



# FY 2016 Capital Budget

Transportation, Facilities and Property  
Management, and Information  
Technology

Department of County Management  
Marissa Madrigal, Chief Operating Officer

Department of County Assets  
Sherry Swackhamer, Director

Department of Community Services  
Kim Peoples, Director

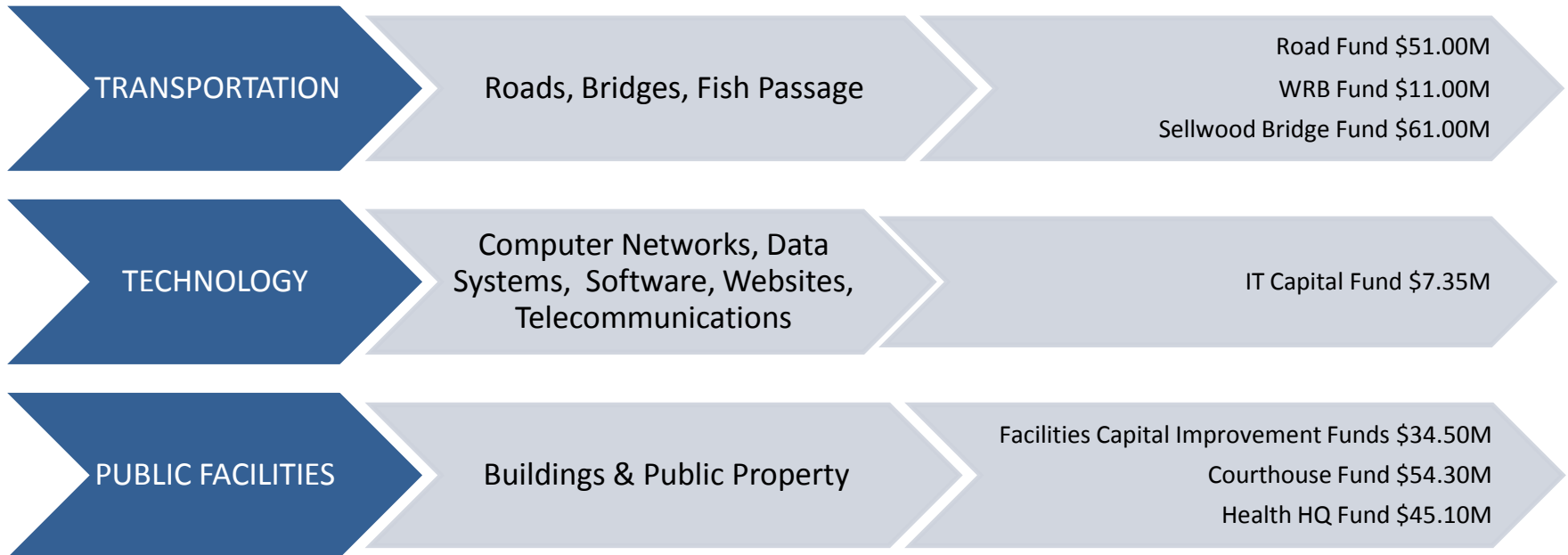
May 13, 2015

- Overview of Multnomah County's Capital Program
  - Categories, Definitions
  - The Countywide View
  - The State of Capital Planning
- Facilities and Property Management
- Information Technology
- Transportation
- Wrap-up
- Questions



# FY 2016 Capital Program // Countywide View

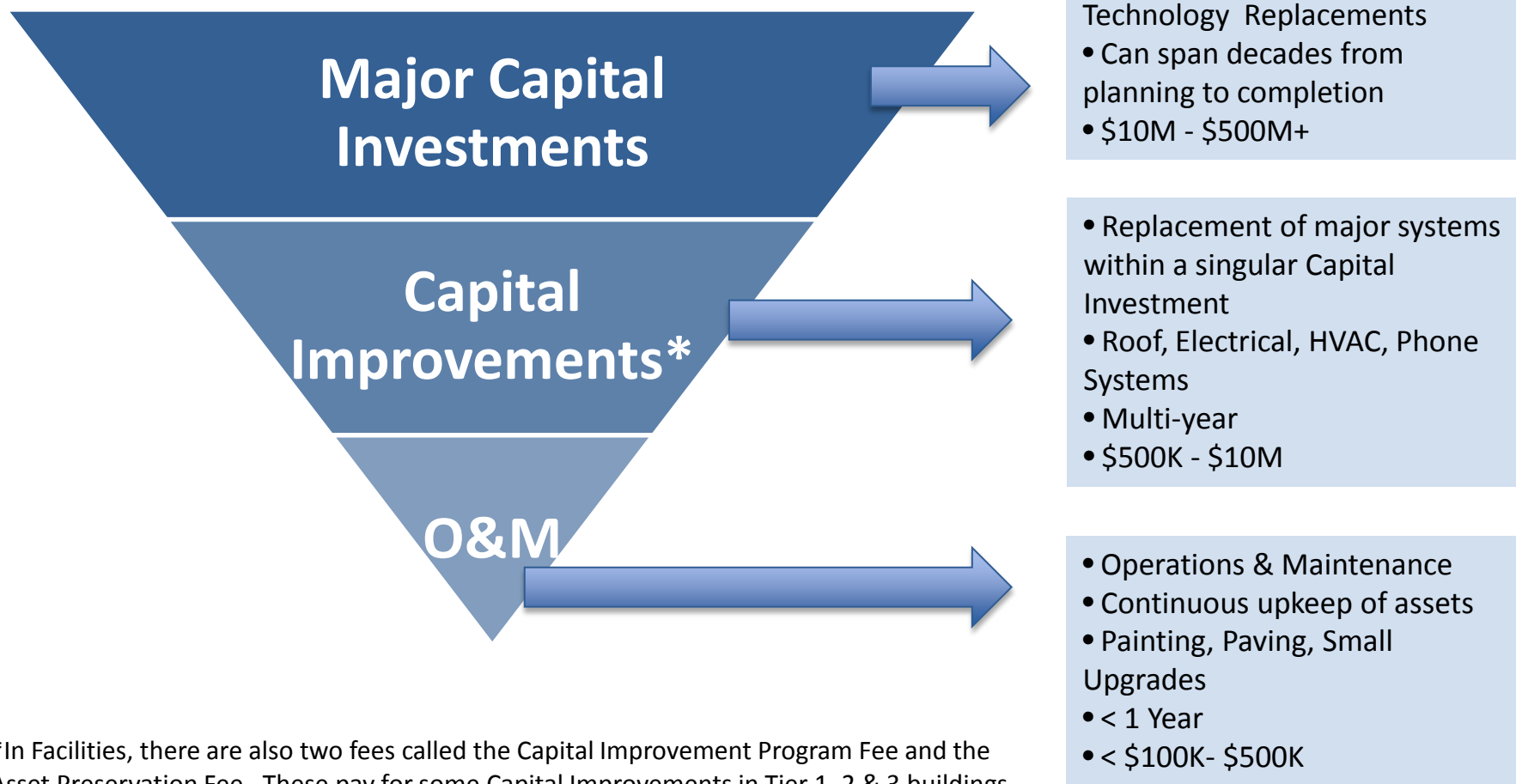
## For Multnomah County, Capital is Public Infrastructure\*



\*it is not Operations and Maintenance (painting, paving, regular software updates)



## Common Definitions – Project Type



\*In Facilities, there are also two fees called the Capital Improvement Program Fee and the Asset Preservation Fee. These pay for some Capital Improvements in Tier 1, 2 & 3 buildings. More on this later....



## Common Definitions – Plan Type

### 10 – 20 Year Comprehensive Plan

- High Level Map
- Prioritizes projects based on need and BCC and community values
- Not a financing plan

