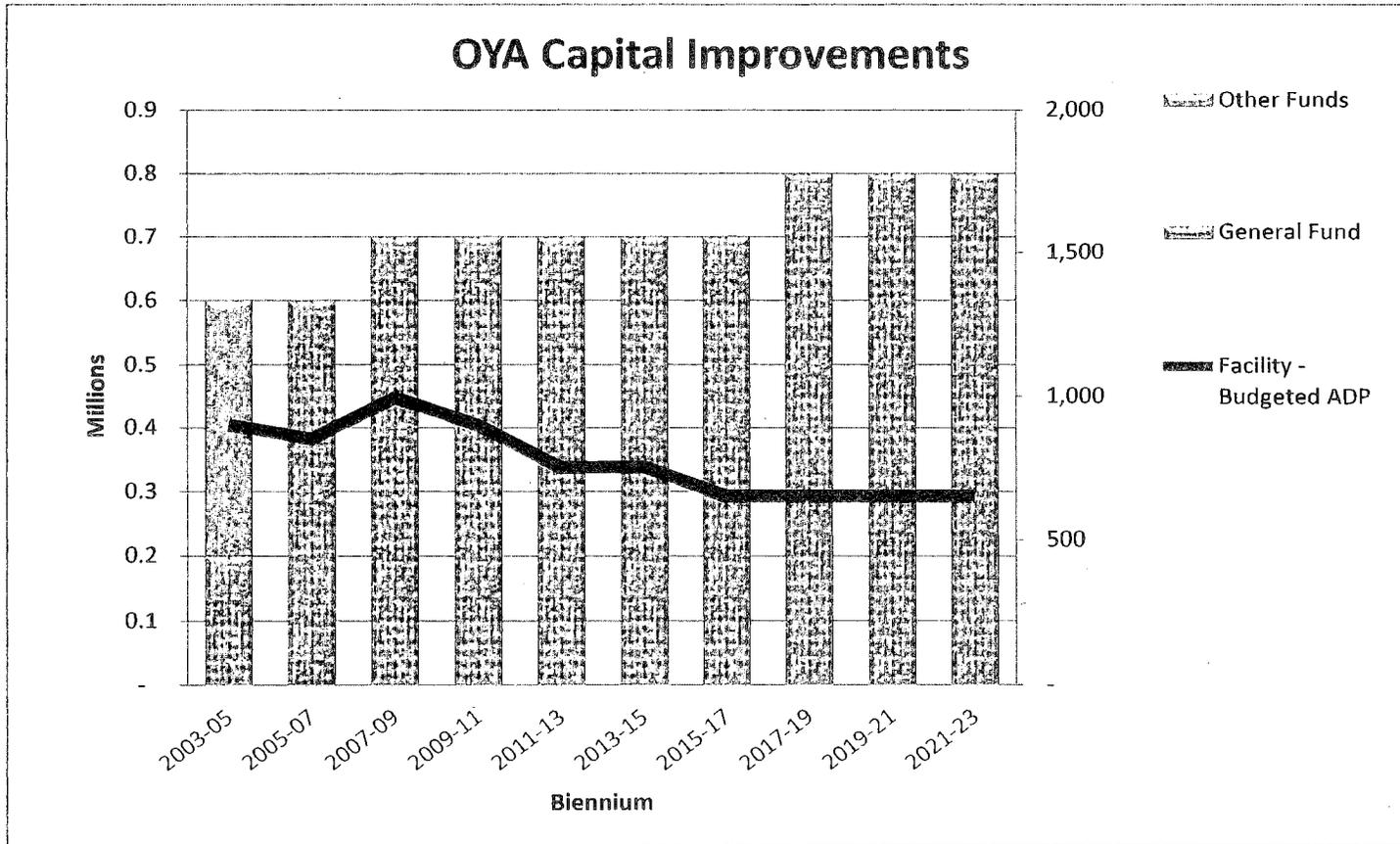


# Budget Narrative

Agency Name: Oregon Youth Authority  
 Program Area: Capital Improvements

Primary Outcome Area: Safety  
 Secondary Outcome Area: NA  
 Program Contact: Rex Emery, 503-986-0303



# Budget Narrative

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## **Executive Summary**

Capital Improvements is a separate limitation within OYA's biennial operating budget. Funding is used to safeguard the state's investment in OYA's capital assets. Projects are identified and prioritized in accordance with a comprehensive architectural and engineering assessment of facility conditions.

## **Program Description**

OYA is responsible for operating 10 locations to securely house and provide reformation, treatment, education, vocational training, and other services for youth offenders. The purpose of capital improvements is to safeguard the state's investment in OYA-managed capital assets. The Capital Improvements budget category includes construction of any structure or group of structures; land acquisitions; and assessments, improvements, and/or additions to an existing structure with a cost of less than \$1 million. The state, through OYA, owns 96 buildings at 10 locations. The replacement value of the buildings is estimated at \$192 million. The majority of these structures provide secure housing for youth offenders. The remainder is used for education, vocational training, recreation, administration, and support services.

## **Major Cost Drivers**

Major cost drivers for Capital Improvements include:

- Safety and Security
- Construction
- Maintenance
- Energy and utilities
- Personnel

## **Program Justification and Link to 10-Year Outcome**

This program directly links to Safety. System failures at OYA facilities are uniquely disruptive. Facilities must securely house youth offenders 24 hours per day, seven days a week. Any failure that renders a building or critical system unusable poses threats to safety, security, care, and treatment of youth offenders. System failures could require the transfer of youth offenders between facilities, increased staffing costs for supervision, and increased potential for escape or assault on staff or other youth offenders. It is essential that facility systems remain operational and reliable.

## **Program Performance**

OYA hired an architectural and engineering firm in 2007 to complete a comprehensive facilities assessment and provide advice on the most effective use of maintenance, capital improvement, and capital construction budgets. This assessment was updated in 2010, and 2014, and will continue to be updated every few years to monitor ongoing performance in meeting these needs.

## Budget Narrative

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Current and future projects are tracked on OYA's Six Year Capital Projects Plan included in OYA's biennial budget request. OYA's capital improvement budget requests focus on enhancing agency programs, capital renewal, and repairing or replacing building systems at the end of their service life.

### **Enabling Legislation/Program Authorization**

OYA operates under the provisions of ORS 420 and 420A. Authority to establish and operate youth correctional facilities is granted in ORS 420A.100. Authority to establish work and training camps for youth offenders is granted in ORS 420.210.

### **Funding Streams**

The program is funded entirely through the General Fund.

