

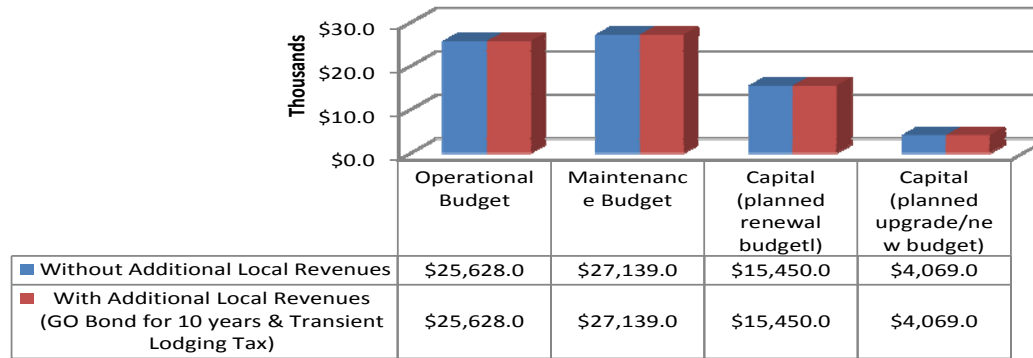
STRATEGY OUTLOOK

- The community has recently added additional revenues which has slowed the County road system's deterioration; however resources are insufficient to meet needs.
- Tillamook County manages an old road system. Approximately one-third of County transportation assets are in poor / very poor condition. This will grow over the next 10 years in spite of recent additional funding.
- The Road Department is not able to maintain current service levels for the next 10 years. The majority of expenditures are reactive maintenance with most resources allocated to reacting to potholes, failed bridges, culverts & guardrails. The one exception to this is vegetation management (spraying), the only preventative maintenance program currently. Moving forward with more revenue, the focus will be on renewal.
- Despite this, Tillamook County's Road Department performs at a very high level because of the skills, knowledge of the road system and experience of its people. These people are very effective at managing increasing risks as assets reach the end of useful operating life. Staffing continues to be insufficient.
- The Department's asset management plan captures current knowledge and experience and has helped guide County road system planning. However this overarching asset management plan is the first stage of asset management improvement. The County needs to further develop asset plans that show varying funding scenarios, what can be done, what can't be done and how the service level consequences and risks will be managed. This plan reflects this move.
- Even with monies approved by voters in 2013, funding is insufficient. The County will continue to seek opportunities to fund needs outside budget authority by partnering with key stakeholders and applying for grants.
- The County will continue to communicate levels of service based on best knowledge of the road system and available resources.