### 5 Year Capital Program

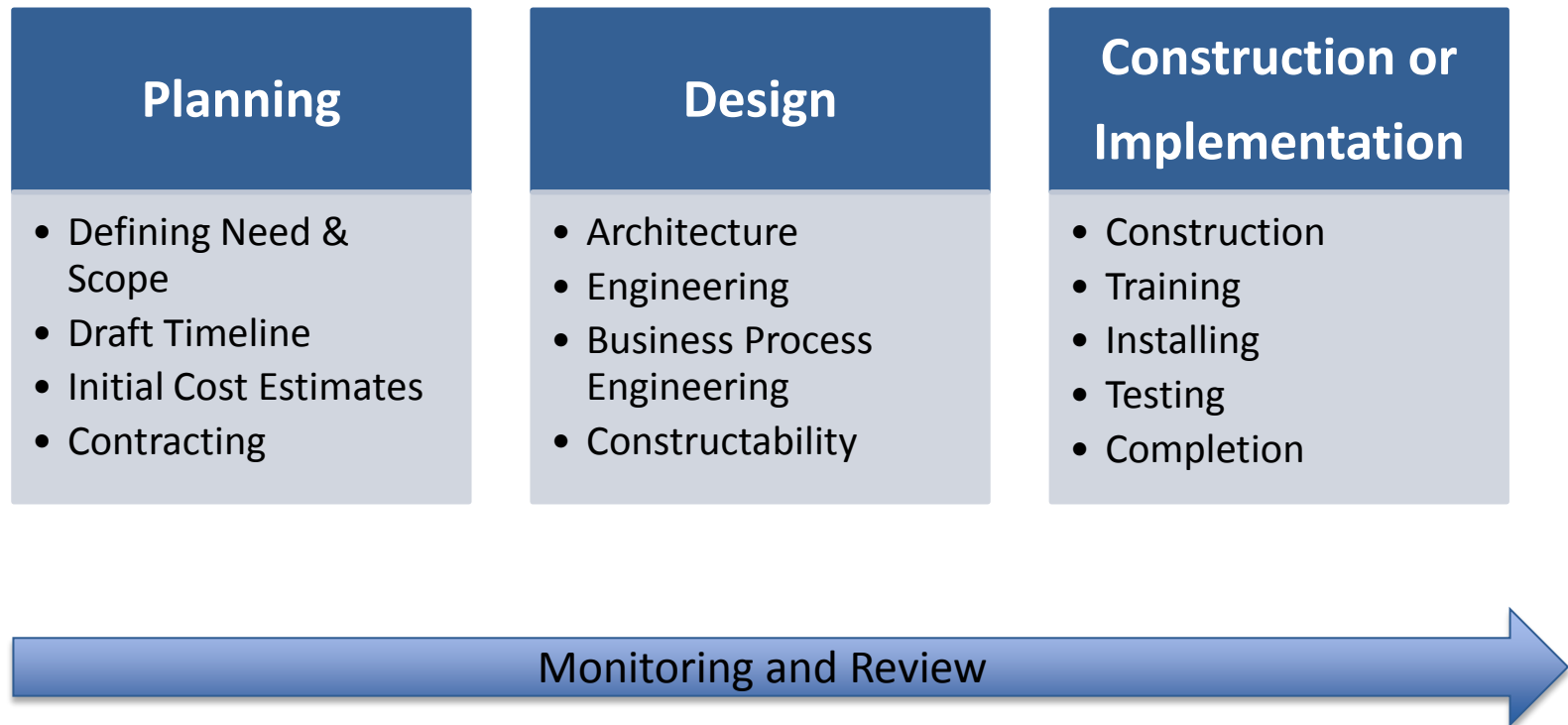
- Captures critical cash flow and construction timelines
- Identifies Financing
- Informed by Comprehensive plan
- More detail than 20 year plan but not a budget.

### Yearly Capital Budget

- 1 year Snapshot
- Estimated Cost
- 12 month schedule of work
- Identifies Phase of work



## Common Definitions: Project Phases



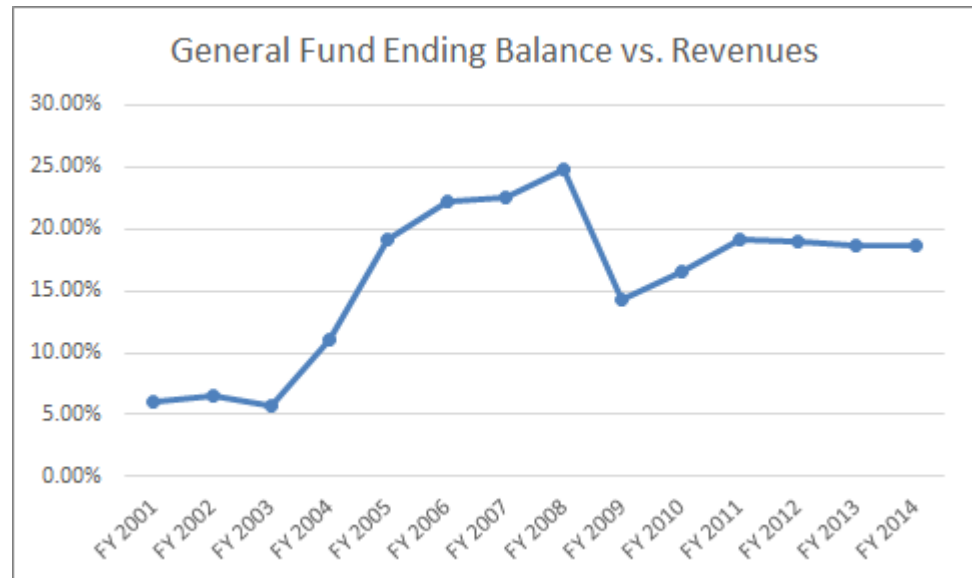
In a Universe far, far away ... (called the year 2001)

We didn't have much of a story.



## FY 2016 Capital Program // Countywide View

- Our reserves were dangerously low
- Three consecutive mid-year budget cuts
- Survival mode
- Little to no ability to plan long-term
- OTO spent on On-going
- Balanced for 1 year





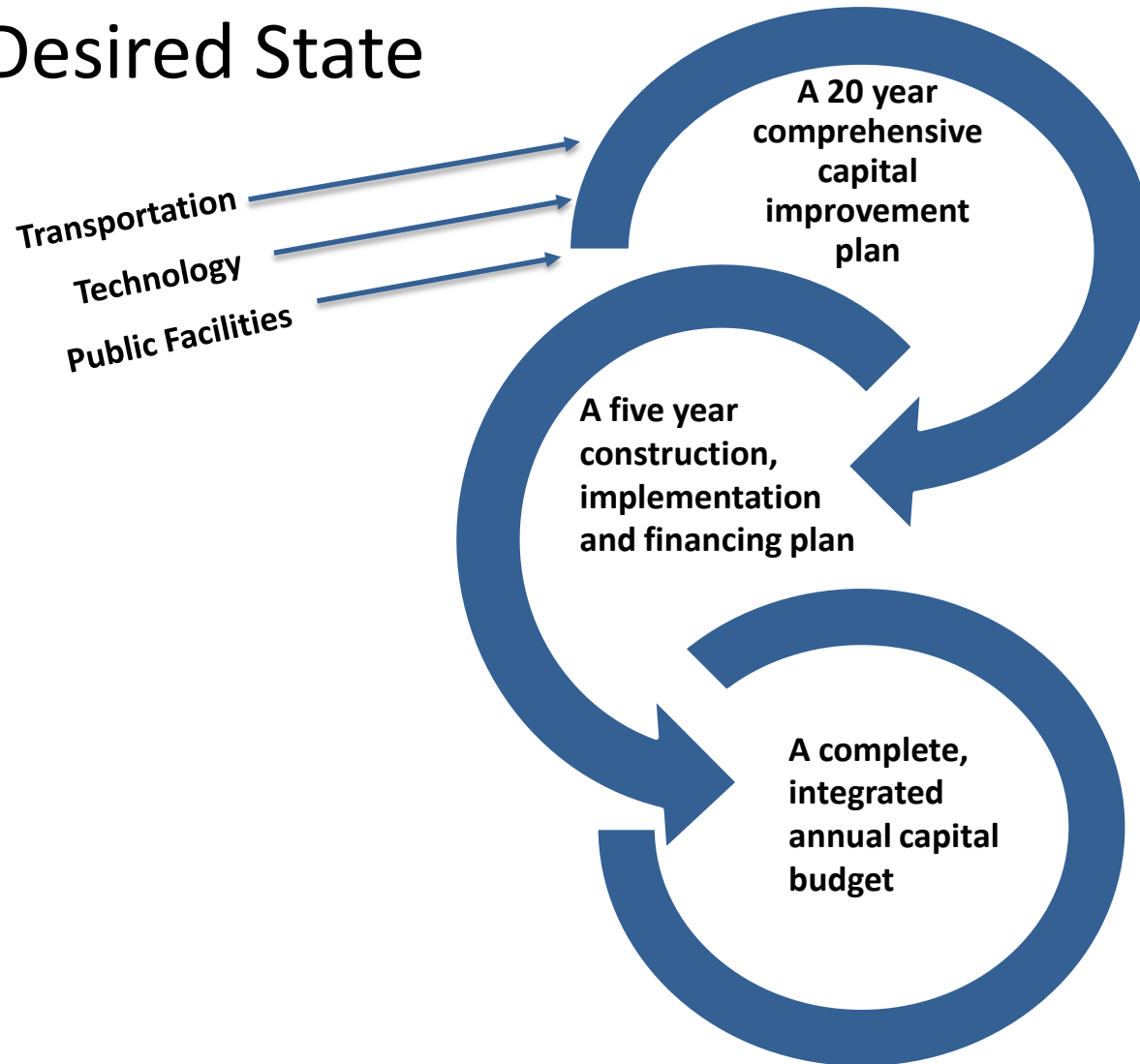
### Today:

We have most of the parts we need, but they aren't yet in sync.