### **Significant Proposed Program Changes from 2013-15**

# Budget Narrative

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## CAPITAL IMPROVEMENTS

### **Program Description**

The Capital Improvements Program oversees the physical plant operations of OYA's 10 close-custody facilities that house youth offenders. The Capital Improvements Program provides for the construction of any structure or group of structures; land acquisitions; assessments; and improvements or additions to an existing structure that have a cost of less than \$1 million. The program maintains facilities, provides for capital renewal, and repairs or replaces building systems at the end of their service life.

### **Purpose**

The purpose of the capital improvements program is to provide for the construction of any structure or group of structures, land acquisitions, assessments, improvements, or additions to an existing structure that have a cost of more than \$5,000 and less than \$1 million.

The capital improvement budget focuses on:

1. Emergency unanticipated projects;
2. General capital improvement projects (building improvements to meet juvenile corrections best practices for programs in close-custody facilities, planning for future projects, and projects that generate cost savings through energy improvements);
3. Electronic and physical security improvements; and
4. Deferred maintenance projects to preserve assets.

The capital improvement budget ensures that buildings and building systems remain operational and reliable. OYA building system failures are uniquely disruptive. Facilities must securely house youth offenders 24 hours per day, 7 days a week. Any failure that renders a building or critical system unusable results in disrupting safety, security, and treatment services for youth offenders.

Building improvement projects are accomplished on a continuous basis in the ongoing effort to provide safe and secure spaces that also are conducive to treatment services for youth offenders. The permanent residential occupancy and high-impact population housed in OYA facilities necessitate repairs that often must be made immediately for safety and security purposes. In addition, the age of OYA's facilities is a major maintenance cost factor; more than two-thirds of the building inventory was built before the 1960s. Some buildings date from the 1920s and '40s. Because of these issues and others, capital improvement projects are continuously re-prioritized to meet the most emergent needs first.

### **Service locations**

OYA owns 96 buildings at 10 locations, with a replacement value of \$192 million. The majority of these structures provide secure residential spaces for youth offenders. The remaining buildings are used for youth offender education, vocational training, recreation, administration, and support services.

## Budget Narrative

### Overview of OYA's Facilities

Facility	Location	Number of Structures	Total Square Footage	Youth Offender Capacity	Oldest Building
Camp Florence	Florence	8	11,598	25	1965
Camp Tillamook	Tillamook	3	14,242	25	1969
Eastern Oregon Youth Correctional Facility (YCF)*	Burns	1	31,489	56	1998
Hillcrest YCF	Salem	17	169,091	298	1923
MacLaren YCF	Woodburn	44	328,238	347	1925
North Coast YCF*	Warrenton	3	46,036	84	1998
Oak Creek YCF/ Young Women's Transitional Facility	Albany	5	56,104	109	1998
RiverBend Facility	LaGrande	10	37,087	74	1979
Rogue Valley YCF	Grants Pass	3	47,207	112	1998
Tillamook YCF	Tillamook	2	20,845	52	1997
10 Facilities	State-wide	96	761,937	1182	

\*Facilities that also have county detention capacity include Eastern: 10, North Coast: 20, and Oak Creek: 20. (Amounts not included in capacity column. The total with detention youth offender capacity is 1,232).

## Budget Narrative

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### Cost

OYA's General Fund allocation for capital improvements is \$745,131. Generally, the capital improvement needs of the agency exceed the allocation amount. For this reason capital improvement projects also are requested in the capital construction section of this budget request. The identified capital improvement projects are aimed at decreasing maintenance and operations expenses by reducing deferred maintenance with all its associated costs.

### Capital Improvements Accomplishments

Operational enhancements in Capital Improvements during 2013-15 include:

- Repurposing a former living unit cottage at MacLaren Youth Correctional Facility (YCF) into a treatment mall.
- Renovating the Hillcrest YCF Hillside house and relocating the Accounting staff to that site.
- Installing the MacLaren YCF fire alarm and suppression system in the front living units and the food service building.

Constructing a model YRS/PHD living unit at MacLaren YCF.

### Capital Improvements Key Initiatives for 2015-17

The following is a list of OYA's capital renewal and improvement projects for the next biennium. With aged facilities used 24 hours per day, seven days per week, some emergency repairs must be made immediately for the safety and security of the youth, staff and the public. Projects are continuously re-prioritized to meet the more emergent needs first. Some listed projects may be delayed to later biennia if other, more pressing needs arise.

## Budget Narrative

Project Description	2015-17				
	Site	Structure	Less: Force Account Work	Expenditures	Fund
<b>STATEWIDE EMERGENCY IMPROVEMENTS :</b> Funds for unplanned projects at one or more of the facilities to deal with problems needing emergency action.		\$224,613		\$224,613	
<b>GENERAL CAPITAL IMPROVEMENT PROJECTS:</b> Building improvements to meet juvenile corrections best practices for programs in close custody facilities; Planning for future projects; Projects that generate cost savings through energy improvements		\$173,506		\$173,506	
<b>ELECTRONIC AND PHYSICAL SECURITY PROJECTS:</b> Surveillance systems, intercom, access controls, man-down/duress systems, fire alarm, key monitoring, etc. Fences, doors, glazing, detention systems, central control improvements, etc.		\$173,506		\$173,506	
<b>DEFERRED MAINTENANCE PRIORITY 1 AND 2:</b> Projects for substantial (non-routine) maintenance, or repair. Resolve facility deficiencies that affect fire life safety and/or pose immediate safety concerns. Projects to maintain the integrity of facilities, and work that if not addressed will cause additional system deterioration and costs.		\$173,506		\$173,506	
<b>TOTALS</b>		\$745,131		\$745,131	

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# Budget Narrative

	<b>2013-15 Legislatively Approved Budget</b>	<b>2015-17 Current Service Level</b>	<b>2015-17 Agency Request Budget</b>
<b>Capital Improvements</b>			
General Fund	\$723,411	\$745,131	\$745,131
Total Funds	\$723,411	\$745,131	\$745,131
Positions	0	0	0
FTE	0.00	0.00	0.00

## Budget Narrative

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### Capital Improvements

#### 031 Standard Inflation

##### Package Description

How achieved – Total projected increases in the cost of goods and services are \$21,703. Inflation factor for goods and services is 3.0%.

