



# **FY 2013 Capital Budget**

*Presentation to the Board of County Commissioners*

**Multnomah County  
May 16, 2012**

Located at: [www.multco.us/budget](http://www.multco.us/budget)

# FY 2013 Capital Presentation

---

- Today's Agenda
  - Overview of County Financial Policies for capital projects
  - Review of capital debt policies and management
  - Transportation Capital Program budget review
  - Department of County Assets Facilities Capital and IT project budget reviews
  - Questions and follow-up



# County Financial Policies

---

Our County Financial Policies address:

- Transportation Financing
- Capital asset management
- Short and long-term debt financing



# County Financial Policies

---

## Transportation Financial Policies:

- Direct the development of a Five-Year Capital Improvement Plan (updated annually)
- Describe funding mechanisms – Gas Tax and the Vehicle Registration Fee
- State Board policy to support efforts to secure state and regional funding



# County Financial Policies

---

## Facilities Capital Asset Management Policies:

- Direct the development of a Five-Year Capital Improvement Plan (updated annually)
- Define buildings as Tier I, Tier II, or Tier III, based on condition
- Outline funding sources and priorities (capital fees charged on owned space)
- Provide guidelines for asset acquisition, disposition, and the use of sale proceeds



# County Financial Policies

---

## Short and long-term debt policies:

- Describe financing mechanisms available
- “Pay-go” versus “Pay-use”
- Restrictions on debt issuance (County policy is more restrictive than state statutes)
- State explicitly that debt will **not** be issued to support operations



# County Debt Overview

---

## Types of Capital Debt:

- Short Term
  - Internal Loan
  - Tax Revenue Anticipation Notes (TRANS)
- Long Term
  - Full Faith & Credit
  - General Obligation Bonds (GO Bonds)
- Revenue Bonds
- Capital Lease Purchase Agreements



# County Debt Overview

---

## Summary of Capital Bond Memo:

- FY 2013 Projects supported with debt proceeds
  - Sellwood Bridge Fund – Bridge replacement
- Legal and internally-imposed debt limits
- Remaining debt capacity under existing policy



# County Debt Overview

---

## General Obligation Bonds:

- Voter approval required
- Supported by property taxes, not subject to Measure 5 limits
- No new GO debt issued by Multnomah County since 1997
- Existing debt was refinanced in 2010 with savings estimated at \$5.2 million
- Current obligations will be retired in FY 2017



# County Debt Overview

---

## Revenue Bonds:

- Finance projects that are supported by dedicated resources
- No current revenue bonds
  - Revenue bonds for Oregon Food Bank and Port City were retired in 2011
- County's share of Sellwood Bridge Project could be financed with revenue bonds



# County Debt Overview

---

## Pension Obligation Bonds:

- Sold in 1999 to “buy down” or pre-fund the County’s unfunded PERS liability - \$185 million
- Debt service escalates, but rates charged to departments are held constant over the life of the bonds
- County PERS rates would have been much higher than they are had we not issued bonds.
- Reserve provides rate stability and cushions against future PERS increases



# County Debt Overview

---

## Full Faith & Credit Obligations (FFCOs):

- Subject to 5% County Financial Policy limitation
- Approximately \$67 million outstanding debt
  - Most recent sale was in December, 2010, for the East County Courthouse - \$15 million
- All existing FFCO debt will be retired by 2020



