project needs to sustain current functionality.

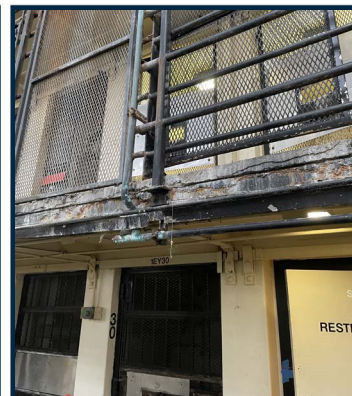
Maintenance and repairs are insufficient to address the long-term needs, which require full replacement of most critical operating systems, utilities, and structures. CDCR estimates approximately \$2 billion per year will be needed to address the true repair and replacement needs of the various institutions.



CMF - Program Space



CTF - Kitchen/Dining



SQRC - East Block



NKSP - Records Department

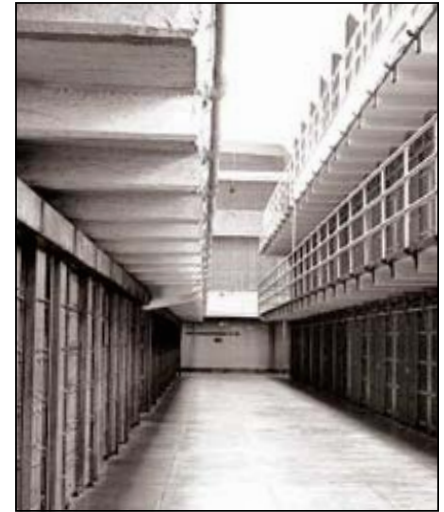
BUILT TO PURPOSE

Most CDCR institutions were built at a time when the comfort of the incarcerated population and staff was not a priority. Housing [capacity](#) with a reliance on double ceiling and bunking was the primary concern.

They also were not built to provide many services that are now legally mandated, or services that serve the Department’s current mission to successfully reintegrate individuals under the Department’s care.

Sentencing changes have also resulted in a larger percentage of individuals serving sentences for violent crimes, as well as an aging population.

These factors have added to the infrastructure challenges the Department faces. In addition to maintaining its aging infrastructure, CDCR is also working to upgrade its facilities to ensure safety, allow disability access, [provide cooling](#), increase treatment space, and perform other work to at least partially modernize its infrastructure.



Existing Infrastructure

CDCR operates an incredible variety of infrastructure, including housing units, licensed correctional treatment centers, skilled nursing facilities, potable water and wastewater treatment facilities, pharmacies, laboratories, classrooms, chapels, vocational training spaces, firehouses, and visiting spaces. These spaces, and many others, operate within a secure perimeter using specialized materials and features to provide internal and perimeter security.

Across its 31 institutions, these spaces are in various states of disrepair. Aged and under-maintained buildings and critical infrastructure continue to pose a risk to CDCR’s ability to sustain its mission.

Correctional institutions also have complex/extensive energy, utility, and telecommunications systems, as well as electronic security infrastructure.

Due to their size and often remote location, many institutions operate their own potable water and wastewater treatment systems.

CCWF Institution Replacement Costs (April 2026 estimate)

Location	Replacement Cost*
Site Utilities	
Domestic Water Distribution/Loop	\$ 12,958,360
Fire Water Distribution System	\$ 16,870,198
Sanitary Sewer System	\$ 17,040,129
Storm Water System	\$ 23,651,165
Waste Water Treatment Plant	\$ 124,023,181
Water Wells & Treatment Plant	\$ 5,746,572
Other Site Utilities/Systems	\$ 62,935,685
Site Utilities Cost	\$ 263,225,291
Sitework	
Concrete, Paving, Pathways, Roads	\$ 154,832,121
Irrigation System	\$ 6,922,340
Fencing	\$ 48,901,756
Site Works Cost	\$ 210,656,217
Building Systems	
Foundations, Structures, and Envelopes	\$ 203,104,704
Roofing and Exterior Waterproofing & Insulation	\$ 246,622,007
Interior Construction, Finishes, and Equipment	\$ 169,084,570
ADA Improvements	\$ 16,987,991
Mechanical (HVAC), Plumbing, and Electrical	\$ 571,250,033
Communications/Data/Security	\$ 61,187,013
Fire Alarm and Suppression Systems	\$ 61,187,013
Building Systems Cost	\$ 1,338,734,041
Total Replacement Cost:	\$ 1,812,615,549

*Current replacement costs based on condition of the existing system

MODERN VISION REQUIRES MODERN SPACE

Prior to 2004, the prison system in California was predominantly focused on warehousing with minimal incentives for incarcerated individuals to participate in educational and self help programs.