Staffing Impact – None

Revenue Source - \$21,703 General Fund

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Youth Authority  
Pkg: 031 - Standard Inflation

Cross Reference Name: Capital Improvements  
Cross Reference Number: 41500-088-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	21,703	-	-	-	-	-	21,703
<b>Total Revenues</b>	<b>\$21,703</b>	-	-	-	-	-	<b>\$21,703</b>
<b>Services &amp; Supplies</b>							
Professional Services	174	-	-	-	-	-	174
Other Services and Supplies	6,128	-	-	-	-	-	6,128
<b>Total Services &amp; Supplies</b>	<b>\$6,302</b>	-	-	-	-	-	<b>\$6,302</b>
<b>Capital Outlay</b>							
Building Structures	15,401	-	-	-	-	-	15,401
<b>Total Capital Outlay</b>	<b>\$15,401</b>	-	-	-	-	-	<b>\$15,401</b>
<b>Total Expenditures</b>							
Total Expenditures	21,703	-	-	-	-	-	21,703
<b>Total Expenditures</b>	<b>\$21,703</b>	-	-	-	-	-	<b>\$21,703</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

## Budget Narrative

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### Capital Improvements

#### 032 Above Standard Inflation

##### Package Description

How achieved – Total projected increases in the cost of goods and services are \$17. Approved exceptions above the standard inflation rate include Professional Services / IT Professional Services at an additional .3%.

Staffing Impact – None

Revenue Source - \$17 General Fund

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Youth Authority  
 Pkg: 032 - Above Standard Inflation

Cross Reference Name: Capital Improvements  
 Cross Reference Number: 41500-088-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	17	-	-	-	-	-	17
<b>Total Revenues</b>	<b>\$17</b>	-	-	-	-	-	<b>\$17</b>
<b>Services &amp; Supplies</b>							
Professional Services	17	-	-	-	-	-	17
<b>Total Services &amp; Supplies</b>	<b>\$17</b>	-	-	-	-	-	<b>\$17</b>
<b>Total Expenditures</b>							
Total Expenditures	17	-	-	-	-	-	17
<b>Total Expenditures</b>	<b>\$17</b>	-	-	-	-	-	<b>\$17</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

# Budget Narrative

## DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUE

### CAPITAL IMPROVEMENTS

SOURCE	FUND	2011-13 ACTUAL	2013-15 LEGISLATIVELY ADOPTED	2013-15 ESTIMATED	2015-17		
					AGENCY REQUEST	GOVERNOR'S BUDGET	LEGISLATIVELY ADOPTED
Other OF (Construction / Improv Projects)	OF		-	-	-		
TOTAL	OF	-	-	-	-	-	-

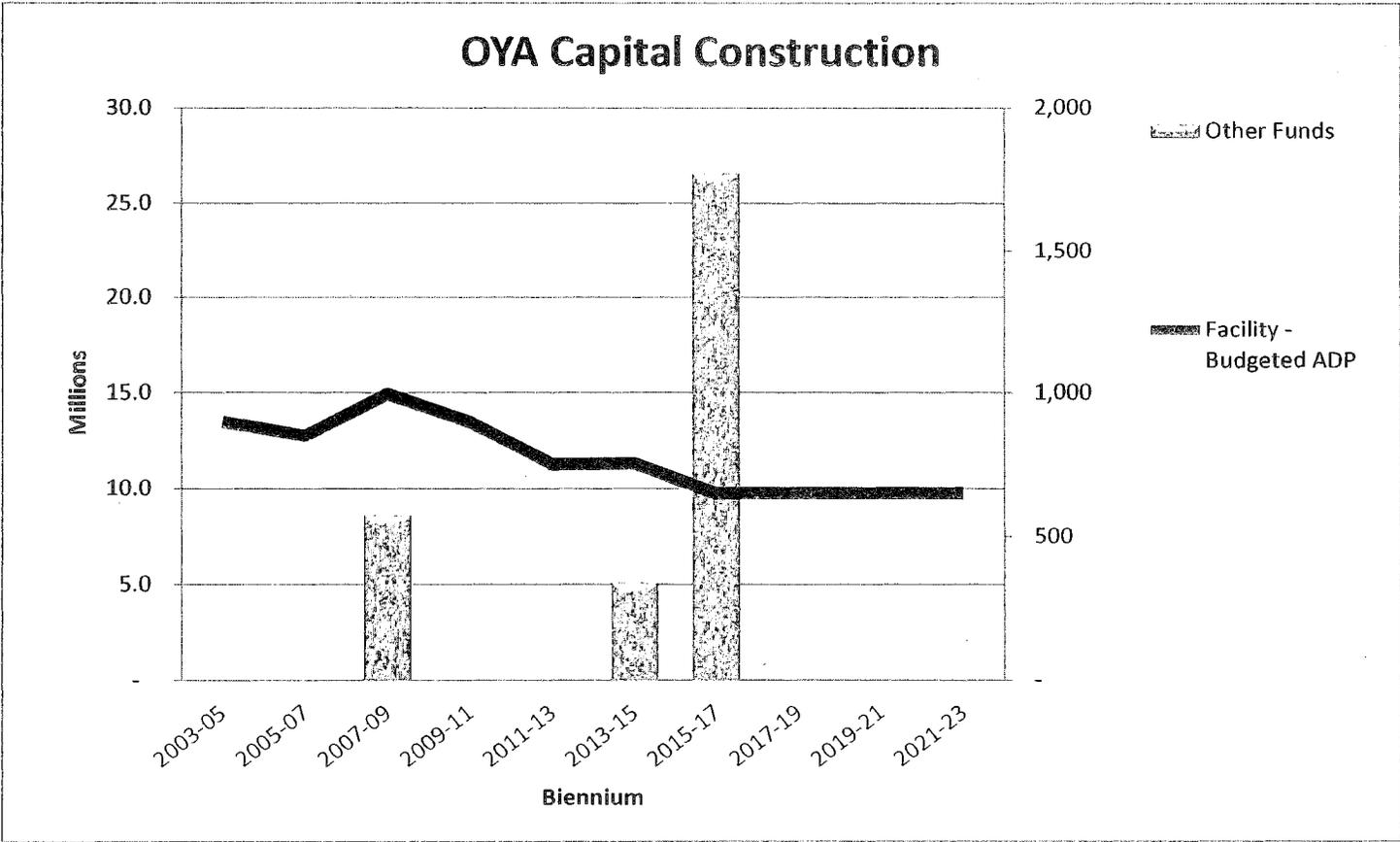
2015-17

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# Budget Narrative

Agency Name: Oregon Youth Authority  
 Program Area: Capital Construction

Primary Outcome Area: Safety  
 Secondary Outcome Area: NA  
 Program Contact: Rex Emery, 503-986-0303



# Budget Narrative

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## Executive Summary

Capital Construction projects are funded with legislative appropriations independent of OYA's biennial operating budget. Funds must be spent within six years. Projects are identified and prioritized in accordance with a comprehensive architectural and engineering assessment of facility conditions.