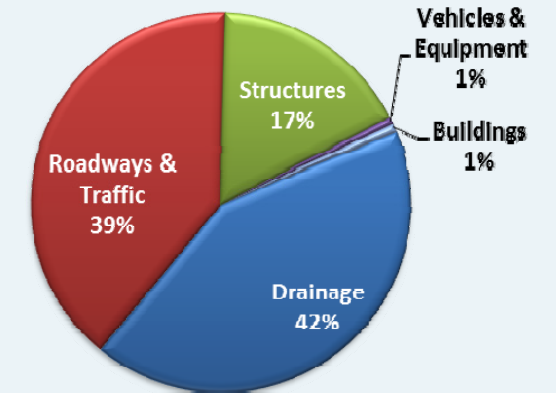
SERVICE / ASSET ACTIVITIES

⇒ Maintenance Yard Buildings

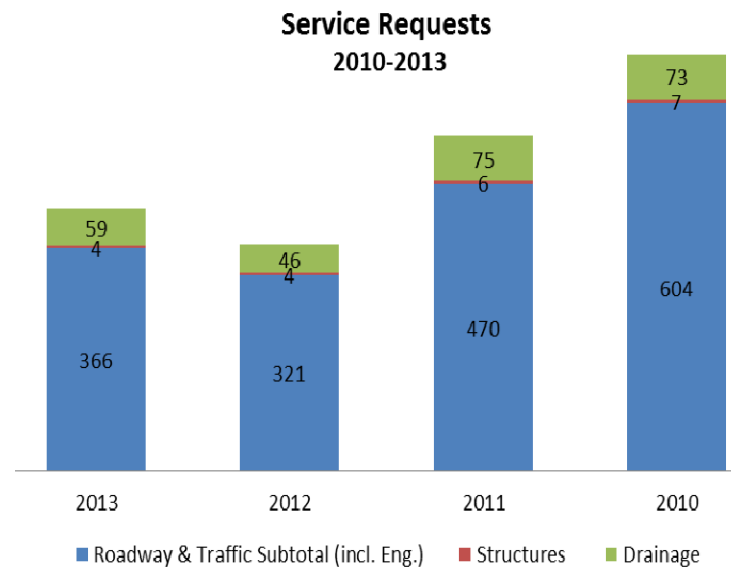
Buildings - 2014 Budget



Tillamook County Public Works Department Transportation Assets \$686M



Comments on Tillamook County's Buildings Network



Key Issues Facing Buildings

- TCPW building maintenance is reactive and under funded. The type, number, quality and location of TCPW buildings are key parameters influencing the efficient and effective management of resources (labor, materials and equipment) used to deliver county road services.
- There is no building asset plan. A plan is needed with an inventory and condition assessment of major building elements that assure worker safety and building code compliance
- A strategy is needed to address the most critical TCPW building needs in the most economical timeframe. TCPW buildings were inspected in 2008 for code violations.
- Buildings are inspected annually for safety code violations. A 2012 inspection identified \$117,000 critical repair needs

Source: Asset Management Strategy 2012

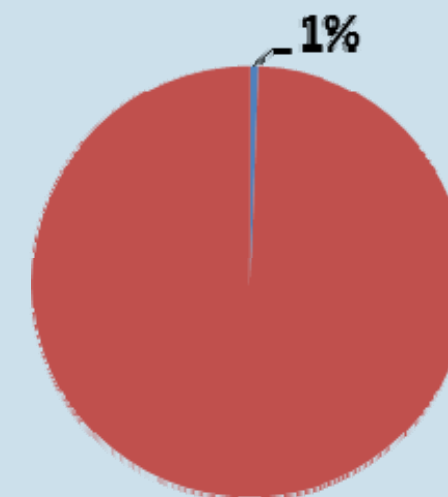
Service Activities

- Safely and effective shelter for TCPW employees, equipment and the materials used to provide county road services.

WHAT SERVICE LEVELS LOOK LIKE (examples)