# County Debt Overview

Debt Description	Dated	Maturity Date	Avg Annual Interest	Amount Issued	Principal Outstanding 6/30/2012	Principal Outstanding 6/30/2013	2012-13 Interest	2012-13 Principal
<b>General Obligation Bonds:</b>								
Series 2010 - GO Refunding Bonds	03/31/10	10/01/16	1.70%	\$ 45,175	\$ 31,795	\$ 24,935	\$ 1,303	\$ 6,860
<b>PERS Pension Revenue Bonds:</b>								
Limited Tax Pension Obligation Revenue Bonds	12/01/99	06/01/30	7.67%	\$ 184,548	\$ 131,513	\$ 127,034	\$ 12,563	\$ 4,479
<b>Full Faith and Credit Obligations:</b>								
Series 2003 - Full Faith and Credit	06/01/03	07/01/13	2.83%	9,615	2,160	1,100	52	1,060
Series 2004 - Full Faith and Credit	10/01/04	08/01/19	3.71%	54,235	42,555	36,545	1,897	6,010
Series 2010A - Full Faith and Credit	03/31/10	06/01/17	2.96%	9,800	7,125	5,750	214	1,375
Series 2010B - Full Faith and Credit	12/14/10	06/01/30	2.74%	15,000	15,000	15,000	713	-
<b>Total Full Faith and Credit</b>				<b>\$ 88,650</b>	<b>\$ 66,840</b>	<b>\$ 58,395</b>	<b>\$ 2,876</b>	<b>\$ 8,445</b>
<b>Leases and Contracts:</b>								
Sellwood Lofts - Capital Lease	01/01/02	01/01/32	2.50%	\$ 1,093	\$ 991	\$ 974	\$ 101	\$ 17
Sheriff's Office Warehouse - Capital Lease	07/01/10	06/30/17	4.00%	814	605	493	22	112
<b>Total Leases and Contracts</b>				<b>\$ 1,907</b>	<b>\$ 1,596</b>	<b>\$ 1,467</b>	<b>\$ 123</b>	<b>\$ 129</b>
<b>Loans</b>								
Oregon Transportation Infrastructure Bank	09/01/08	09/01/25	3.98%	\$ 4,600	\$ 3,170	\$ 2,883	\$ 126	\$ 287
Taxable Non-Revolving Credit Facility and Bond - Sellwood Bridge	12/14/11	12/14/12	0.96%	15,000	15,000	15,000	144	15,000
				<b>\$ 19,600</b>	<b>\$ 18,170</b>	<b>\$ 17,883</b>	<b>\$ 270</b>	<b>\$ 15,287</b>





# Transportation FY 2013 Capital Budget

*Presentation to the Board of County Commissioners*

Multnomah County  
May 16, 2012

Located at: [www.multco.us/budget](http://www.multco.us/budget)

# Transportation Capital Planning Process

---

- Three Components:
  - Capital Plan – 20 years
  - Capital Program – 5 years
  - Capital Budget for FY 13 – 1 year
  
- Selection Criteria
  - Safety
  - Support Land Use Goals
  - Engineering Evaluation
  - Community Support



# Transportation Funding Priorities

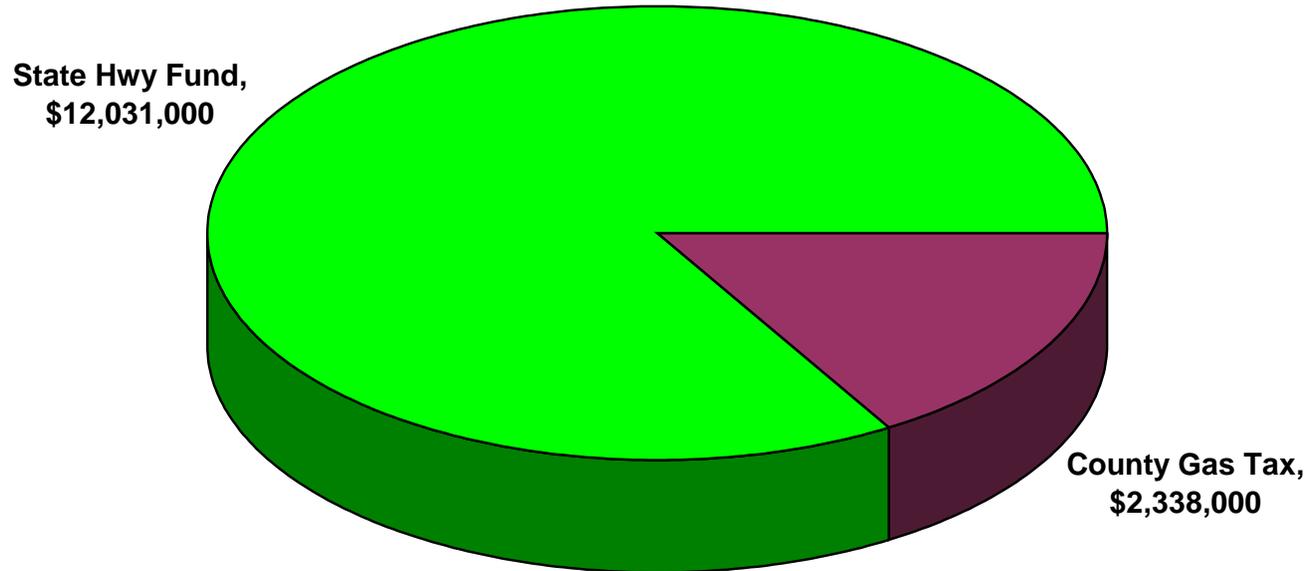
---

- Debt Obligations
  - 257 Avenue @ Orient Drive Loan
  - 223rd Ave RR Undercrossing
  - Sellwood Bridge Replacement
  