## Program Description

OYA is responsible for operating 10 locations to securely house and provide reformation, treatment, education, vocational training, and other services for youth offenders. The purpose of capital construction is to ensure the state provides the physical facilities needed to safely and securely manage these youth offenders.

The major construction/capital construction/acquisition budget category includes acquisition or construction of any structure or group of structures; land acquisitions; and assessments; improvements and/or additions to an existing structure to be completed within a six-year period (with an aggregate cost of \$1 million or more); and planning for proposed future capital construction projects.

## Major Cost Drivers

Major cost drivers for Capital Construction are:

- Preservation and improvement of existing facilities;
- New construction;
- Replacing functionally obsolete building equipment with newer and more flexible technology;
- Planning better utilization of space and making facilities more adaptable to changing needs; and
- Improving energy efficiency.

## Program Justification and Link to 10-Year Outcome

This program directly links to Safety. The program focuses on preservation and improvement of facilities, increased security, energy efficiency, and better use of space in existing facilities.

## Program Performance

OYA hired an architectural and engineering firm in 2007 to complete a comprehensive facilities assessment and provide advice on the most effective use of maintenance, capital improvement, and capital construction budgets. This assessment was updated in 2010, 2014, and will continue to be updated every few years to monitor ongoing performance in meeting these needs.

## Budget Narrative

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Current and future projects are tracked on OYA's Six Year Capital Projects Plan included in OYA's biennial budget request. In addition to the capital improvement program needs, OYA has identified critical capital construction projects that are required to continue to effectively and safely operate these facilities.

Due to years of insufficient General Fund support to maintain and improve facilities, OYA has had difficulty keeping up with the physical plant needs. The 2009 Economic Stimulus Program helped pay for some improvements and shorten the list of unmet needs, but a backlog remains.

### **Enabling Legislation/Program Authorization**

OYA operates under the provisions of ORS 420 and 420A. Authority to establish and operate youth correctional facilities is granted in ORS 420A.100. Authority to establish work and training camps for youth offenders is granted in ORS 420.210.

### **Funding Streams**

The 2007 Oregon Legislature approved \$8.4 million in Certificates of Participation for construction and deferred maintenance projects. The 2009 Oregon Legislature approved \$9.2 million in COPs as part of the 2007-09 biennium "Go Oregon" project. The Go Oregon projects and related debt service are funded as part of the Oregon Department of Administrative Services budget. The 2007 COP projects and Go Oregon projects have been substantially completed.

### **Significant Proposed Program Changes from 2013-15**

ARB is requesting up to \$26.6 million in Article XI-Q Bond funding to continue the capital construction program.

# Budget Narrative

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## CAPITAL CONSTRUCTION

### Program Description

The Capital Construction Program objective is to enhance agency operations through capital renewal and the construction of new buildings and building systems.

The OYA owns 96 buildings at 10 locations, with a replacement value of \$192 million. The majority of these structures provide secure residential spaces for youth offenders. The remainder are used for youth offender education, vocational training, recreation, administration, and support services.

The Capital Construction Program provides safe and secure facilities through new construction, building renovation (or renovation of a group of structures or systems); land acquisitions; assessments; and improvements or additions to existing buildings with an aggregate cost of \$1 million or more. Planning for future capital construction projects also are included in this category.

### Purpose

The purpose of the capital construction program is to support and enhance the operational mission of OYA by protecting the public through constructing secure facilities and providing safe physical plant environments conducive to youth offender reformation. The capital construction program provides safe and secure facilities through new construction, building renovation (or renovation of a group of structures or systems); assessments; and improvements or additions to existing buildings with an aggregate cost of \$1 million or more. Planning for future capital construction projects also is included in this category.

The capital construction budget request focuses on:

1. Construction improvements to meet juvenile corrections best practices for programs in close-custody facilities;
2. Electronic and physical security improvements;
3. Deferred maintenance projects to preserve assets;
4. Planning for future projects;
5. New construction and renovation;
6. Replacing functionally obsolete building equipment with newer and more flexible technology;
7. Projects that generate cost savings through energy improvements; and
8. Capital improvements that exceed the General Fund allocation.

### Service locations

OYA owns 96 buildings at 10 locations, with a replacement value of \$192 million. The majority of these structures provide secure residential spaces for youth offenders. The remaining buildings are used for youth offender education, vocational training, recreation, administration, and support services.

# Budget Narrative

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## Cost

The total cost of OYA's capital improvements and construction request is \$26,624,042. Financing will be through XI-Q bonds, which are not included in the agency's base budget request. This amount includes project management costs accomplished through the use of consultants, contractors, and OYA employees.

## Capital Construction Accomplishments

Operational enhancements in Capital Construction during 2013-15 include:

- Camp Florence renovation;
- Camp Florence fire alarm replacement;
- Hillcrest YCF Norblad building reroof and HVAC replacement;
- Hillcrest YCF site sewer and water systems replacement;
- MacLaren YCF Moody welding shop rejuvenation and security enhancements;
- MacLaren sewage treatment plant modernization and reconstruction;
- CCTV priority 1 campus-wide camera installations at Oak Creek, Eastern Oregon, and Tillamook youth correctional facilities;
- Regional facilities kitchenette floor replacements; and
- Regional facilities and MacLaren YCF front cottages tempered water distribution system replacements.

## Capital Construction Key Initiatives for 2015-17

OYA has identified several essential capital construction projects needed to continue to provide efficient and cost-effective reformation services to youth within a culture of positive human development. These priority construction projects could progress through the planning stages to enable facilities to better meet the desired attributes of the new treatment programs. The projects would expand vocational education programs, provide outdoor recreation areas at four regional facilities, and make other improvements that embody the new treatment space standards.

Beyond the initial construction costs, the new security electronics systems will create additional maintenance department workload. This is most evident in the expanded camera surveillance system projects. New cameras will be installed with one-time bond money. Repair and replacement costs for surveillance systems will have to be funded by maintenance and facility operations budgets. The agency has submitted a policy package requesting an increase in General Fund allocation for maintenance operations to help offset CCTV expenses.

The projects identified in this request also will lower maintenance and operations expenses by reducing building deferred maintenance, the costs of which continue to grow at a compounding rate because of frequent repairs and breakdowns; lowering energy costs due to inefficient or poorly operating equipment; and addressing hidden cost liabilities such as migrating dry rot or water infiltration due to failed building systems.