- County Reserves are Fully Funded
- County Credit Rating Excellent
- Transportation 20 year Capital Improvement Plan
- Facilities Strategic Asset Plan
- IT has identified strategic projects and at risk business systems



## Desired State



# PROPOSAL

## Capital Finance & Planning Unit

Program Offer Number: 72013-16

Total Cost: \$346,645

2 FTE (Capital Planning Director & Analyst) + Professional Services

- Based on audit and management recommendations
- Provides focused, long-range countywide capacity
- Will develop a framework and tools for comprehensive capital planning and financing
- Review the rate structures for Facilities and IT
- Lead preparation of a Capital Budget for FY17



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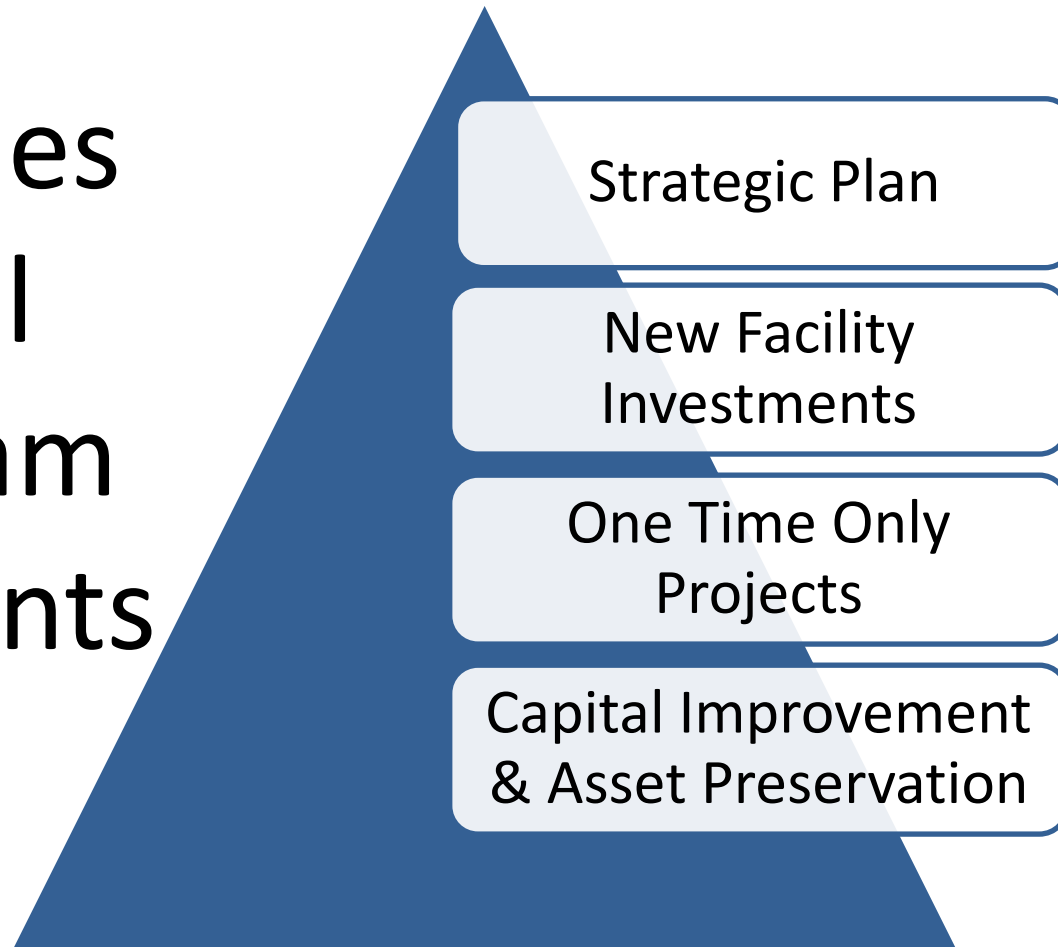
# FY 2016 Facilities and Property Management Capital Budget

Presentation to the  
Board of County Commissioners

Department of County Assets  
Sherry Swackhamer, Director & CIO  
Henry Alaman, Director of Facilities &  
Property Management

May 13, 2015

# Facilities Capital Program Elements



## Facilities Assets Strategic Plan

1. Develop roadmap to efficiently and effectively support the program delivery of vital County services
2. Objectively assess properties based upon department's program needs and management of the assets
  - Categorize the Properties as High Performance, Medium Performance and Low Performance
3. Capital priorities
  - Create a 5 year Capital Improvement Plan focused on maintaining the integrity of the High Performance Property
  - Create a 10 year building replacement and recapitalization plan for low Performance Property



## Capital Planning Process

### Four components

- Asset Preservation Program (AP) – Tier I
- Capital Improvement Program (CIP) – Tier II and III
- Annual Capital Re-Planning
- Capital Budget for FY 2016 – 1 Year



### Selection Criteria

- Fire/life/health/safety requirements
- Building envelope impact
- Compliance requirements
- Major building system vs. non-critical system impact
- Operational savings/efficiency impact
- Workplace environment improvement
- External funding availability
- Seismic requirements



## FY 2016 Capital Program // Facilities & Property Management

Building Name	Tier	Seismic Liability	Building Name	Tier	Seismic Liability
Multnomah Building	Tier 1	\$26.00M	Multnomah County Court House	Tier 2/3	\$57.00M
Multnomah Building Garage	Tier 1	\$8.50M	Justice Center	Tier 2/3	\$40.40M
Juvenile Justice Complex	Tier 1	\$4.20M	John B Yeon Facility	Tier 2/3	\$15.00M
Inverness Jail	Tier 1	\$2.20M	Gladys McCoy Building	Tier 2/3	\$13.00M
			Mead Building	Tier 2/3	\$10.00M
<i>All Other Tier 1 Buildings</i>		<u>\$9.60M</u>	<i>All Other Tier 2/3 Buildings</i>		<u>\$8.90M</u>
Total:		\$50.50M	Total:		\$144.30M

# Total Estimated Seismic Liability \$194.80M

- *Seismic Assessment: Resolution 03-094*







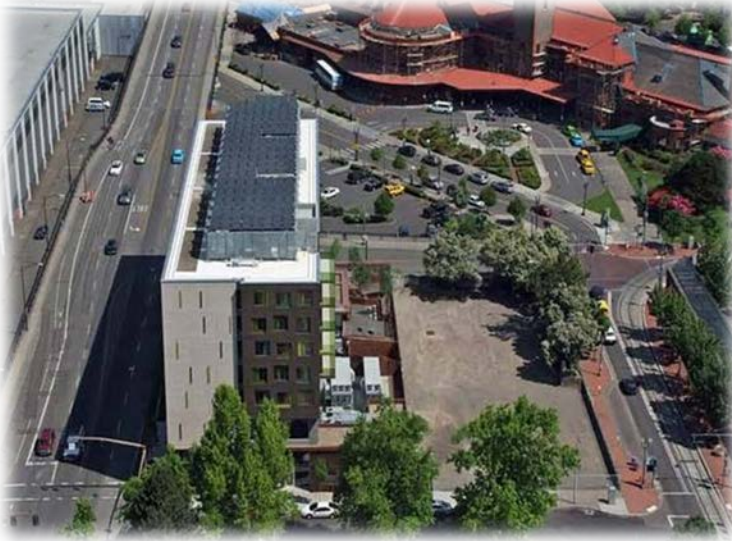
## Central Courthouse Project

FY 2016 Proposed Budget = \$54.30M

FY 2015 Projected Spend = \$ 1.50M

FY 2016 Estimated Spend = \$13.40M

- State bonds sold March, 2015
- West Quadrant 2035 Plan approved March, 2015
- Final site selected April, 2015
- Architect and CM/GC selection scheduled Fall 2015
- DAS and OJD coordination for 2015-2017 biennium



## Health Department Headquarters Project

FY 2016 Proposed Budget = \$ 45.10M

FY 2015 Projected Spend = \$ 2.10M

FY 2016 Estimated Spend = \$ 5.00M

- Management of project moved to Multnomah County
- Owner's Representative selection May, 2015
- Height variance request in process
- Construction document complete and building permits receipt scheduled for June, 2016

### FY 2016 OTO Requests for Capital Improvements

Program Offer	Description	Total
78052-16	Yeon-AG Fuel Tanks Installation	\$0.45M
78054-16	Yeon Annex – Reception & Lobby Remodel	\$0.17M
78055-16	Energy Savings Performance Contract (ESPC) - JJC Lighting	\$0.81M
78056-16	ESPC – Inverness Jail Water Improvements	\$1.50M
78057-16	MCSO Suicide Prevention Projects- Vent Covers	\$0.56M

### FY 2015 Requests in Progress

Project	FY 2015 Funding	FY 2016 Remaining	Stage	Estimated Completion
Relocation of MCSO HQ Analysis	\$1.30M	\$1.10M	Design	FY 2016
Hansen Redevelopment Analysis	\$1.30M	\$1.20M	Pending	FY 2017
Animal Services Upgrade	\$1.00M	\$0.90M	Planning	FY 2016



## AP and CIP Overall Objectives

- Recapitalize aging inventory: right-size building portfolio
- Prioritize investments based on condition and life cycle needs
- Seek partnerships
- Improve quality of work space

## Ongoing Resources

- FY 2016 AP and CIP fees = \$4.05 per square foot of owned space
- AP Fund revenue: \$3.51M (Tier 1)
- CIP Fund revenue: \$3.67M (Tiers II & III)