- System Preservation and Maintenance
  
- Capital
  - Sellwood Bridge Replacement



# Revenue – Base Funding Sources

Total Base Funding Sources in FY 2013 is \$ 14.4M



# Revenue All Sources

Total Revenue in FY2013 is \$225M

Bonds for Sellwood,  
\$127,400,000

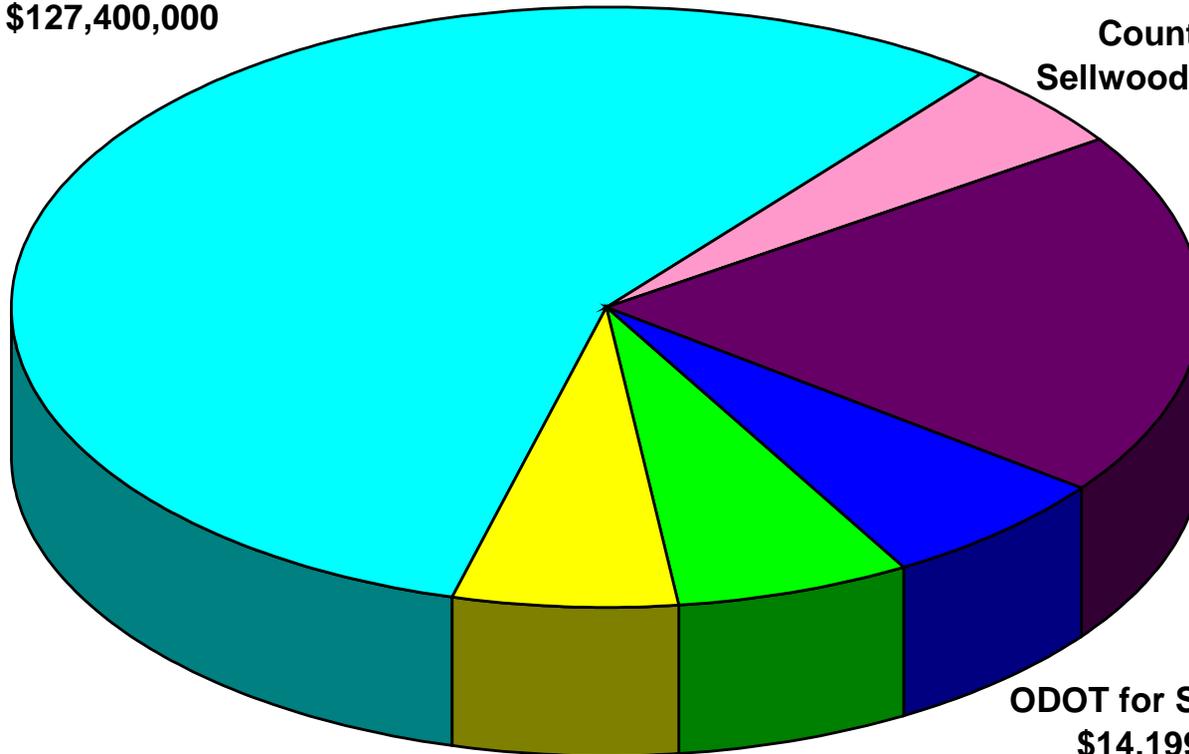
County VRF for  
Sellwood, \$10,704,000

Portland for Sellwood,  
\$44,130,000

ODOT for Sellwood,  
\$14,199,000

State & Fed Sources,  
\$13,448,000

Base Funding,  
\$14,369,000



# Road Fund - System Preservation

- Newberry Slide Repair
- Pavement Maintenance



Thompson Road Slide Repair



Palmer Mill Slide Repair



# Construction FY 2013

---

## 238<sup>th</sup> Safety Improvement

- Federal Aid Hazard Elimination Program (HEP)
- Improve sight distance and lane configuration
- Anticipated Construction August 2012

**Funding**  
**\$326K Federal**



# Construction (continued)

- SE Troutdale Rd sidewalk in-fill
- NE Halsey Street N side improvements
- Asphalt Overlays



# Bicycle & Pedestrian Program FY 2013

- Annual Allocation -1 % of base funds
- N.E. 223rd Avenue – Planning
  - Old Town Fairview



- Sandy Blvd. to 40-Mile Loop Trail



# Design in FY 2013

---

- Arata Road (multi-modal improvements)
- Cornelius Pass Rd - Safety Improvements



# Road Projects Beyond FY 2013

- Sandy Blvd (design & construction)
- Arata Road (construction)
- Cornelius Pass Rd. (construction)
- Beaver Creek Culverts Fish Passage (design & construction)