Building Assets Supporting Road Services



\$4,858,784
Total Value of Building Assets

Source: Tillamook County Road Network—Inventory, Condition & Value, July 2013

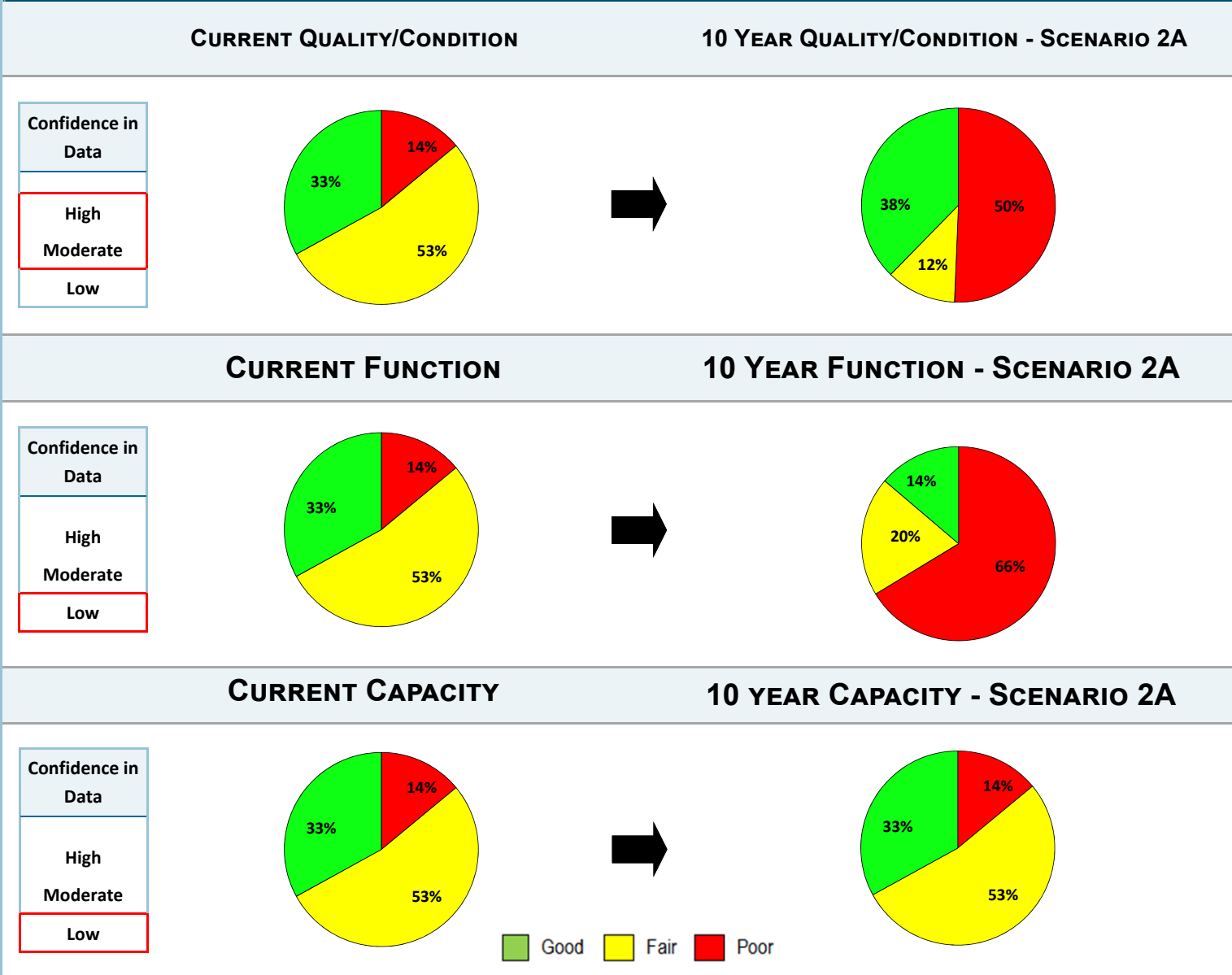
Tillamook County: Buildings



FUNDING SCENARIO 2A – CURRENT INVESTMENT LEVEL WITHOUT ADDITIONAL LOCAL REVENUES

This Funding Scenario Summary shows the current and projected service levels, budget and expenditure profiles for the current Long Term Financial Plan balanced to the Asset Management Plan.

OVERALL ASSET PROVISION - FUNDING SCENARIO 2A No ADDITIONAL LOCAL REVENUE



FUNDING DESCRIPTION

- ⇒ Current condition/function/capacity
- ⇒ Scenario 2A – No additional local revenues
- ⇒ Scenario 2B - With Additional Local Revenues (GO Bond & Transient Lodging Tax)

Professional judgment by TCPWD staff has determined that an average annual renewal spend of \$50,000 would be required to maintain the current level of service for the buildings. The lifecycle and 10 year costs are what is determined that needs to be spent annually to maintain the current levels of service for the asset class and prevent further decline in service levels. The available funding reflects the budgeted funding allocation for the category. Only 39% of lifecycle needs are being funded under both scenarios. This demonstrates that no additional funding is made available for the capital renewal of buildings from the GO bond & transient lodging tax.

SUMMARY OF ASSET COSTS

LONG TERM - LIFECYCLE COSTS

Life Cycle Gap it is estimated that there will be an average annual funding shortfall of **\$106,000** each year over the whole of life of the Buildings asset class. This is based on the depreciation value from the Asset Register.