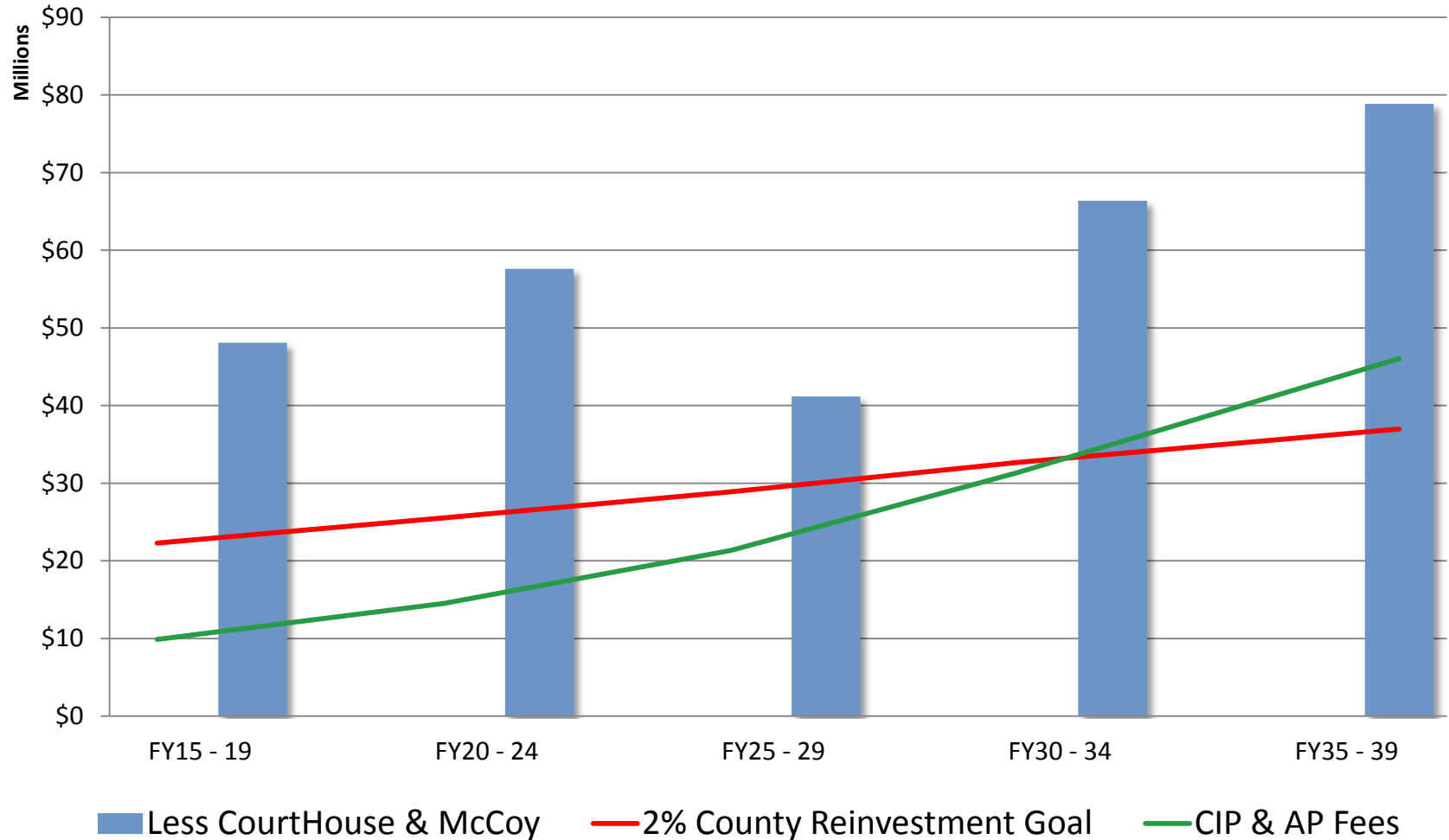
## Construction In Process Project Highlights

- Multnomah County Inverness Jail (MCIJ) detention electronics
- Justice Center Domestic water piping replacement project
- Mead Building light well window replacement project
- Yeon Building redundant boiler addition



# FY 2016 Capital Program // Facilities & Property Management

## Future Portfolio Requirements



## Library Capital Summary

- Central Library Seismic: \$10.10M
- Library Capital Fund revenue: \$1.15M
- CIP Project Highlights
  - Rockwood Library maker space, roof and exterior work
  - Library ISOM Building (Adm.) 2<sup>nd</sup> floor renovation and roof improvements





## Vision for the Future

Continue Development  
Efforts

Restructure Capital  
Rate Analysis

Initiate Property  
Assessments

Close Morrison Bridgehead  
Sale

Release RFP for the North  
Williams Property





# Questions



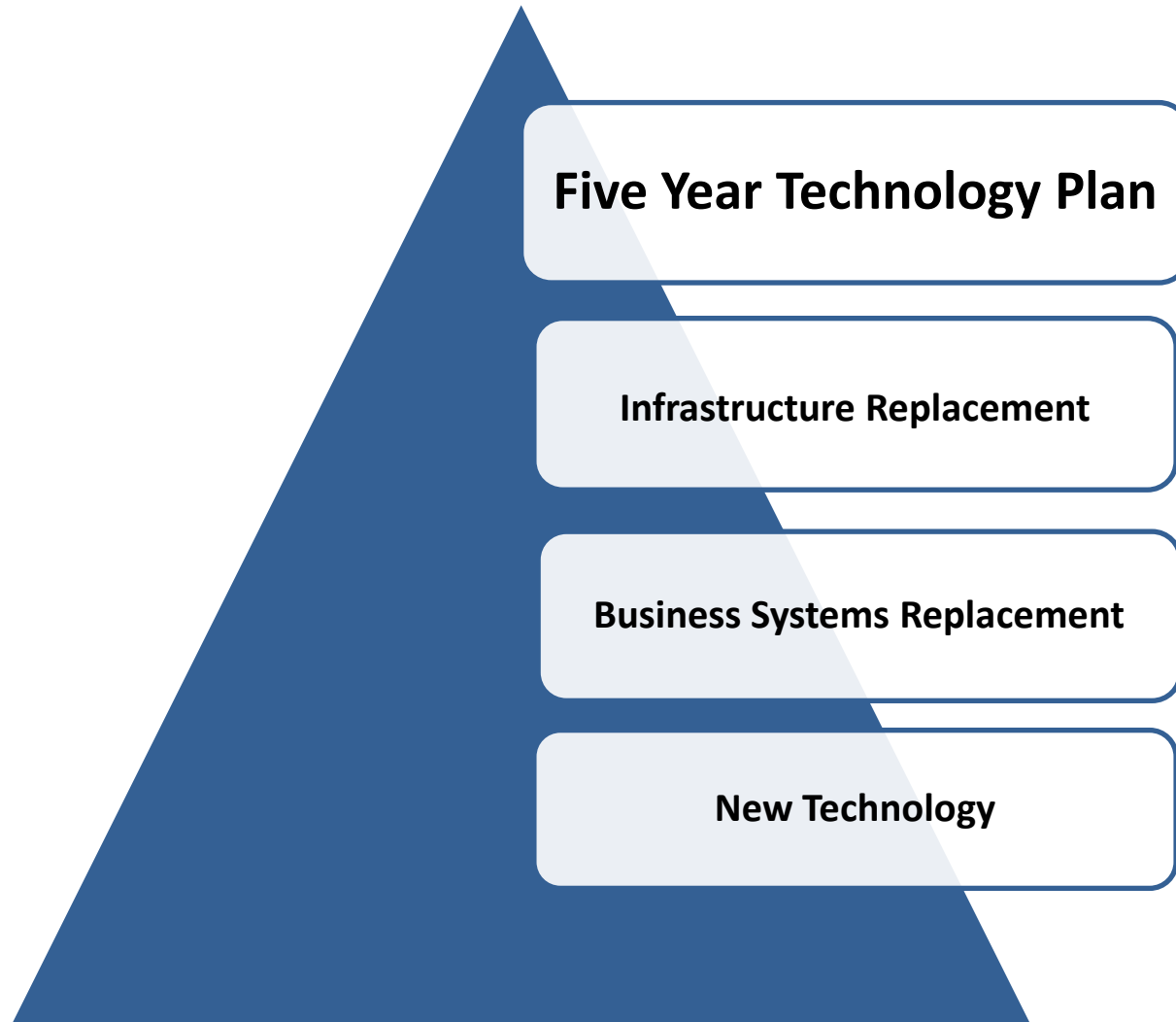
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# FY 2016 Information Technology Capital Budget