# Willamette River Bridges



# Bridge Construction Projects in FY 2013

- Sellwood Bridge Replacement



- Hawthorne Ramp Relocation (TBD)



# System Preservation – FY 2013

---

- Morrison Center Locks (lift span)
- Sauvie Island Traveler (moveable under-deck maintenance system)



# Bridge Projects Beyond FY 2013

---

- Burnside Needs Assessment
- Willamette River Bridges Capital Plan Update
- Broadway Paint Spans 2,3, and 7 above Deck
  - Design FY 13
  - Construction FY 15-16
- Broadway Rall Wheels Replacement
  - Design FY 14-15
  - Construction FY 15-16



# Seismic

---

- Seismic Update Plan (FY 2013)
- Other seismic upgrades have not been funded due to higher priorities assigned to operational and preservation needs. Substantial capital investment is required.



# Summary of Transportation Capital

- State highway funds, county gas tax and vehicle registration funds current debt, some preservation of system and limited capital projects
- New projects resulting from outside competitive funds
- Continue to look for other sources of base funding



# Summary of Transportation Capital

---

*Questions?*

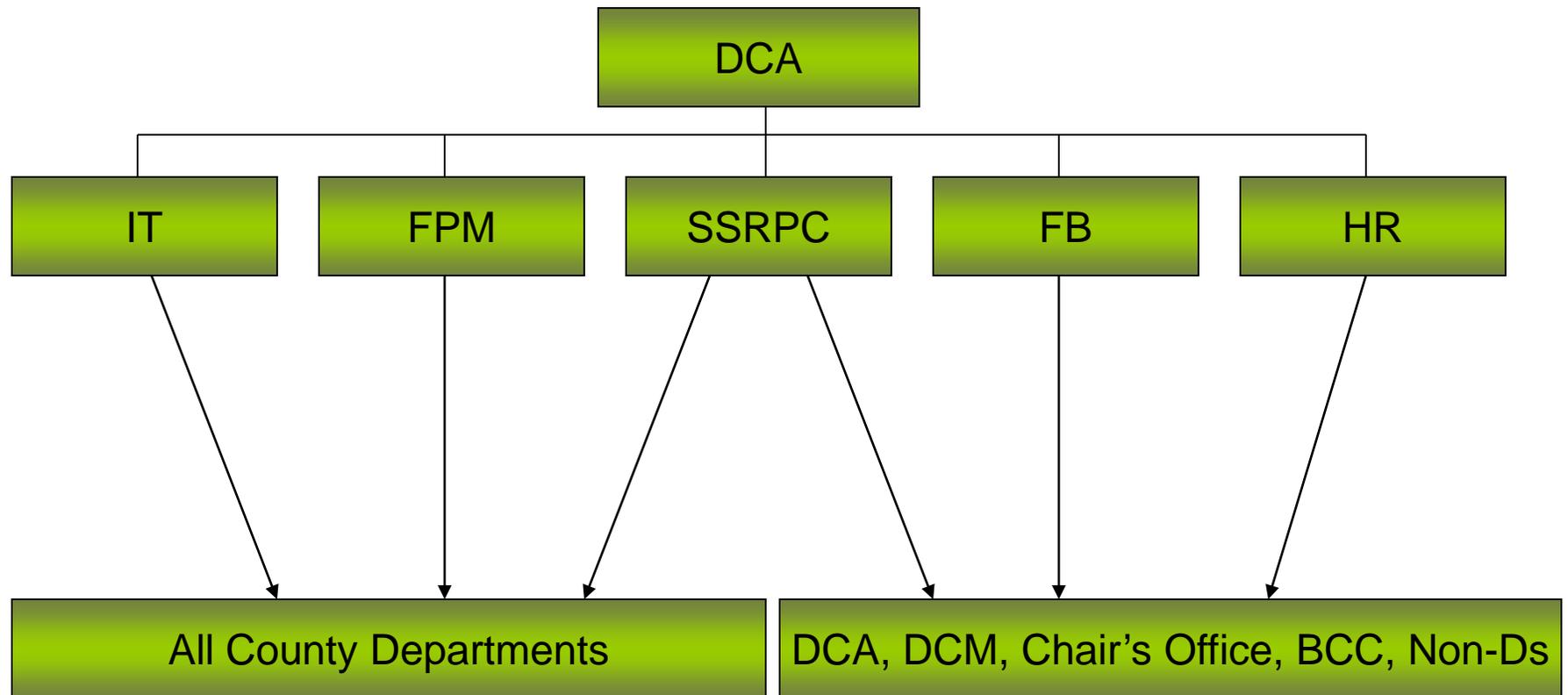


# DCA FY 2013 Capital Presentation



# Department of County Assets

## Structure



# Department of County Assets

---

## Mission (draft):

- We plan, build, acquire, and maintain core assets – technology, facilities, vehicles, and records – that allow Multnomah County to achieve its mission for the community. We pioneer new models of service promoting efficiency and stewardship.