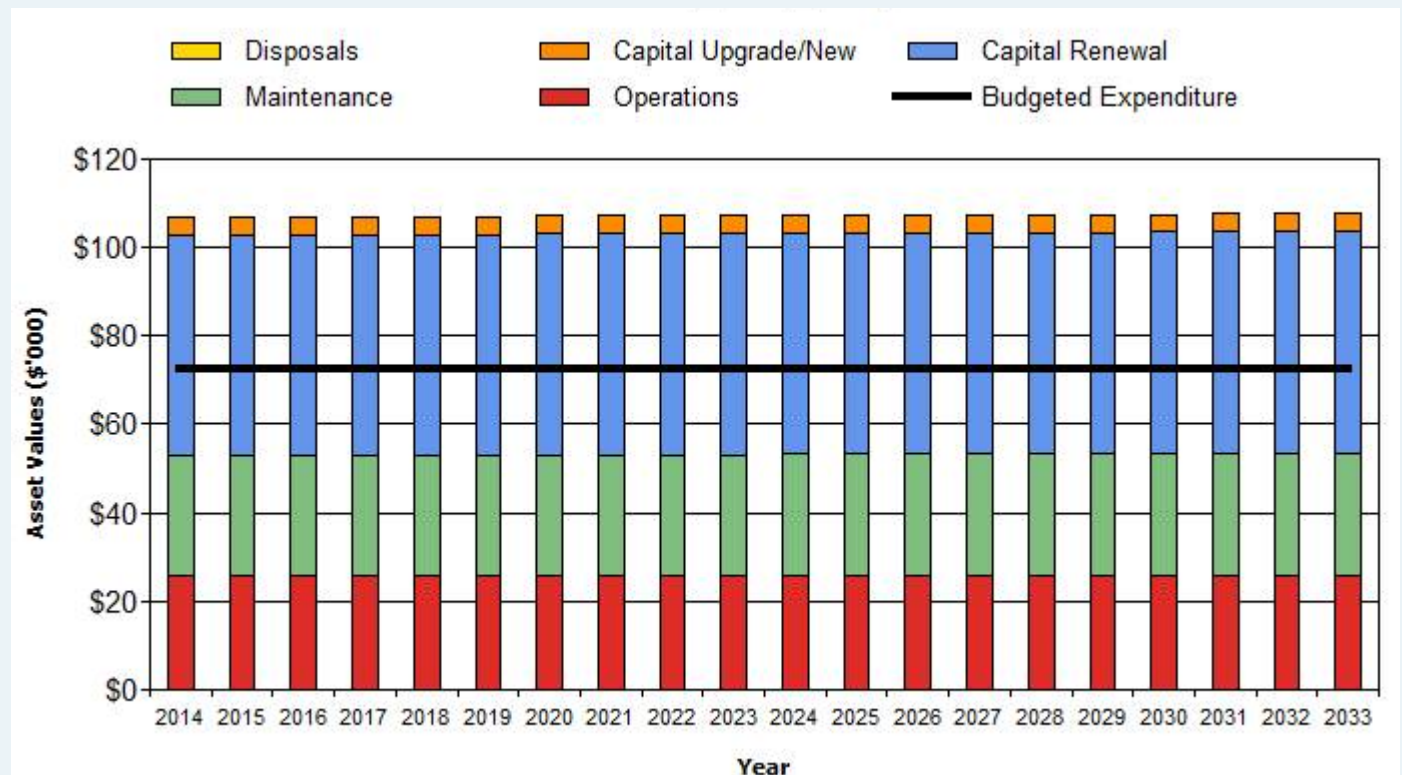
Lifecycle Cost (annually)	\$174,000
Lifecycle Available Funding (annually)	\$68,000
Lifecycle Gap (annually)	-\$106,000
Lifecycle Financing Indicator	39%

MEDIUM TERM - 10 YEAR FINANCIAL PLANNING PERIOD

It is estimated that there will be an average annual funding shortfall of **\$35,000** each year over the next 10 years to maintain the current level of service for the Buildings asset class.

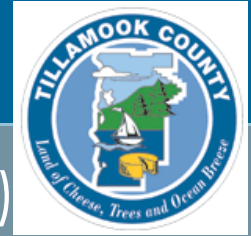
10 Year Cost (annually)	\$103,000
10 Year Available Funding (annually)	\$68,000
10 Year Gap (annually)	-\$35,000
10 Year Financing Indicator	66%

20 Year Projected Operating & Capital Expenditure



Source: NAMS PLUS U.S Buildings_2014_No Add Local Revenue_S2_V1 (Where no bars displayed the projected expenditure for this funding type is \$0)