## Budget Narrative

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Project cost estimates originate from several sources. Estimates come from OYA Physical Plant Operations staff based on methodologies from companies such as Saylor and the Engineering News-Record, historical costs, actual quotes from contractors and vendors, and from regular consultant-performed facility condition assessments. Periodic cost estimates from condition assessments reset agency estimates using standard industry accepted methods. The estimates in this budget request are based on the facility condition assessment conducted by DLR Group in 2010. Currently OYA is partnering with DAS and the consultant firm Faithful+Gould on a pilot project to do facility condition assessments for OYA, DAS, and OLCC. An important objective of the pilot project is to standardize the process for determining state agencies' deferred maintenance across the enterprise so results will be comparable between agencies. Future facility condition assessment cost estimates will be based on the results of this study.

### **Six-Year Plan**

Current and future projects are planned and tracked on OYA's six-year plan. The plan focuses on capital renewal and improvements of facilities with special emphasis on expanding and modernizing security systems. The capital renewal part of the plan addresses the substantial deferred maintenance needs of OYA's buildings, grounds, and infrastructure.

## Budget Narrative

CAPITAL CONSTRUCTION SIX YEAR PLAN

### Major Construction/Acquisition Six-Year Plan

Program Area/Agency	2015-2021				
	<u>General Fund</u>	<u>Other Funds</u>	<u>Lottery Funds</u>	<u>Federal Funds</u>	<u>Total Funds</u>
OYA Program Improvements Projects - Planning		\$210,000			\$210,000
OYA Electronic Security Improvements - Phase 2		\$1,147,435			\$1,147,435
OYA Capital Improvement Projects (Q-bonds)		\$4,254,921			\$4,254,921
Priority 1 - 2 OYA Currently Critical Deferred Maintenance		\$13,363,935			\$13,363,935
Priority 3 – 5 OYA Deferred Maintenance		\$7,647,751			\$7,647,751
Total 2015-2017:		\$26,624,042			\$26,624,042
2017-2019					
OYA program improvements; electronic and physical security improvements; capital improvements and planning for future projects.		\$1,696,679			\$1,696,679
2019-2021					
OYA program improvements; electronic and physical security improvements; capital improvements and planning for future projects.		\$1,696,679			\$1,696,679
Grand Total 2015-2021:		\$30,017,400			\$30,017,400
<i>"Other Funds" is XI-Q Bonds. General fund is used to pay debt service on bonds.</i>					

## Budget Narrative

### Budget Narrative

Project Title <i>OYA Facilities Construction Planning</i> <i>\$210,000</i>		Land Use/Zoning Requirements Satisfied <i>Will be determined as part of planning process</i>				Estimated Completion Date: <i>June 2021</i>	
Project Address/Location  <i>All OYA locations</i>	<input checked="" type="checkbox"/> New <input type="checkbox"/> Addition <input checked="" type="checkbox"/> Remodel	Yes	<i>TBD</i>	No	<i>TBD</i>	Priority: <i>One</i>	
		Comments:		Comments:		No. of Floors/Square Footage: <i>Varies</i>	

Project Description:

The Oregon Youth Authority (OYA) is at a pivotal juncture in its history, where promising new treatment modalities intersect with the realities of the agency’s buildings condition. The age, condition, and type of some building spaces are not suitable for the physical space required to improve youth outcomes. Additionally, crime rates are declining leading to fewer close custody commitments resulting in underutilized capacity at several campuses. To address these issues OYA is consulting with DLR Group/Chinn Planning to develop a 10-year strategic plan for facilities to help OYA leadership make informed decisions about the disposition of its facilities.

The new treatment modalities OYA is developing are the Youth Reformation System and the Positive Human Development program. Together they will be used to inform decision making at all levels of Oregon's juvenile justice system. The YRS is a predictive analysis model for youth offenders and the PHD is a philosophical approach to foster human pro social behavior, both are set to improve outcomes in the juvenile justice system.

This request is for planning funds to determine the feasibility, preliminary design, and costs for implementing capital construction projects anticipated to be a part of the 10-year strategic plan. The plan will not be completed until late in 2014, after the mid-year due date for the agency’s capital construction request submissions. State agencies are required to request four-year capital construction budgets (ORS 276.229). Four-year construction budgets begin with a request for planning funds, which lead to project construction requests. The funds in this budget request will position the agency to rollout program improvements expeditiously while meeting the four-year construction request requirements.

Some facility spaces are not ideal to support the program components of the Youth Reformation System and a Positive Human Development culture. The facilities that most closely achieve this are Hillcrest and MacLaren. Unfortunately, they are also the oldest facilities with the greatest deferred maintenance

## Budget Narrative

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and do not meet current accessibility or seismic standards. The regional facilities are in better condition however they lack adequate spaces for vocation programs or for youth to be outdoors.

Eventually the 10-year strategic plan will help the agency clarify and prioritize capital construction work across the agency's building portfolio. For the 2015-2017 budget request OYA has identified priority improvements that could progress through the planning stages so facilities would closer meet the desired attributes. Eventually the projects would expand vocational education programs, provide outdoor recreation areas in four regional facilities, and make other improvements that embody the new treatment space standards.

Projects currently being considered:

Courtyard Renovation and Athletic Field Installations at North Coast, Eastern Oregon, and Rogue Valley regional youth correctional facilities: these facilities represent a "tough on crime" approach that was driven by public concern in the late 1990s after Measure 11 was signed into law. The building design has extremely limited outdoor recreation areas. Unfortunately it is possible for a youth to spend years within the confines of a single courtyard, approximately one acre in size, surrounded by a fifteen foot walls. One of the values of the positive Human Development program articulated into the physical structure of the facility is the concept of a wide horizon view: an actual horizon view to promote youth to aspire to something beyond themselves, beyond their limited perspective of the world, to look outward to new horizons, new beginnings, and opportunities.

- Courtyard Renovation : Defined outdoor areas for passive therapeutic program concepts: courtyard area, outdoor visitation, outdoor reregulation space or self-time-out spaces, and outdoor counseling areas. The park like setting will have trees, outdoor benches and tables, winding pathways, open grassy areas and quasi-private (small berms) therapeutic areas.
- Athletic Field Installation: Build outdoor active therapeutic program space for athletics, physical education, and sweat lodge use. This area is also the area where new vocational education shops could be constructed.