## Vision (draft):

- We redefine when, where, and how local government operates. We lead innovative and sustainable practices in service delivery.

## Guiding Principles (draft tagline):

- Creative synergies. Innovative technologies. Sustainable practices. Inclusive workplace.



# Facilities Capital: Mission

---

- Extend the life of County Buildings
- Optimize the performance of building systems
- Create, maintain, and improve accessible, functional, sustainable, and energy-efficient facilities that meet County program needs.



# Facilities Capital: Focus

---

- Reduce long term facilities cost to the County
- Prioritize projects to prolong life of assets and upgrade building infrastructure and equipment
- Improve functionality and usefulness for programs
- Optimize flexibility of space
- Achieve a sustainable balance between facility maintenance and capital funding



# Facilities Capital: Definitions

---

- Tier I Asset Preservation (AP)
  - Retain Good building for long term use
    - Provide scheduled maintenance from Asset Preservation Fund 2509
  
- Tier II Capital Improvement Program (CIP)
  - Retain and Improve fair buildings needing capital improvement
    - Schedule improvements to bring up to Tier 1 status from Capital Improvement Fund 2507
  
- Tier III Capital Improvement Program (CIP)
  - Maintain Functionality
    - Minimal Capital investment pending decision of retention or disposition



# Facilities Capital: FY 2013 Budget

---

- FY13 AP and CIP fees are \$3.20 per owned square foot
- FY13 Tier 1 AP revenue is \$3.7 million
- FY13 Tier II & III CIP revenue is \$3.5 million



# Facilities Capital: Project Prioritization

## Prioritization ~ Project Rating Order

- Fire, Life, Safety
- Building Envelope including Roof
- Compliance
- Major Systems
- Outside Funding
- Non-critical Systems
- Operational Savings
- Combined Project
- Workplace Environment



# Asset Preservation Projects: FY 13-17

Bldg #	Bldg Name	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Plan
311	Juvenile Justice	\$ 146,083	\$ 840,000	\$ -	\$ -	\$ 310,000	\$ 1,296,083
314	Inverness Jail	\$ 2,617,442	\$ -	\$ -	\$ 750,000	\$ 250,000	\$ 3,617,442
320	Inverness Jail Laundry	\$ 382,725	\$ -	\$ -	\$ -	\$ -	\$ 382,725
325	North Portland Health	\$ 66,675	\$ -	\$ -	\$ -	\$ -	\$ 66,675
414	Elections	\$ 33,544	\$ -	\$ -	\$ -	\$ -	\$ 33,544
420	Southeast Health	\$ 49,039	\$ -	\$ 60,000	\$ -	\$ -	\$ 109,039
430	Mid-County Health	\$ -	\$ 75,000	\$ -	\$ 100,000	\$ -	\$ 175,000
437	MCE	\$ 210,000	\$ -	\$ -	\$ -	\$ -	\$ 210,000
448	GCC Service Bldg	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
455	Yeon Annex	\$ 102,998	\$ -	\$ -	\$ -	\$ -	\$ 102,998
503	TMB	\$ 1,691,088	\$ 850,000	\$ -	\$ -	\$ -	\$ 2,541,088
504	TMB Garage	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
601	Central Library	\$ 437,547	\$ -	\$ -	\$ -	\$ 350,000	\$ 787,547
607	Gresham Library	\$ 284,502	\$ 72,000	\$ -	\$ 80,000	\$ -	\$ 436,502
611	Midland Library	\$ 325,000	\$ -	\$ 80,000	\$ -	\$ -	\$ 405,000
618	Woodstock Library	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ 55,000
622	Hollywood Library	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000
623	Hillsdale Library	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
Split	Women's Transition Campus	\$ 140,015	\$ -	\$ -	\$ -	\$ -	\$ 140,015
ALP	All Properties	\$ 1,103,500	\$ 2,202,054	\$ 4,318,755	\$ 4,013,455	\$ 4,378,156	\$ 15,769,605

**Grand Total**                      **\$ 7,740,158**      **\$ 4,214,054**      **\$ 4,578,755**      **\$ 4,943,455**      **\$ 5,288,156**      **\$ 26,518,263**