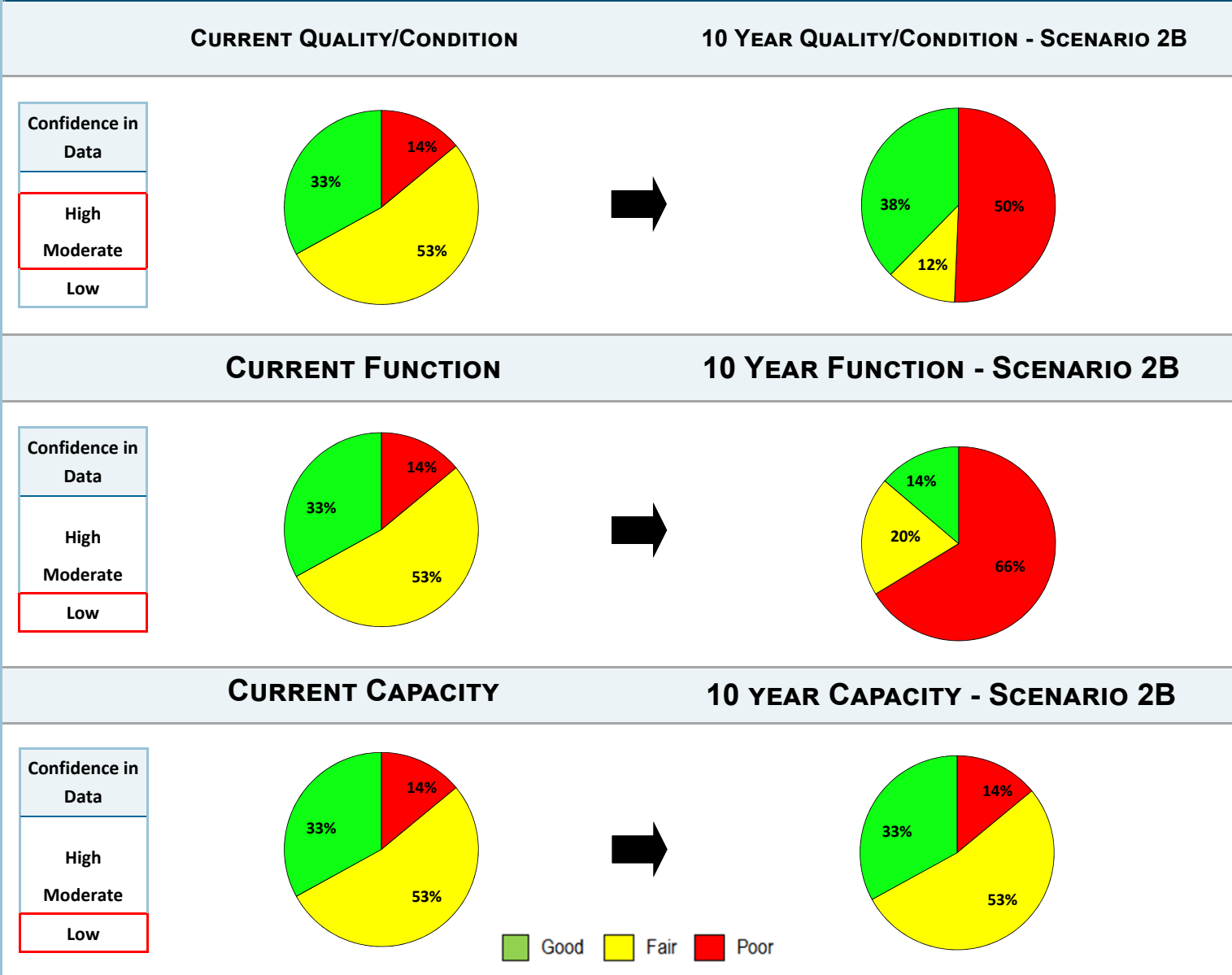
Tillamook County: Buildings



FUNDING SCENARIO 2B – WITH ADDITIONAL LOCAL REVENUES (GO BOND FOR 10 YEARS & TRANSIENT LODGING TAX)

This Funding Scenario Summary shows the current and projected service levels, budget and expenditure profiles for the current Long Term Financial Plan balanced to the Asset Management Plan.

OVERALL ASSET PROVISION - FUNDING SCENARIO 2B ADDITIONAL LOCAL REVENUE



FUNDING DESCRIPTION

- ⇒ Current condition/function/capacity
- ⇒ Scenario 2A – No additional local revenues
- ⇒ Scenario 2B - With Additional Local Revenues (GO Bond & Transient Lodging Tax)

Professional judgment by TCPWD staff has determined that an average annual renewal spend of \$50,000 would be required to maintain the current level of service for the buildings. The lifecycle and 10 year costs are what is determined that needs to be spent annually to maintain the current levels of service for the asset class and prevent further decline in service levels. The available funding reflects the budgeted funding allocation for the category. Only 39% of lifecycle needs are being funded under both scenarios. This demonstrates that no additional funding is made available for the capital renewal of buildings from the GO bond & transient lodging tax.