Presentation to the Board of  
County Commissioners

Department of County Assets  
Sherry Swackhamer, Director & CIO

May 13, 2015



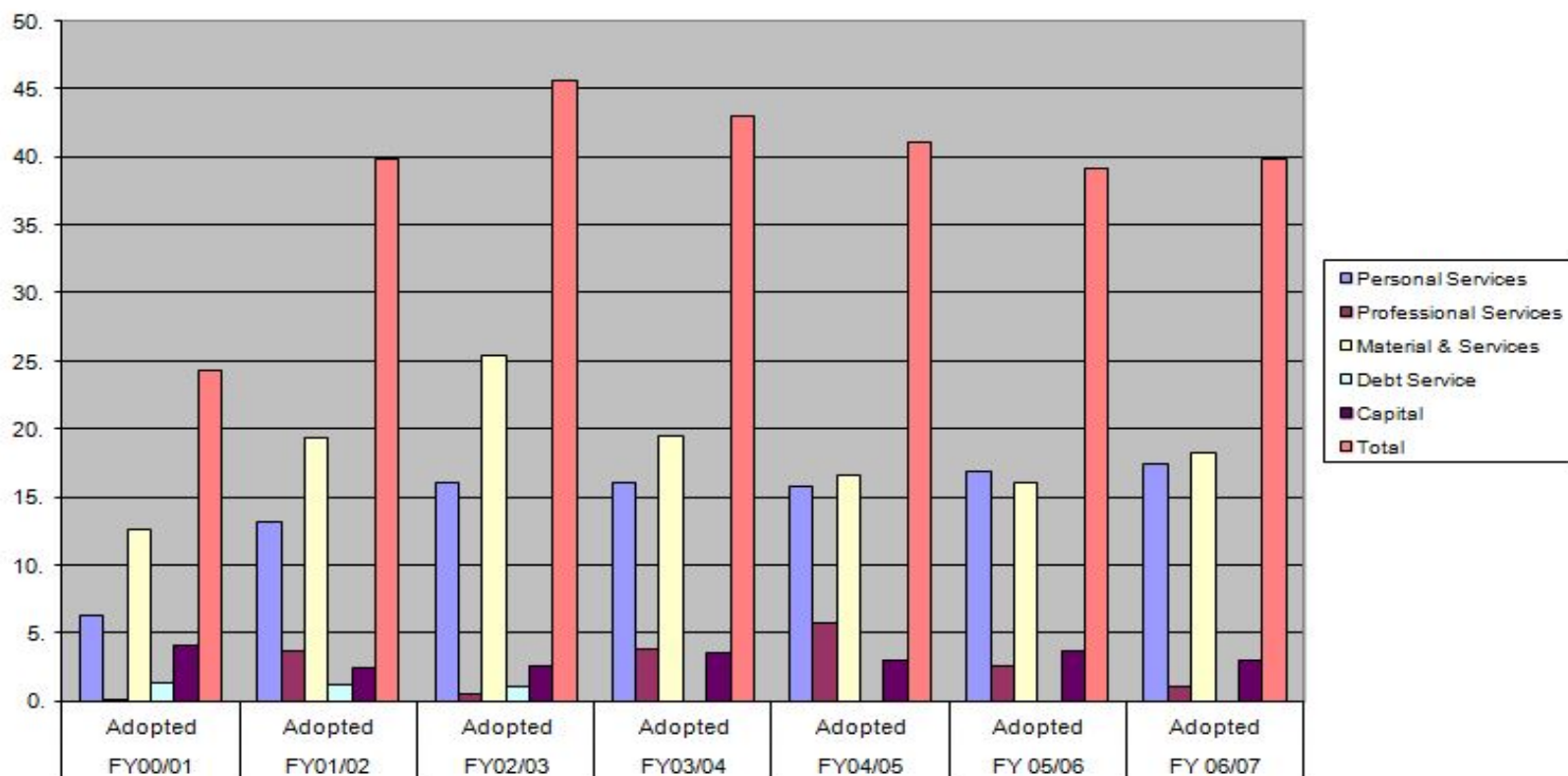
# Capital Planning Process

- Three components
  - Capital Program – 5 year
  - Annual Capital Re-Planning
  - Capital Budget for FY 2016 – 1 Year
- Selection Criteria
  - Improved service quality to constituents
  - Reduced County risk or liability or mandate
  - Return on investment
  - Significant and sustainable cost savings or revenue
  - Amount and availability of IT resources

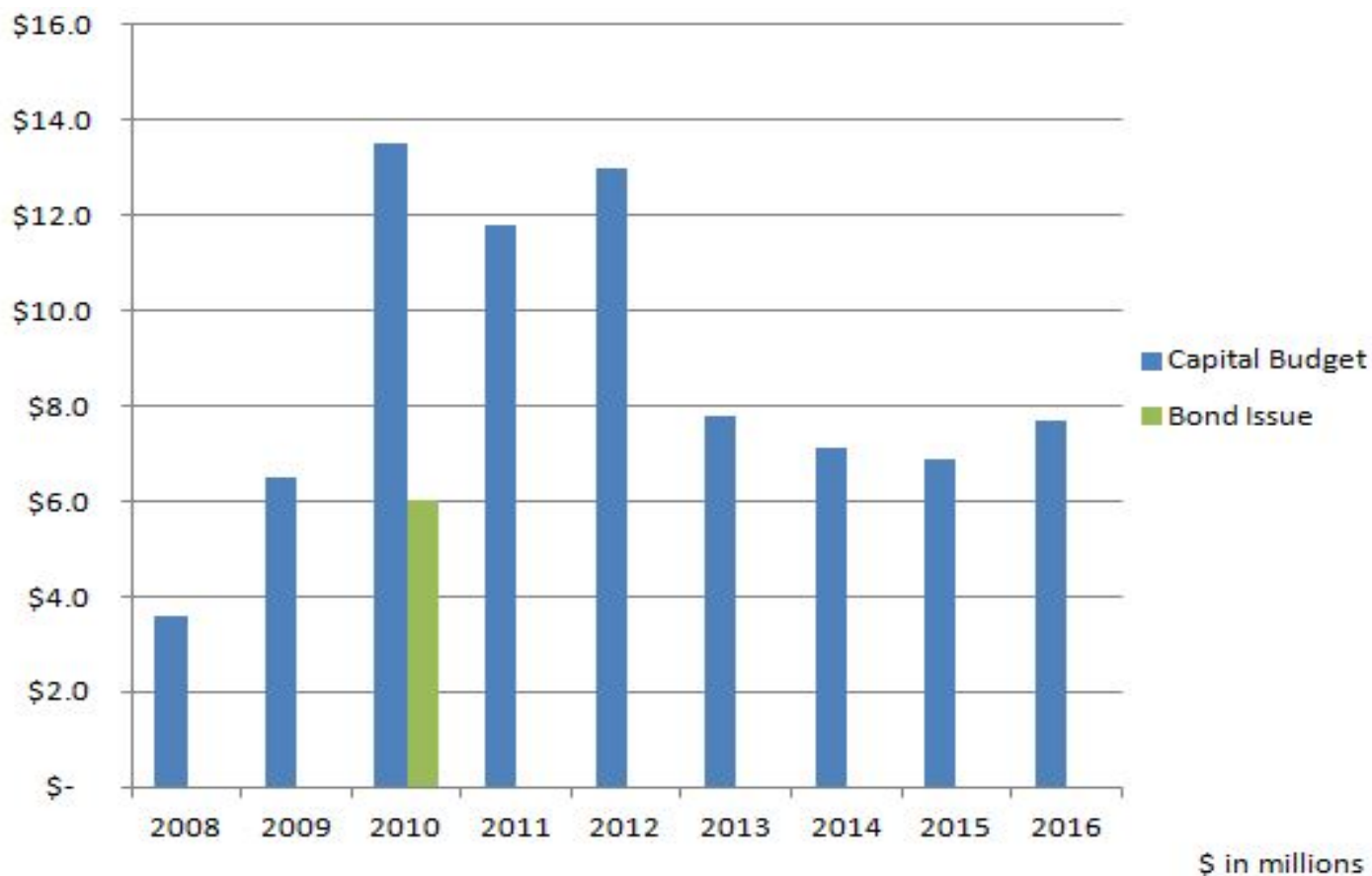


## IT Capital Trends: 2000-2007

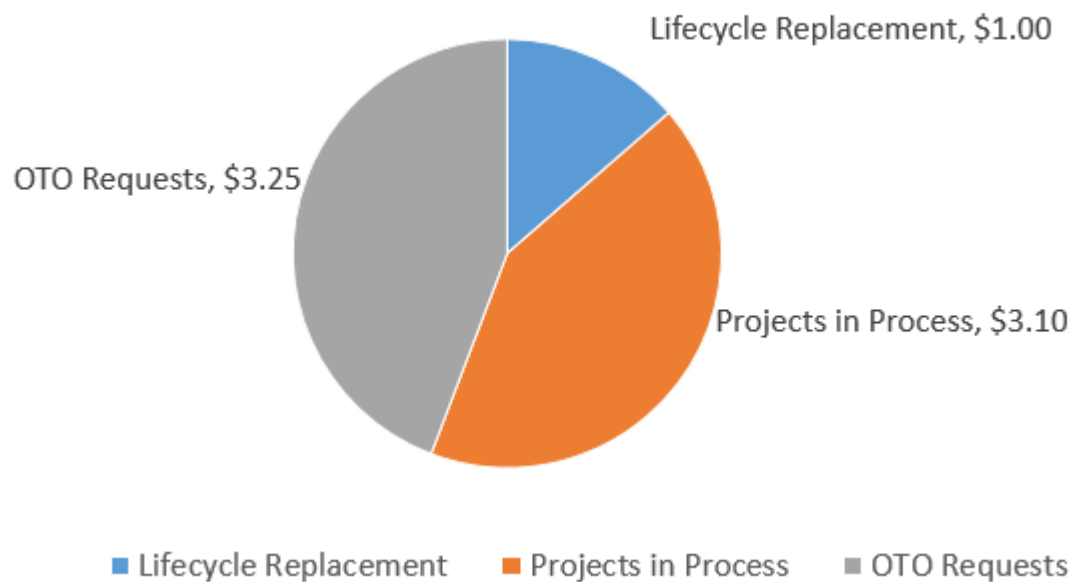
Multnomah County IT Budgeted Expense 7 year Trend  
\$40.0  
000 omitted