# Capital Improvement Projects FY 13-17

Bldg #	Bldg Name	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Plan
101	Court House	\$ 849,777	\$ 200,000	\$ 200,000	\$ 550,000	\$ 1,600,000	\$ 3,399,777
119	Justice Center	\$ 1,275,097	\$ 750,000	\$ 1,130,000	\$ 480,000	\$ 60,000	\$ 3,695,097
160	McCoy	\$ 5,000,000	\$ -	\$ 200,000	\$ -	\$ -	\$ 5,200,000
161	Mead	\$ 759,955	\$ 145,000	\$ 50,000	\$ 225,000	\$ 750,000	\$ 1,929,955
308	Willamette River Patrol	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
311	Juvenile Justice	\$ 1,367,250	\$ -	\$ -	\$ -	\$ -	\$ 1,367,250
313	Hansen	\$ 31,134	\$ -	\$ -	\$ 300,000	\$ -	\$ 331,134
314	Inverness Jail	\$ 362,297	\$ -	\$ -	\$ -	\$ -	\$ 362,297
317	Library Administration	\$ 39,224	\$ -	\$ -	\$ 125,000	\$ -	\$ 164,224
322	Walnut Park	\$ 918,677	\$ -	\$ -	\$ -	\$ -	\$ 918,677
324	Animal Services	\$ 330,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 480,000
425	Yeon Shops	\$ 3,299,674	\$ 150,000	\$ 625,000	\$ 200,000	\$ -	\$ 4,274,674
427	Skyline Road Shop	\$ -	\$ -	\$ 56,000	\$ -	\$ -	\$ 56,000
432	Springdale Road Shop	\$ -	\$ -	\$ 56,000	\$ -	\$ -	\$ 56,000
446	Bridge Shops	\$ 429,607	\$ -	\$ -	\$ -	\$ -	\$ 429,607
481	Central Office	\$ -	\$ 300,000	\$ 178,000	\$ 200,000	\$ -	\$ 678,000
488	East County Courts	\$ 1,465,787	\$ -	\$ -	\$ -	\$ -	\$ 1,465,787
601	Central Library	\$ 101,257	\$ -	\$ -	\$ -	\$ -	\$ 101,257
617	Title Wave	\$ 383,020	\$ -	\$ -	\$ -	\$ -	\$ 383,020
ALP	All Properties	\$ 4,049,764	\$ 2,136,346	\$ 2,000,000	\$ 2,482,097	\$ 2,400,000	\$ 13,068,207
EF	Edgefield Farm	\$ 31,141	\$ -	\$ -	\$ -	\$ -	\$ 31,141
DTCH	Downtown Courthouse PDC	\$ 9,213,950	\$ -	\$ -	\$ -	\$ -	\$ 9,213,950
<b>Grand Total</b>		<b>\$ 30,082,610</b>	<b>\$ 3,831,346</b>	<b>\$ 4,495,000</b>	<b>\$ 4,562,097</b>	<b>\$ 4,810,000</b>	<b>\$ 47,781,053</b>



# Seismic Assessment

---

## Resolution 03-094

- Directs Facilities & Transportation Divisions to continue to assess earthquake risk to County facilities and to develop plans for risk mitigation
- Directs the two divisions to address earthquake mitigation in their five-year CIPs and as part of budget process
- Include in the capital budget presentation a detailed statement of all potential earthquake damage and mitigation that is NOT included in the Capital Improvement Plan



# Seismic Estimates for County-owned buildings

<i>Bldg #</i>	<i>Name</i>	<i>2012</i>	<i>Bldg #</i>	<i>Name</i>	<i>2012</i>
101	Multnomah County Court House	\$ 57,000,000	448	Gateway Services Building	\$ 400,000
119	Justice Center	\$ 40,400,000	452	Wapato	\$ 110,000
160	Gladys McCoy Building	\$ 13,000,000	455	John B Yeon Annex	\$ 150,000
161	Mead Building	\$ 10,000,000	465	Wikman Building	\$ 120,000
311	Juvenile Justice Complex	\$ 4,200,000	481	Central Office	\$ 1,100,000
314	Inverness Jail	\$ 2,200,000	488	East County Courthouse	\$ 0
317	Library Administration	\$ 3,500,000	503	Multnomah Building	\$ 26,000,000
320	Inverness Jail Laundry	\$ 80,000	504	Multnomah Building Garage	\$ 8,500,000
321	Inverness Jail Storage	\$ 100,000	601	Central Library	\$ 10,100,000
322	Walnut Park	\$ 2,400,000	603	Belmont Library	\$ 130,000
324	Animal Services	\$ 230,000	605	Capital Hill Library	\$ 300,000
325	North Portland Health Clinic	\$ 170,000	606	Gregory Heights Library	\$ 260,000
407	Gresham Probation	\$ 300,000	607	Gresham Library	\$ 230,000
414	Elections Building	\$ 500,000	609	Holgate Library	\$ 340,000
420	Southeast Health Clinic	\$ 1,100,000	611	Midland Library	\$ 410,000
425	John B Yeon Facility	\$ 15,000,000	612	North Portland Library	\$ 1,400,000
427	Skyline Road Shop	\$ 200,000	614	Rockwood Library	\$ 160,000
430	Mid-County Health Center	\$ 460,000	615	St. Johns Library	\$ 300,000
432	Springdale Road Shop	\$ 170,000	617	Title Wave Book Store	\$ 1,000,000
437	Multnomah County East	\$ 0	618	Woodstock Library	\$ 70,000
439	Gateway MDT Building	\$ 1,500,000	623	Hillsdale Library	\$ 240,000
446	Bridge Shops	\$ 1,000,000		<b>Total</b>	<b>\$ 204,830,000</b>