SUMMARY OF ASSET COSTS

LONG TERM - LIFECYCLE COSTS

Life Cycle Gap it is estimated that there will be an average annual funding shortfall of **\$106,000** each year over the whole of life of the Buildings asset class. This is based on the depreciation value from the Asset Register.

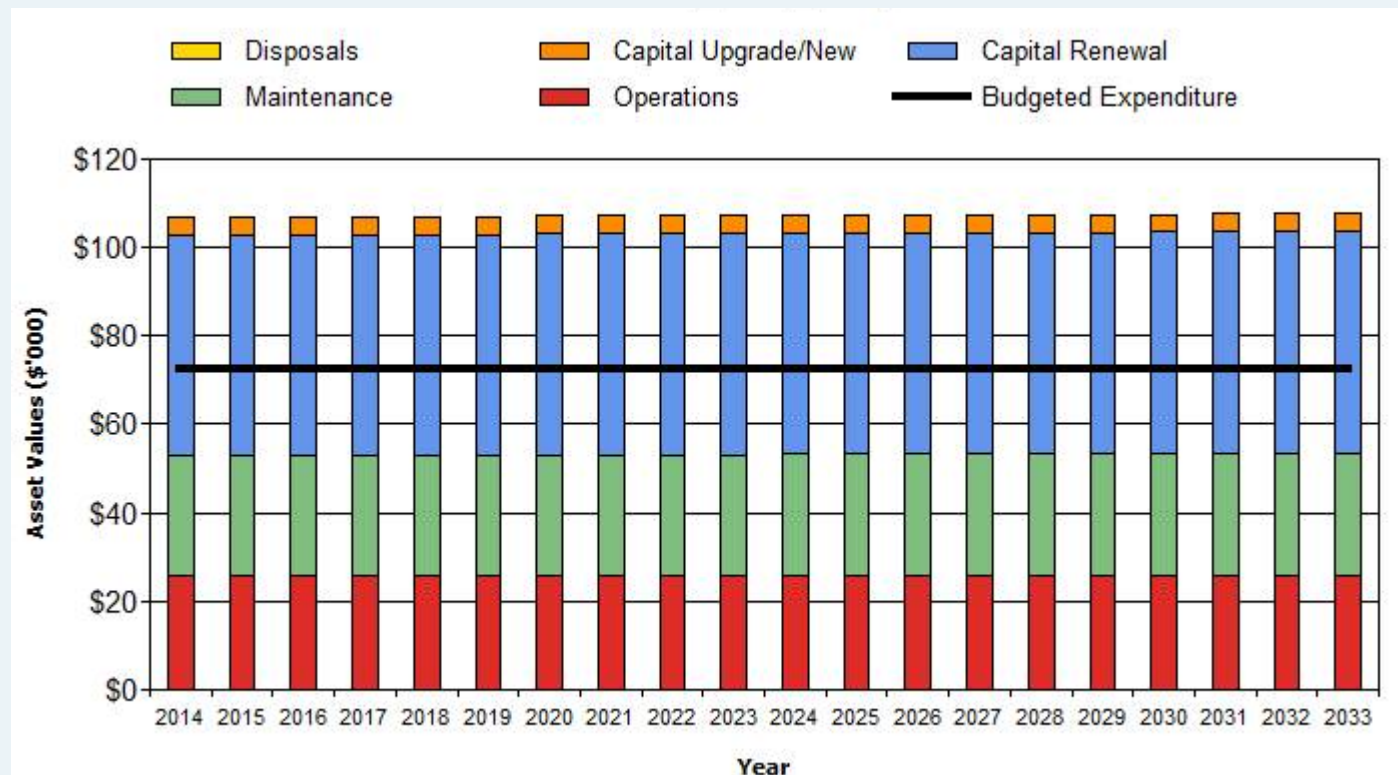
Lifecycle Cost (annually)	\$174,000
Lifecycle Available Funding (annually)	\$68,000
Lifecycle Gap (annually)	-\$106,000
Lifecycle Financing Indicator	39%

MEDIUM TERM - 10 YEAR FINANCIAL PLANNING PERIOD

It is estimated that there will be an average annual funding shortfall of **\$35,000** each year over the next 10 years to maintain the current level of service for the Buildings asset class.