## IT Capital Trends: 2008 to 2016 proposed



### FY 2016 IT Proposed, \$7.35M



# FY 2016 Capital Program // Information Technology

## 1. Dispose of and replace the application as soon as possible

DCS: PR  
Navigator

MCHD:  
First Star

DCS: Multiple  
Options

## 2. Freeze the application and find a replacement

#1  
DCHS: UCR

MCHD: School  
Based Dental

DCHS: LUCI

DCHS: Public  
Guardian Track

MCHD:  
CEDARS

MCDA: CRIMES

OEM: Bridge

## 3. Merge the application into other applications

MCL: Pharos

## 4. Phase out the application over time with no replacement

DCJ: Case Load  
Explorer

DCHS: ADS  
Archive

## At Risk Technology

**Legend:** Green: Departmental Funding  
Yellow: Technology Capital Funding  
Gray: No Funding Required





# Life Cycle Replacement Request:

## DCHS Universal Client Registry System

- Replace high risk, unsupported legacy system
- Provide stable system to increase efficiency, reduce manual processes, and provide self-service capabilities to providers
- Estimated budget:
  - Phases 2 and 3 = \$0.48M

Multnomah County UCR

Logged in as Ashley HASMAN (Logout)

Search Person Referral Administration Reports

**Edit Program Referral**

Program: Safety Net Services Referral Status: Active Referral ID: 8575

Person: JACKSON, HERSHEY Q. DOB: 01/25/2004 Age: 11 Prime #/Alt ID: DOG12345 Person ID: 88629

Referral Date: 04/10/2015 Referral Source: Self Assigned To/Staff: ADVS-CS: Margretta HANSEN

Referral Detail Client Detail Service Requests Documents Service History Close Referral Client's Referrals

Add Service Request

Total Funds Obligated: \$20.00 Total Paid: \$284.50

Request Date	Request Status	Service	Provider	Request Amount	Authorized Amount	Paid Amount
04/28/2015	Payments Complete	Moving	Pegasus Social Services	\$346.00	\$346.00	\$259.50

Request Detail Service Events Status History

Action Service Date Invoice Status Units Amount Service Event Memo Service Date Ranges Cancel/No Show

Edit AP Form	05/01/2015	Paid	3.00	\$259.50	Movers were on time		
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Add Adjustment

Action	Type	Units	Amount	Invoice Status	Invoice #	Memo
Edit	Initial	4.00	\$346.00	Paid	MOV-01-a	
Edit	Adjustment	(1.00)	(\$86.50)	Paid		Refunded an hour b/c they ...

04/24/2015 Waiting for Invoice/Receipt Prescription Safeway PCARD \$45.00 \$45.00 \$25.00



## FY 2016 New One Time Only Requests

- Network Convergence PO 78020C-E , \$1.42M
- Cybersecurity PO 78037, \$1.73M
- Crimes Replacement Evaluation– PO 78058, \$0.10M



## FY 2016 Projects in Process

Project	FY 2015 Funding	FY 2016 Remaining	Stage	Expected Completion
DCA: Facilities Asset Management (\$0.50M)	\$0.50M	\$0.50M	Planning	FY 2017
DCJ: Document Management System (\$0.50M)*	\$0.50M	\$0.26M	Planning	FY 2016
DCA: Network Convergence/Voice over IP (\$5.10M)	\$1.10M	\$0.33M	Implementing	FY 2016
DCA: Continuity of Ops./Remote Access (\$0.60M)	\$0.60M	\$0.35M	Project 1: Complete Project 2: Designing	FY 2016
DCM: Budget System Implementation (\$1.50M)	\$0.46M	\$0.24M	Phase I: Complete Phase II: Planning	FY 2016
DCM: Enterprise Resource Planning (ERP) Life Cycle Analysis (\$0.50M)	\$0.50M	\$0.13M	Phase I: Complete Phase II: Planning	FY 2016
DCM: SAP Enhancements (\$0.90M)	\$0.90M	\$0.90M	Pending	To be determined after RFP
MCHD/DCHS/DCJ: Healthcare Transformation (\$0.40M)	\$0.40M	\$0.39M	Implementing Designing Planning	834 phase II and III: FY 2016 Reporting Pilot: FY 2016 Coordination of Care: FY 2017



## DCM Enterprise Resource Planning

- Analysis project completed
- Contract with Gartner secured
- RFP development underway

Total budget: \$0.50M

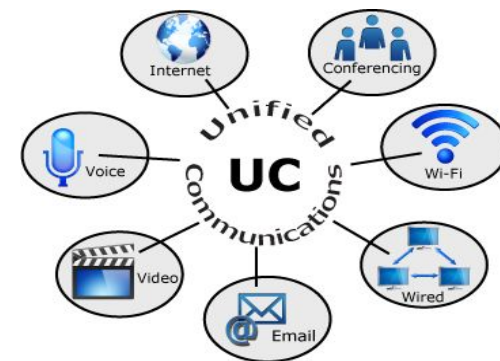
RFP In Process: \$0.12M



## DCA Network Convergence/VoIP

- FY 2015 scope complete
  - Recorded 26,000+ hours
  - Cutover event every 45 days for 18 months
- FY 2016 OTO Request for final 3 sites

Original budget:	\$5.10M
OTO FY 2015:	\$1.14M
OTO FY 2016:	<u>\$1.42M</u>
Total Estimate	\$7.66M



## DCA Continuity of Operations

- Project 1: WiFi expansion completed
- Project 2: Remote access, requirements completed
- Two vendors selected and proofs of concepts underway
- Implementation – planned for

Total budget: \$0.60M

In process: \$0.35M



- Technology Highlights:
  - Go live: MCHD Inspection System
  - Completed FY 2015 Network Conversion Scope
  - Completed evaluation of ERP and initiated RFP
  - Implemented first Healthcare Transformation Project
- What's Next?
  - Lifecycle planning for Infrastructure
  - Rate planning for capital
  - Completing Projects in Process
  - Focusing on new OTO projects
  - Building Resiliency



# Questions







# FY 2016 Transportation Capital Budget

Presentation to the Board of  
County Commissioners

Department of Community Services  
Kim Peoples, Director

May 13, 2015



# Capital Planning Process

- Three Components:
  - Capital Plan – 20 years
  - Capital Program – 5 years
  - Capital Budget for FY 2016 – 1 year
- Selection Criteria:
  - Safety
  - Support Land Use Goals
  - Engineering Evaluation
  - Community Support
  - Equity Lens



## Seismic Liabilities

Project Name	Seismic Liability
Broadway Bridge Limited Seismic Retrofit	\$52.60M
Burnside Seismic Resiliency (Feasibility Study, Environmental Impact Study, Final Design and Construction)	\$516.00M
Hawthorne Bridge Limited Seismic Retrofit	\$44.90M
Morrison Bridge Limited Seismic Retrofit	\$91.90M

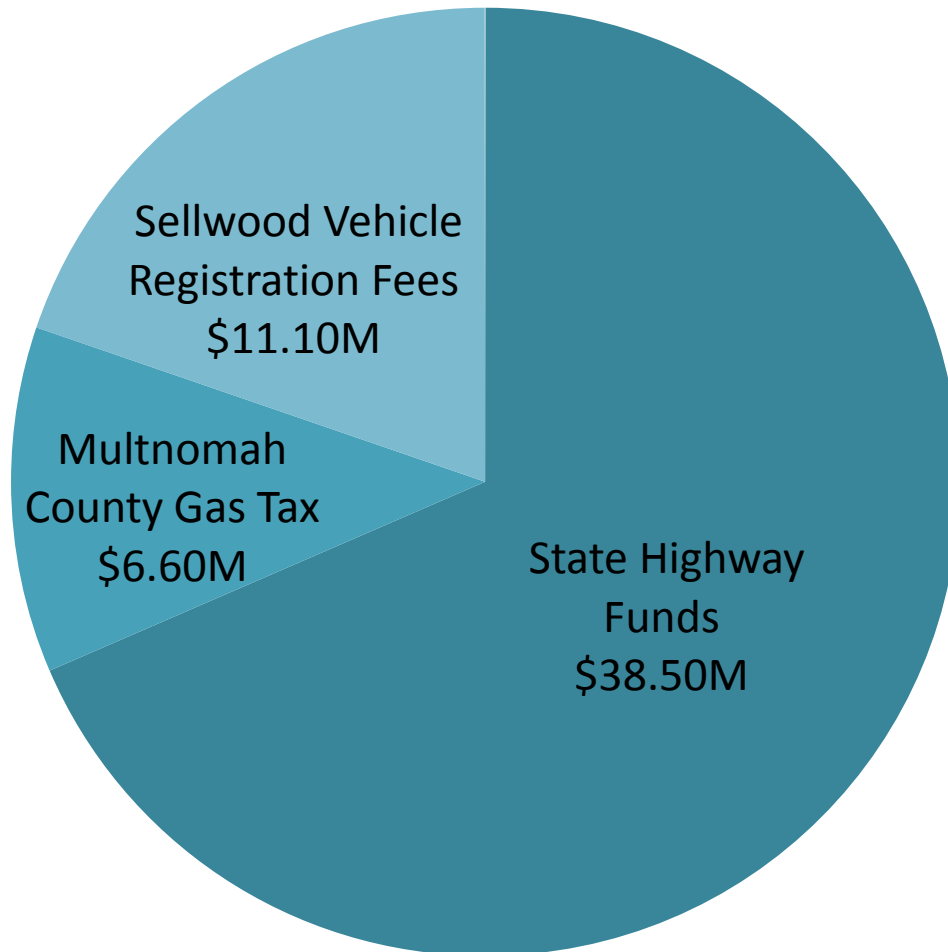
Total Estimated Seismic Liability: \$705.40M