This design was used in 2007 when OYA renovated Oak Creek Youth Correctional Facility when it was converted to the agency's sole female facility. *The layout can be viewed from an aerial perspective at the Google Maps search engine: "oak creek youth correctional facility" (select "satellite view").*

The other part of the planning request is for new and expanded work experience programs. OYA provides work experience opportunities for eligible youth in its custody. Youth receive occupational safety training, vocational training, and hands on work experience in jobs that will lead to employment in the community upon release. In addition to learning specific vocational skills, youth also learn the importance of being prepared for each workday, and how to be productive and engaged in the jobs they are assigned.

## Budget Narrative

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The requested planning funds will also be used to determine the feasibility, preliminary design, and costs estimates for new and expanded work experience programs at facilities for OYA youth. Other projects that are being considered include a salmon hatchery at North Coast Youth Correctional Facility (YCF); a cabinet shop with concrete countertop manufacturing at Rogue Valley YCF; Eastern Oregon YCF machine shop will offer CNC machines for automated milling to make precision industrial parts; and at Tillamook YCF it will expand the existing tree nursery to include an agricultural and aquaponics (fish farm) program.

Provision for Future Expansion  <i>Proposed spaces are readily expandable</i>  Provisions for Use Change  <i>OYA construction projects are done to retain as much flexibility for program changes as feasible.</i>	Structural Framing - <i>TBD</i>	Flooring - <i>TBD</i>
	Exterior Walls - <i>TBD</i>	Heating/Cooling - <i>TBD</i>
	Interior Finish - <i>TBD</i>	Special Equipment - <i>TBD</i>
	Windows - <i>TBD</i>	Usable Unenclosed Areas - <i>TBD</i>

## Budget Narrative

Project Title <i>OYA Electronic Security Improvements – Phase 2</i> <i>\$1,147,435</i>		Land Use/Zoning Requirements Satisfied				Estimated Completion Date: <i>June 2021</i>	
Project Address/Location  <i>All OYA locations</i>	<input checked="" type="checkbox"/> New <input type="checkbox"/> Addition <input type="checkbox"/> Remodel	Yes	NA	No	NA	Priority: <i>Two</i>	
		Comments:		Comments:		No. of Floors/Square Footage: <i>Varies</i>	

Project Description:

This project continues the expansion of new security technology systems across all youth authority facilities. Project security technology systems include camera surveillance, electronic key monitoring systems, and door electronic access controls. These systems improve staff and youth offender safety, prevent escapes, track the actions and movements of youth offenders, provide evidence for investigating incidents, and deter criminal behavior including incidents of violence and sexual assault.

A major focus of this project request is to install video monitoring systems to supplement the agency’s sexual abuse prevention, detection, and response efforts for adherence to the Prison Rape Elimination Act of 2003 (PREA). OYA has a zero-tolerance policy regarding sexual abuse and video surveillance systems enhance the ability of staff to provide the necessary supervision to prevent incidents of sexual abuse.

Please see the detailed project list for more information following these narratives.

	Provision for Future Expansion	Structural Framing <i>-Match existing</i>	Flooring <i>-NA</i>
	<i>NA</i>	Exterior Walls <i>-Match existing</i>	Heating/Cooling <i>-NA</i>
	Provisions for Use Change	Interior Finish <i>-Match existing</i>	Special Equipment <i>-Security equipment</i>
	<i>NA</i>	Windows <i>-NA</i>	Usable Unenclosed Areas <i>-NA</i>

## Budget Narrative

Project Title <i>OYA Capital Improvement Projects (Q-bonds)</i> <i>\$4,254,921</i>		Land Use/Zoning Requirements Satisfied				Estimated Completion Date: <i>June 2021</i>	
Project Address/Location	<input checked="" type="checkbox"/> New <input type="checkbox"/> Addition <input checked="" type="checkbox"/> Remodel	Yes	<i>NA</i>	No	<i>NA</i>	Priority: <i>Three</i>	
<i>All OYA locations</i>		Comments:		Comments:		No. of Floors/Square Footage: <i>Varies</i>	

The capital improvements budget request consists of needed projects that exceed the capital improvement general fund allocation, are not operational expenses, and meet XI-Q bond criteria: finance construction projects and projects that support the safe, economical operation of facilities essential to juvenile justice services. All work will improve OYA properties and the enhance agency’s ability to deliver services.

Project Description:

The capital projects budget request address a range of projects across OYA’s facilities.

One project, agency lighting improvements, provides better night lighting systems, expands perimeter lighting, and addresses a security concern at MacLaren. The issue is moving groups of youth offenders across MacLaren’s expansive grounds after dark in a safe and secure way. This is particularly problematic during the short days of winter. This project builds lighting corridors that will provide solar assisted lighting for youth offender pedestrian walkways. All projects will incorporate LED and other energy efficient lights.

At MacLaren Youth Correctional Facility there are 5 old buildings that need to be demolished: Bowerman Hall (c. 1926/6,494 square feet (SF)), 3 decrepit houses (c. 1949/5,700 SF +/-), and the former staff apartment (c. 1949/5,040 SF). These wood frame buildings have reached the end of their useful lives and have a critical amount of deferred maintenance. Functional deficiencies such as lack of insulation, modern electrical, and space layout coupled with mold, dry rot, and bug infestations have all contributed to the decision to remove the buildings. All the buildings are no longer needed for program operations have been empty for years.

At OYA’s regional facilities there is not enough room for medical, dental, and counseling services. This request seeks funding to conduct a planning and feasibility study to explore constructing additional spaces or otherwise identify the best options for addressing this need.

## Budget Narrative

Rogue Valley is OYA's third largest facility and it does not have enough floor space to efficiently manage the many administrative tasks required for a 100 bed facility. The space needs project will expand the administration area to provide additional square footage for cubical offices, a multipurpose conference room, and secure file storage.

Tillamook Youth Correctional Facility and Camp Tillamook share an energy efficient (LEED silver equivalent) high school. Because of the building's proximity to the coast and the area's generally moderate summer temperatures, air conditioning was not installed in the school. This capital project provides ceiling fans in each classroom for air circulation to improve comfort during the few weeks a year when temperatures get hot.

Please see the detailed project list for more information following these narratives.