10 Year Cost (annually)	\$103,000
10 Year Available Funding (annually)	\$68,000
10 Year Gap (annually)	-\$35,000
10 Year Financing Indicator	66%

20 Year Projected Operating & Capital Expenditure



Source: NAMS PLUS U.S Buildings_2014_With Add Local Revenue_S2_V1 (Where no bars displayed the projected expenditure for this funding type is \$0)

Tillamook County: Buildings



COMPARISON OF FUNDING SCENARIOS

COMMENTS

- 15 Buildings, 2 in poor condition now, estimate 8 in poor condition by 2022
- All resources are now allocated to reacting to risk incidents
- No preventative maintenance program is in place and risk incidents will progressively spread across the network

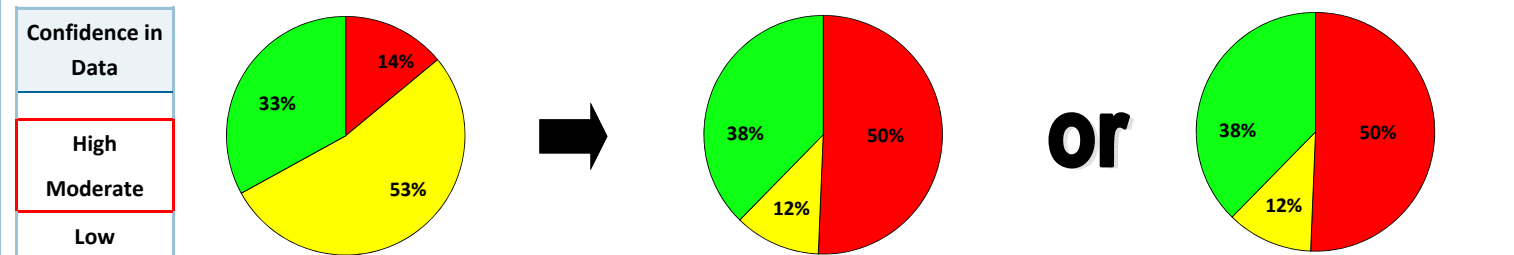
MANAGEMENT ACTIVITIES

Overall maintenance and renewal is being deferred and loss of investment is a threat. All buildings originally built in the 1900s. Quarterly OSHA inspections assure health and safety of workers. However deferred maintenance (painting, roof and siding repairs) are deferred due to lack of funds and personnel. There are 15 buildings in 3 Maintenance Yards (12 in Central, 2 in North, and 1 in South Districts). Two buildings were painted in 2011. A sign shop was built in 2011.

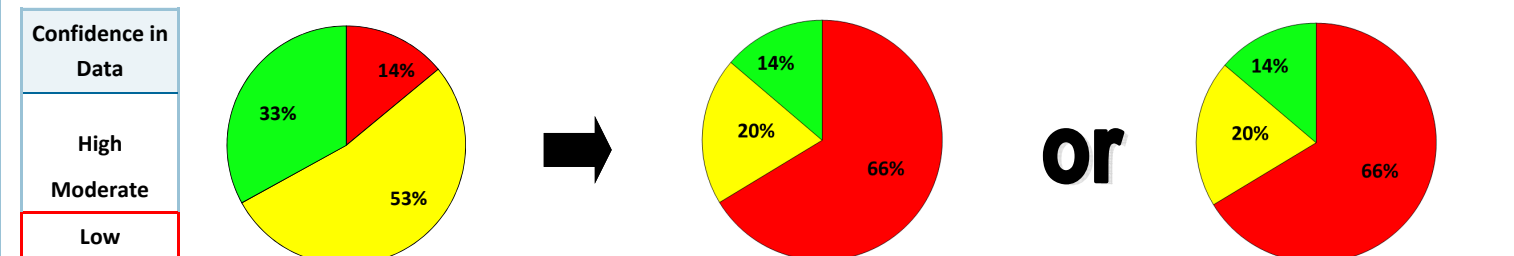
RISKS

- Buildings not to code
- Buildings functionally inadequate
- Buildings in poor condition