## Revenue

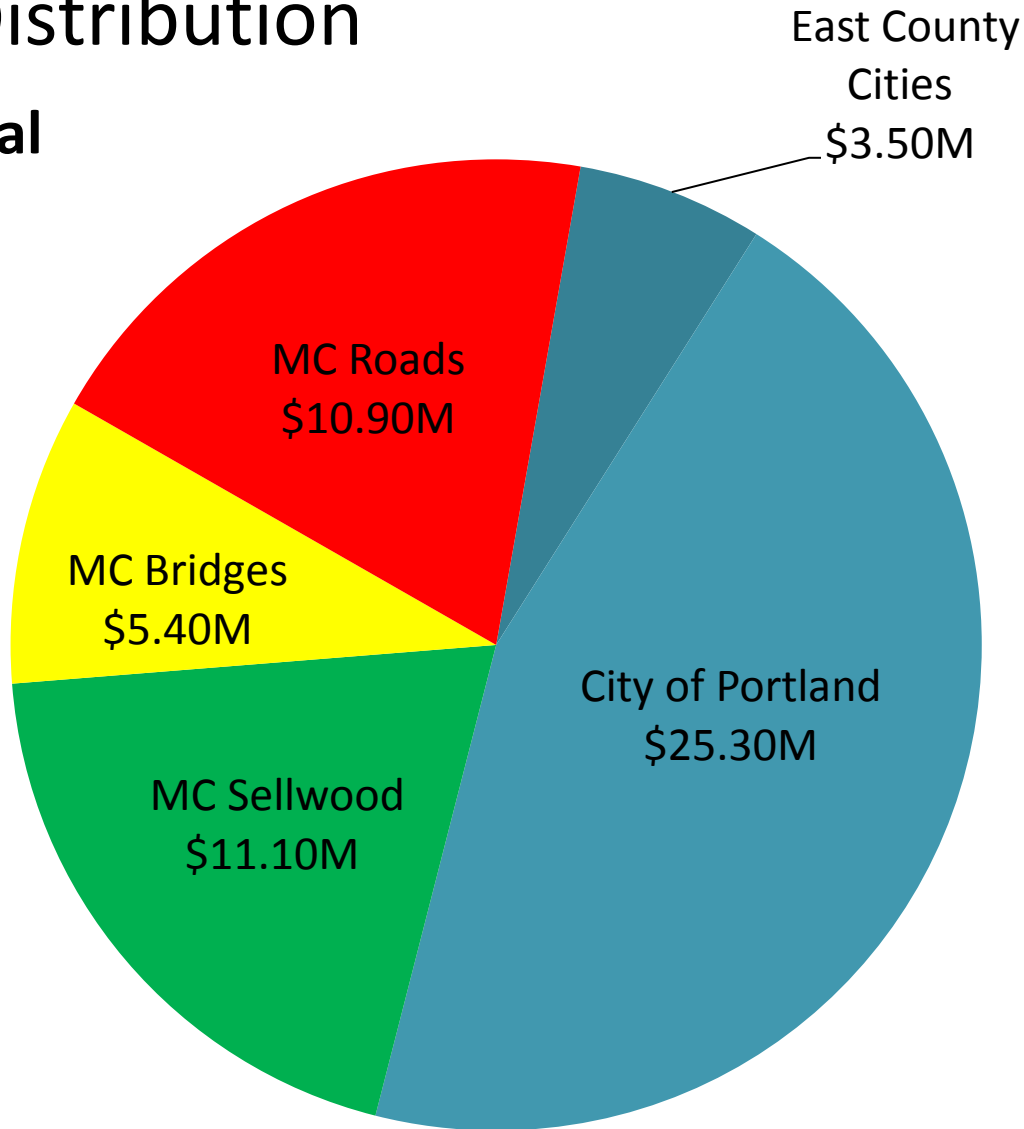
**\$56.20M Total**





# Revenue Distribution

**\$56.20M Total**



# Fish Passage - Culverts



Project	FY 2015 Funding	FY 2016 Remaining	FY 2016 Status	Estimated Completion
Marine Drive Repair (\$0.35M)	-	\$0.35M	Construction	FY 2016
Cottrell Rd Replacement (\$0.37M)	-	\$0.37M	Design/Construction	FY 2017
Stark St Replacement (\$1.20M*)	-	\$1.20M	Design/Construction	FY 2017
Cochran Rd Replacement(\$1.60M*)	-	\$1.60M	Design	FY 2018
Reader Rd Replacement (\$0.30M)	-	\$0.30M	Design	FY 2018

\* Indicates projects using federal funds

# Roads



Project	FY 2015 Funding	FY 2016 Remaining	FY 2016 Status	Estimated Completion
Oxbow Park Road Repair (\$0.50M)	\$0.50M	\$0.48M	Construction	FY 2016
Arata Road (\$4.50M*)	\$0.30M	\$4.20M	Design/Construction	FY 2017
Sandy Boulevard (\$1.70M*)	\$0.20M	\$1.50M	Design/Construction	FY 2017

\* Indicates projects using federal funds



## Bike/Ped

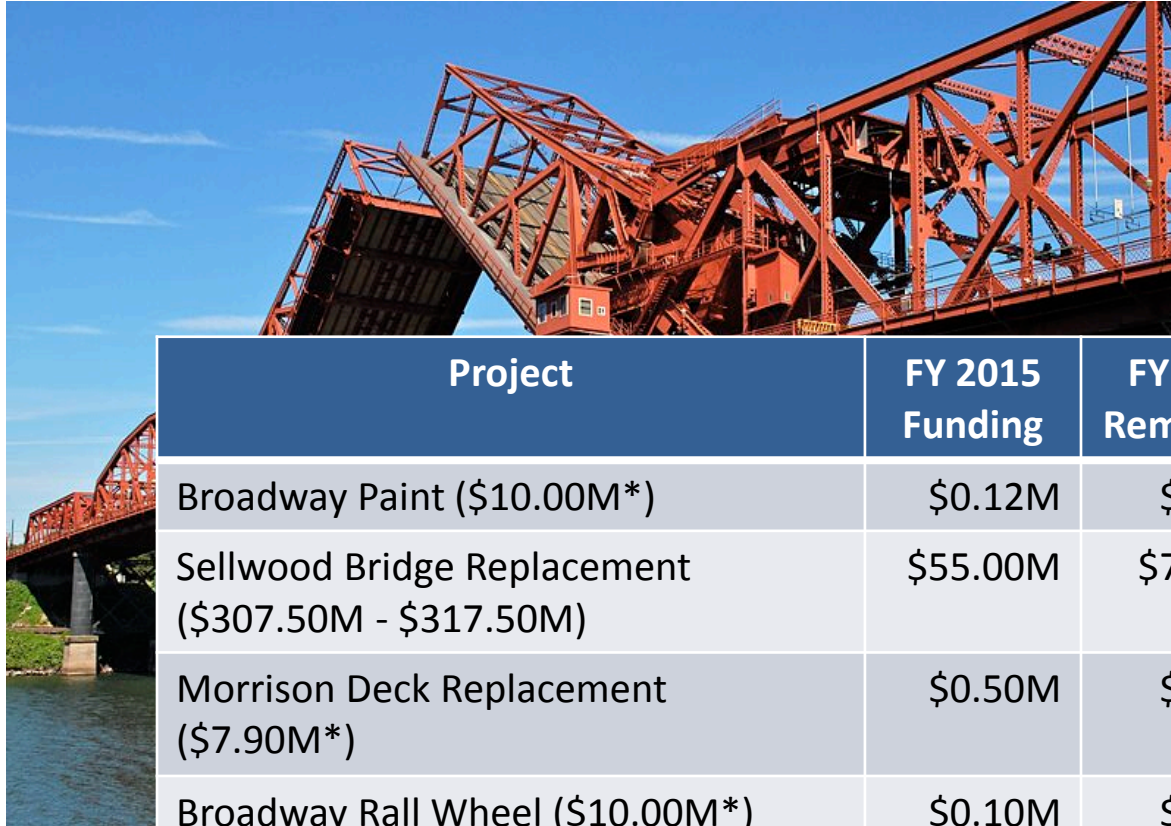


Project	FY 2015 Funding	FY 2016 Remaining	FY 2016 Status	Estimated Completion
Troutdale Road Sidewalk Infill (\$0.10M)	\$0.03M	\$0.07M	Construction	FY 2016
Sandy Boulevard Sidewalk Infill (\$0.08M)	-	\$0.08M	Construction	FY 2016
East County ADA Ramps (\$0.05M)	-	\$0.05M	Construction	FY 2016