# Strategic Planning & Projects

---

- Health Department on the U2 Block – programming, schematic design, and design development
- Facilities Asset Strategic Plan - completion, approval, and implementation
- East County Courthouse – close out
- PULSE – **P**lanned **U**seful **L**ife **S**ystem **E**valuation – database completion
- Downtown Courthouse – ongoing assessment
- Building Automation Service – optimization, evaluation, sustainability recommendation, and implementation



# Facilities: FY 2013 Dispositions

---

- Kelly Building – Close Out      \$ 1.6 M
- Morrison Bridgehead              \$10.4 M
- Wikman Building                    \$ 0.5 M



# Facilities: on the horizon

---

- North Edgefield opportunities
- Hansen Building alternative
- Animal Services expansion
- DCHS Headquarters: Educational – Urban Renewal District
- Vance Properties strategy
- McCoy disposition



# Facilities Summary

---

- Facilities capital maintenance & repair: large projects completed recently (roofs, etc.) provide time and funding for implementing FASP recommendations, evaluating PULSE data for cost curve going forward.
- FASP implementation: getting County programs into the right space.
- “The right space” includes new projects in the near future (Health Department, etc.)
- New projects on the horizon provide the County with “two-fers” and “three-fers:” reduced seismic liability, lower carbon footprint, better work environments, reduced operating costs.



# **FY 2013 Capital Presentation**

---

## ***Department of County Assets Information Technology***



# Information Technology

---

## IT Revenue Sources

- Full Faith and Credit Obligations\*
- One Time Only Funding\*
- Internal Service Rates\*
- External Sources

\* FY 2013 Funding Sources



# Information Technology

---

## IT Program Offers

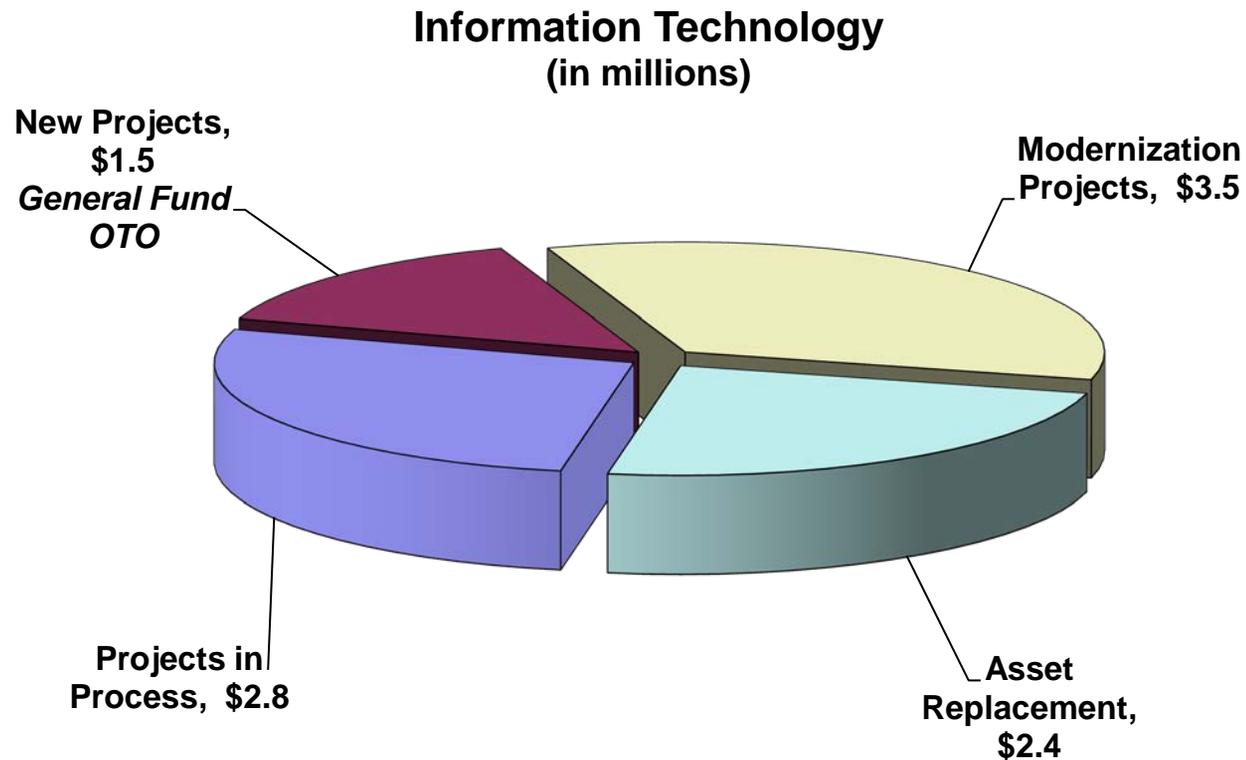
- IT Innovation and Investment Funding (78023)\*  
\$6,404,370
- Bond Funded Modernization Projects (78024)  
\$1,424,943
- Asset Replacement (78031)  
\$2,415,329