Provision for Future Expansion  <i>All project work is done with future space needs in mind</i>	Structural Framing – <i>Match/improve existing</i>	Flooring – <i>Match existing</i>
	Exterior Walls - <i>Match/improve existing</i>	Heating/Cooling – <i>follow SEED guidelines and implement the best energy/sustainability choice</i>
Provisions for Use Change  <i>Whenever possible remodel and space modifications are done so that the area retains as much flexibility as possible</i>	Interior Finish - <i>Match/improve existing</i>	Special Equipment – <i>as necessary</i>
	Windows - <i>Match/improve existing and provide for energy efficiency</i>	Usable Unenclosed Areas - <i>NA</i>

## Budget Narrative

Project Title <i>Deferred Maintenance Projects</i> \$21,011,686		Land Use/Zoning Requirements Satisfied				Estimated Completion Date: <i>June 2021</i>	
Project Address/Location  <i>All OYA locations</i>	<input type="checkbox"/> New <input type="checkbox"/> Addition <input checked="" type="checkbox"/> Remodel	Yes	<i>NA</i>	No	<i>NA</i>	Priority: <i>Four</i>	
		Comments:		Comments:		No. of Floors/Square Footage: <i>Varies</i>	

Project Description:

This project funding request includes the Oregon Youth Authority’s entire deferred maintenance liability. OYA is responsible for the maintenance, repair and care of 96 buildings, totaling 761,937 square feet, with a replacement value of \$ 192 million. Currently the agency is not able to adequately protect its tax payer financed building assets because of insufficient maintenance and operations funding. As part of an overall strategy for capital renewal, and in conjunction with this request, the agency also has a policy option package to increase the general fund allocation for maintenance operations.

Priority 1 – 2 (\$13,363,935):

The agency priorities deferred maintenance projects that affect life safety and/or pose immediate safety concerns first. Priority two projects maintain the integrity of facilities and are work that if not addressed will cause additional system deterioration and repair costs. The projects listed in this category are necessary to restore the safe, economic operation of the facilities. Critical items such as roof replacements and other building envelope restoration work is needed to stop additional repair costs and protect assets from additional damage. The projects identified here resolve costly ongoing deficiencies such as recurrent repairs and breakdowns, energy waste from outdated systems and equipment, and the costs resulting from secondary damage caused by improperly functioning building systems.

Priority 3 – 5 (\$7,647,751):

While also necessary to restore the safe, economic operation of facilities, the projects in this category are differentiated from higher priority projects as not yet critical.

Please see the detailed project list for more information following these narratives.

## Budget Narrative

	Provision for Future Expansion	Structural Framing – <i>Match/improve existing</i>	Flooring – <i>Match existing</i>
	<i>All project work is done with future space needs in mind</i>	Exterior Walls - <i>Match/improve existing</i>	Heating/Cooling – <i>follow SEED guidelines and implement the best energy/sustainability choice</i>
	Provisions for Use Change	Interior Finish - <i>Match/improve existing</i>	Special Equipment – <i>as necessary</i>
	<i>Whenever possible remodel and space modifications are done so that the area retains as much flexibility as possible</i>	Windows - <i>Match/improve existing and provide for energy efficiency</i>	Usable Unenclosed Areas - <i>NA</i>

# Budget Narrative

## Capital Construction Projects Detailed List

Oregon Youth Authority - Physical Plant Operations				
15-17 CAPITAL CONSTRUCTION PROJECTS (XI-Q bonds)				
Priority		Facility/Building	Project Name	Amount
1	<b>OYA Facilities Construction Planning</b>			\$ 210,000
			<b>Total</b>	<b>\$ 210,000</b>
2	<b>OYA Electronic Security Improvements - Phase 2</b>			
		Camp Florence	CCTV IP Conversion and Priority 2 and 3 Cameras	\$ 16,853
		Camp Tillamook	Electronic Security System	\$ 7,299
		EOYCF	CCTV IP Conversion and Priority 2 and 3 Cameras	\$ 29,257
		EOYCF	Electronic Security System	\$ 11,220
		HYCF	CCTV IP Conversion and Priority 2 and 3 Cameras	\$ 156,134
		MYCF	CCTV IP Conversion and Priority 2 and 3 Cameras	\$ 607,234
		NCYCF	CCTV IP Conversion and Priority 2 and 3 Cameras	\$ 79,889
		OCYCF	CCTV IP Conversion and Priority 2 and 3 Cameras	\$ 82,090
		RBF	CCTV IP Conversion and Priority 2 and 3 Cameras	\$ 48,832
		RVYCF	CCTV IP Conversion and Priority 2 and 3 Cameras	\$ 66,159

## Budget Narrative

		TYCF	CCTV IP Conversion and Priority 2 and 3 Cameras	\$ 42,468
			<b>Total</b>	<b>\$ 1,147,435</b>
<b>3</b>	<b>OYA Capital Improvement Projects</b>			
		Camp Florence	Renovation Phase 3	\$30,003
		Camp Tillamook	Fence for garbage corral	\$6,600
		Eastern Oregon YCF	Dust collection system for voc shop	\$6,600
		Regional Facilities	Clinic Expansion - Planning	\$43,510
		Eastern Oregon YCF	Gym Group Room Addition	\$255,463
		Regional Facilities	Provide intake shower rooms	\$36,287
		Regional Facilities	Central Control Reconfiguration	\$297,817
		Eastern Oregon YCF	Perimeter Fence and Sally Port Expansion	\$670,948
		Hillcrest YCF	HVAC and Energy Improvements	\$257,153
		OYA Facilities	Lighting replacement and upgrades	\$473,088
		Hillcrest YCF	Plumbing Improvements	\$38,684

## Budget Narrative

	Hillcrest YCF	Iota Intake Remodel Phase II	\$264,000
	Hillcrest YCF	Perimeter Fence Enhancements	\$38,684
	Hillcrest YCF	VocEd Pole Building Construction	\$495,000
	Hillcrest YCF	Security Upgrades - duress, doors, fire detectors, sally port, server e-power	\$92,405
	MacLaren YCF	Interior glazing and wall improvements	\$36,590
	MacLaren YCF	Road and Paving Projects	\$849,463
	MacLaren YCF	Building demolition projects	\$274,050
	MacLaren YCF	USDA Freezer	\$23,760
	OYA Facilities	Generator Improvements	\$347,160
	North Coast YCF	Perimeter Fence Expansion	\$336,958
	North Coast YCF	Build Outdoor Basketball Court	\$33,000
	Regional Facilities	Interior Improvements - sound dampening and restroom conversions	\$7,920
	Oak Creek YCF	Teacher's Lounge Conversion	\$11,880
	Tillamook YCF	Recreation Field rehab - grading and drainage	\$12,309
	Tillamook YCF	Improve Security Ceilings	\$52,800