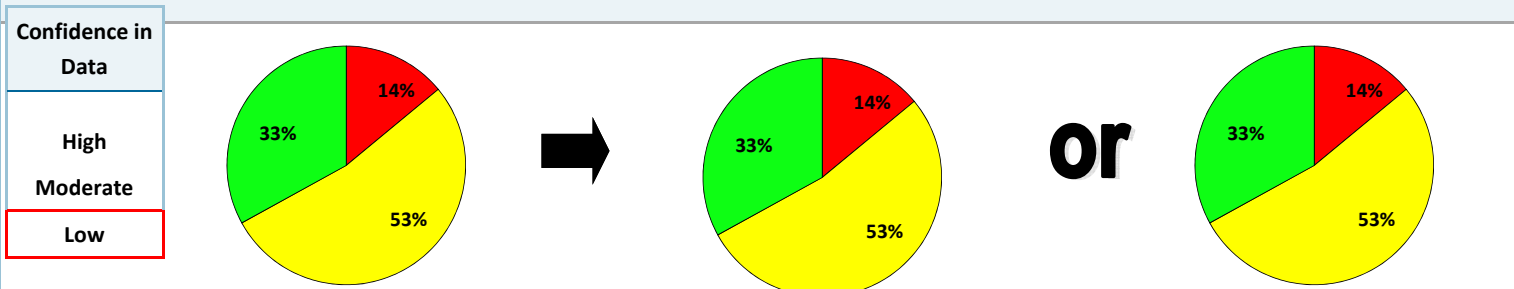
CURRENT QUALITY/CONDITION 10 YEAR QUALITY/CONDITION - SCENARIO 2A 10 YEAR QUALITY/CONDITION - SCENARIO 2B



CURRENT FUNCTION 10 YEAR FUNCTION - SCENARIO 2A 10 YEAR FUNCTION - SCENARIO 2B



CURRENT CAPACITY 10 YEAR CAPACITY - SCENARIO 2A 10 YEAR CAPACITY - SCENARIO 2B



⇒ Current condition/function/capacity
 ⇒ Scenario 2A - No additional local revenues
 ⇒ Scenario 2B - With Additional Local Revenues (GO Bond & Transient Lodging Tax)

■ Good ■ Fair ■ Poor

ASSETS IN GOOD / FAIR CONDITION

86% Current → 50% Scenario 2A **or** 50% Scenario 2B



ASSETS IN POOR CONDITION

14% Current → 50% Scenario 2A **or** 50% Scenario 2B



RISK MANAGEMENT STRATEGY

- Address critical maintenance defects identified in 2012 given available funding
- Provide reactive building maintenance
- Communicate need

Dashboard Document Control



Document ID: Tillamook County - Buildings

Version No.	Creation Date	Revision Details	Author	Reviewer	Approver
V2 140206	29 Jan 2014	Creation of Dashboard with information provided by PBS and Tillamook County; (4 Feb 2014) applied edits provided by PBS via email on 1 Feb 2014. Finalised revision and additional information to fill gaps (6 Feb 2014)	KA, CL	PBS, JRA	
V3 140213	12 Feb 2014	Updates to C/F/C and NAMS outputs. Edits as per comments from PBS (received 11 Feb 2014). Addition to “key issues” on p1 and formatting edit to “management activities” as per PBS comments	CL	PBS	
V4 140218	17 Feb 2014	Applied multiple formatting, and data changes per “Review with Client” edit document provided.	KA, CL		
V5 140307	7 Mar 2014	Update capacity pie chart to reflect no change over 10 years	CL		
V6 140313	13 Mar 2014	Final edits following client review—font size & color	PBS		

Intellectual Property Statement

Jeff Roorda & Associates (JRA) is the owner of all intellectual property rights in the dashboard material created. These works are protected by copyright laws and treaties around the world. All such rights are reserved.

You may print off copies of your Dashboards provided in PDF format only. You must not modify the paper or digital copies of any materials you have printed off or downloaded in any way, and you must not use any illustrations or photographs of any graphics separately from any accompanying text.

Our status (and that of any identified contributors) as the authors of material must always be acknowledged. You must not use any part of the materials without obtaining a licence to do so from us or our licensors. If you print off, copy or download any part of the Dashboards in breach of these terms of use, you must, at our option, return or destroy any copies of the materials you have made.