# Willamette River Bridges



Project	FY 2015 Funding	FY 2016 Remaining	FY 2016 Status	Estimated Completion
Broadway Paint (\$10.00M*)	\$0.12M	\$9.88M	Construction	FY 2016
Sellwood Bridge Replacement (\$307.50M - \$317.50M)	\$55.00M	\$79.20M	Construction	FY 2017
Morrison Deck Replacement (\$7.90M*)	\$0.50M	\$7.40M	Design and Construction	FY 2017
Broadway Rall Wheel (\$10.00M*)	\$0.10M	\$9.90M	Design	FY 2017
Burnside Rehabilitation (\$32.00M*)	\$0.09M	\$31.90M	Design	FY 2019

\* Indicates projects using federal funds



### Summary

- FY16 to be a very active year for capital projects.
- Federal and State transportation funding is uncertain. We will continue to explore strategies for revenue.
- Burnside feasibility study critical

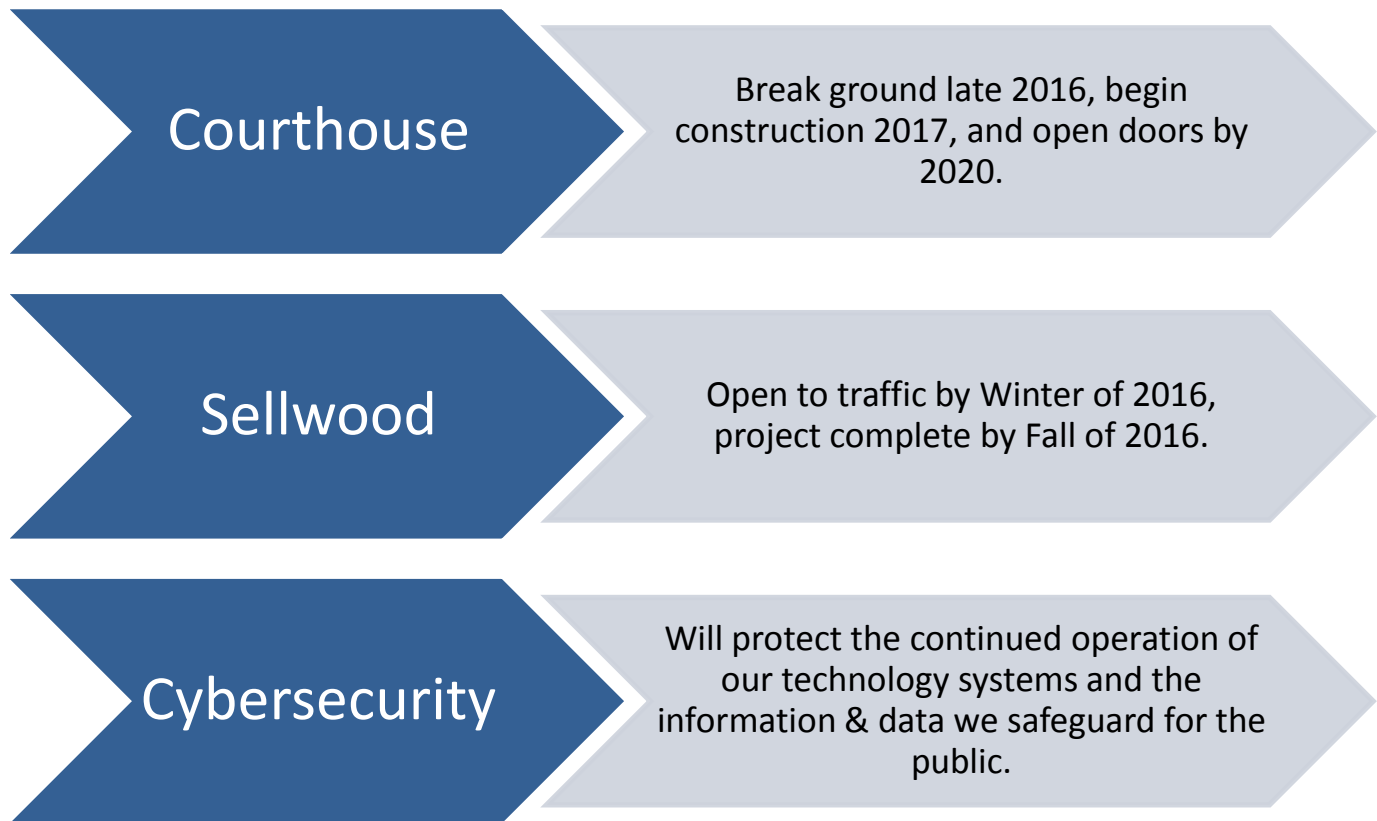


# Questions

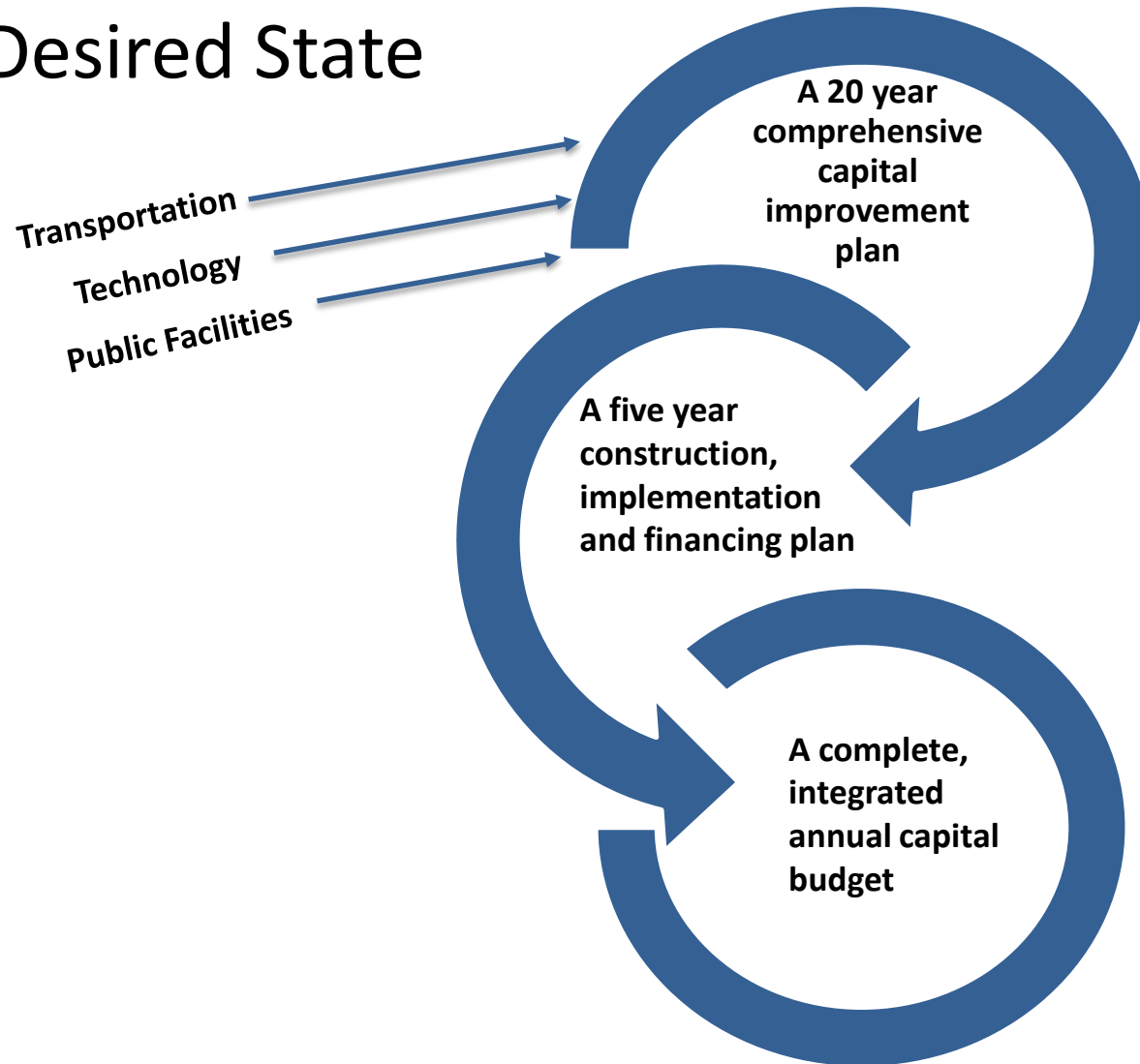


### Wrap-up

If approved, in FY 16 Multnomah County will manage a combined \$205.00M toward improving public infrastructure including:



## Desired State



# Questions