\*Also referred to as “ITAB Projects”



# Information Technology

## Proposed Capital Budget



Total IT BWC: \$8.7M

Total above: \$10.2M



# Information Technology

---

## ITAB and Modernization Projects (Completed by 6/30/12)

- DCHS MHASD Client Case Management & Billing
- LPSCC DSS-J Technology Upgrade
- Data Center and Disaster Recovery



# Information Technology

---

## ITAB and Modernization Projects in Process, \$6.3 million

- County-Wide Budget System, \$1.1 million
- Network Convergence, \$2.6 million
- Data Center & Co-location (*closeout*) \$1 million
- MCHD Corrections Health EMR, \$389,000
- DCJ Content Management Pilot, \$540,000
- County-Wide Employee Self Service Benefits Evaluation, \$120,000
- MCL Logistics Service Coordination, \$100,000
- *Close-out of FY 2012 projects, \$440,000*

Project spending estimates will be revised in May and project budgets will be amended, if necessary.



# Information Technology

## IT Modernization Projects

- Data Center and Disaster Recovery
- Network Convergence



# Information Technology

---

## ITAB New Projects, \$1.5 million\*

- DCA Asset/Real Estate Portfolio Management, \$500,000
- County-Wide Self Service Benefits Capabilities, \$600,000
- SAP Enhancements and New Library District Set Up, \$400,000

**\*Included in FY 2012 General Fund Contingency**



# Information Technology

---

## ITAB Projects on the Horizon:

- MCHD/DCHS Health Care Transformation/Data Exchange\*
  - Mental Health Booking Alerts
- LPSCC Public Safety Data Exchange\*
- DCA Asset Management
- DCJ Pre-screening for Juvenile Crime Prevention

**\*Potential to leverage one data exchange platform**



# Information Technology

---

## Asset Replacement: \$2.4 million

- Hardware Upgrades
  - Desktop replacements: PCs, laptops, printers, and monitors: \$1.2 million
  - Wide-area network, telecom equipment, and data center servers: \$668,500
  
- Software Upgrades
  - Desktop software licensing: \$560,500



# Information Technology

---

## Asset Recycling

- IT recycles used desktop equipment with a local certified electronics recycler, at no cost to us.
- All systems with data on them are erased with tools exceeding Department of Defense requirements.
- Some servers are eligible for Energy Trust of Oregon's Virtualization Incentive.
- In FY 2012, 37 systems have been sent to Energy Trust of Oregon for an incentive payment of \$12,950.



# Information Technology

---

## The Year Ahead

- Major Project Activities
  - County-wide Budget System
  - Network Convergence
  - Health Care Transformation
- Resource Allocation
  - Recruit Capital Planning Position
- Process Definitions
  - Identify Stable Funding Mechanism
  - Develop Formal Board Review Process



# FY 2013 Capital Presentation

---

*IT Questions?*



# FY 2013 Capital Summary

---

An exciting time for County infrastructure:

- Sellwood Bridge
- East County Courthouse
- Implementing County values around economic development and sustainability

Projects on the horizon will leverage our assets *and* our partnerships with other jurisdictions

- Space planning and IT mobility projects
- Fleet maintenance and operations



# FY 2013 Capital Presentation

---

*Questions?*