Beginning in 2004, CDCR significantly expanded its rehabilitation efforts, which have proven to significantly reduce recidivism.

In March 2023, Governor Newsom introduced the California Model, with the goal of building safer communities through rehabilitation, education, and reentry, beginning at San Quentin Rehabilitation Center (SQRC).



“San Quentin is becoming a national model to show positive rehabilitation can improve the lives of those who live and work at prisons and make all communities – inside and out of our institutions – safer.”

- Governor Gavin Newsom

The San Quentin Project seeks to transform the prison into a rehabilitation center and provide the road map for changing the entire correctional system to include less overcrowding, more rehabilitation, increased normalization, and dynamic security practices.

Projects like SQRC require modern infrastructure – including modern technology, natural light, green space, climate control, and security grade community standard finishes.

Annual Investment Comparison

Industry averages for annual facility reinvestment for system renewal and replacement range from **1 to 4 percent of current replacement value.**



SQRC’s current replacement value is approximately \$2.2 billion. CDCR’s annual maintenance budget for the entire institution has averaged approximately \$3.6 million over the past 5 years, representing less than **0.20 percent** of that value for renewal and repairs. This is significantly below the industry average range.



By comparison, the replacement value of San Francisco’s Golden Gate Bridge – 10 miles from SQRC – is about \$2.9 billion. The annual maintenance budget for the bridge is just over \$100 million, representing an annual reinvestment for renewal and repairs at approximately **3.4 percent** of that value, well within the industry average range.

An increased funding baseline and an on-going reliable budget will allow CDCR to prepare and manage critical projects overall and to begin to address high priority backlogged projects. Industry standard annual funding for the deferred maintenance/special repair needs of all CDCR institutions would be approximately \$920 million.

These investments can result in long-term cost avoidance by preventing costly litigation, workers’ compensation claims, and infrastructure replacements due to insufficient maintenance.

FUTURE ACTIONS TO ADDRESS INFRASTRUCTURE NEEDS

CDCR is planning a phased approach to meet the current and future infrastructure needs of the Department at institutions statewide. This effort will require significant capital investment over the next 20 years.

Replacement needs of the existing systems, utilities, and buildings at all institutions are currently estimated at approximately **\$73 billion over the next 20 years**.

As CDCR undertakes these repairs and replacements, it will seek to align projects with the modernized vision exemplified by SQRC to include appropriate rehabilitation space and less reliance on overcrowding.

This plan is designed to be updated over time, adapting to the needs and resources of the State.



Future proposed investments include:

- Five-year plan to significantly rebuild the California Medical Facility to provide a modern standard of service and care for incarcerated individuals with significant health care needs.
- Plan for significant investments to continue modernization effort at four other institutions.
- Expansion of correctional community reentry program sites to provide additional rehabilitative programming in a community-based environment to support family relationships, develop life skills, and reduce recidivism, with potential future expansion at state-owned facilities.
- Increased investment in critical infrastructure including life-cycle based roof replacements, insulation and cooling, Americans with Disabilities Act accessibility needs, mental health treatment, educational opportunities, and general facility maintenance.
- All capital projects developed using the standards set forth in the 20-Year Master Plan, including a focus on health and safety, normalization, staff and incarcerated wellness, and progression. Initial projects will serve as prototypes for future projects.

NEXT STEPS

CDCR has developed an adaptive 20-Year Master Plan that will serve as a strategic roadmap, reflective of the evolving correctional environment. The Plan seeks to modernize the state correctional system and address the infrastructure, operational, programmatic, and health care needs of CDCR. The Department is focused on providing a healthy working and living environment for staff and incarcerated individuals both now and in the future.

For more information about CDCR's 20-Year Plan, visit www.cdcr.ca.gov/fpcm/cdcr-infrastructure-master-plan