## Budget Narrative

		Tillamook YCF	Add Ceiling Fans in Trask school	\$7,920
			Subtotal	\$5,000,052
			Less adjustment for CI/GF allocation	\$745,131
			<b>Total</b>	<b>\$4,254,921</b>
<b>4</b>	<b>Priority 1 - 2 Currently Critical Deferred Maintenance</b>			
		OYA Facilities	Replaces security technology systems at end of useful life	\$ 1,066,215
		MYCF & Regionals	Roof - drainage, gutters, flashing replacement	\$ 572,520
		OYA Facilities	Replaces HVAC systems at end of life	\$ 1,606,031
		MYCF	Vertical/Slab Foundation Structural repairs	\$ 679,140
		OYA Facilities	Building exterior repairs	\$ 2,084,562
		OYA Facilities	Replaces old electrical systems and repairs	\$ 701,577
		HYCF	Replaces fire sprinkler system in Scott Hall	\$ 231,320
		OYA Facilities	Replaces end of life plumbing infrastructure	\$ 1,900,847
		OYA Facilities	Site and exterior fencing/paving	\$ 554,029
		OYA Facilities	Interior repairs and applications: walls, floors, ceiling	\$ 3,967,694
			<b>Total</b>	<b>\$ 13,363,935</b>
<b>5</b>	<b>Priority 3 – 5 OYA Deferred Maintenance</b>			

## Budget Narrative

	OYA Facilities	Replaces security technology systems at end of useful life	\$ 1,155,920
	MYCF & Regionals	Roof - drainage, gutters, flashing replacement	\$ 105,600
	OYA Facilities	Replaces HVAC systems at end of life	\$ 394,872
	OYA Facilities	Building exterior repairs	\$ 573,719
	OYA Facilities	Replaces old electrical systems and repairs	\$ 17,225
	OYA Facilities	Replaces end of life plumbing infrastructure	\$ 353,411
	OYA Facilities	Site and exterior fencing/paving	\$ 788,572
	OYA Facilities	Interior repairs and applications: walls, floors, ceiling	\$ 4,258,432
		<b>Total</b>	<b>\$ 7,647,751</b>
			<b>\$ 26,624,042</b>

# Budget Narrative

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## Article XI-Q Bond Financing and Other Financing Request Form

### *STATE OF OREGON, DEPARTMENT OF ADMINISTRATIVE SERVICES* PROGRAM FOR REAL PROPERTY AND EQUIPMENT FINANCING

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Please return your response to this Request Form by **May 15, 2014**

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Please return the completed form to:

Jean Gabriel, Capital Finance & Planning Manager  
Department of Administrative Services  
Chief Financial Office  
155 Cottage Street NE, U10  
Salem, OR 97301-3963

If you have any questions, please call Jean Gabriel at (503) 378-3107.

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**AGENCY:** *Oregon Youth Authority* \_\_\_\_\_

**DIVISION:** *Physical Plant Operations* \_\_\_\_\_

**CONTACT PERSON:** *Rex Emery* \_\_\_\_\_

**TITLE:** *Facilities Manager* \_\_\_\_\_

**ADDRESS:** *2450 Strong Rd SE, Salem OR 97302* \_\_\_\_\_

**TELEPHONE:** *503-986-0303* \_\_\_\_\_

**ALTERNATE CONTACT:** *Jan Dean, Director for Business Services, 503-508-1807*

## Budget Narrative

Please specify the equipment items that you expect to acquire using Article XI-Q Bonds or capital leases over the next biennium beginning July 1, 2015. Please indicate the type of equipment and when funds are needed to acquire the equipment. Please note: Financing agreements are defined at ORS 283.085(3) and include any agreement to finance real or personal property that is or will be owned and operated by the state. This includes lease purchase agreements, installment sales agreements, and similar financing arrangements. Do not include operating leases on this form.

### *EQUIPMENT TYPE*

Please list by type, amount needed, and when you will need the funds in the spaces provided (brand names are not required).

Description of Equipment/Personal Property	Dollar Value of Financed Asset	Purchased or Developed *In-House	Date to be Placed in Service/Useful Life	2015-17 Budget Proposal (Yes or No)	Financing Method (e.g. XI-Q Bonds, Capital Lease, etc)
None					

\*For assets to be developed in house, please provide details on project cash flow or refer to Policy Option Package where that detail is provided

## Budget Narrative

Please specify the real property and/or construction projects that you expect to finance through any form of bonds or other financing agreements over the next biennium beginning July 1, 2015. Please indicate the estimated amount needed for each project and when those funds will be required.

### *REAL PROPERTY AND/OR CONSTRUCTION PROJECTS*

Real property acquisitions, restoration and/or construction projects.	Project Cost Estimate	2015-17 Budget Proposal (Yes or No)
OYA Program Improvements Projects - Planning	\$210,000	Yes
OYA Electronic Security Improvements - Phase 2	\$1,147,435	Yes
OYA Capital Improvement Projects (Q-bonds) Priority 1 -2	\$4,254,921	Yes
OYA Currently Critical Deferred Maintenance Priority 3 – 5	\$13,363,935	Yes
OYA Deferred Maintenance	\$7,647,751	Yes

## Budget Narrative

Capital Construction	2013-15 Legislatively Approved Budget	2015-17 Current Service Level	2015-17 Agency Request Budget
General Fund	\$0	\$0	\$0
Other Funds	\$5,074,941	\$0	\$26,624,042
Total Funds	\$5,074,941	\$0	\$26,624,042
Positions	0	0	0
FTE	0.00	0.00	0.00

	<u>General Fund</u>	<u>Total Funds</u>	<u>Positions</u>	<u>FTE</u>
Package 114 - Capital Construction Plan	\$0	\$26,624,042	0	0.00

# Budget Narrative

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## Capital Construction

### Policy Option Package – 114: Capital Construction

#### Purpose

The purpose of the Major/Capital Construction budget request is to enhance agency operations and programs with capital renewal and construction of new buildings and building systems. The capital construction platform provides for safe and secure facilities through new construction, building renovation, and infrastructure renovations; assessments; and improvements or additions to existing buildings with an aggregate cost of \$1 million or more. Planning for future capital construction projects also is included in this category.

OYA owns 96 buildings at 10 locations, with a replacement value of \$192 million. The majority of these structures provide secure residential spaces for youth offenders. The remainder are used for youth offender education, vocational training, recreation, administration, and support services.

Currently, OYA is developing a 10-Year Strategic Facilities Plan for its youth correctional and transitional facilities. The agency is at a pivotal juncture in its history, where promising new treatment modalities intersect with the realities of the agency's aging physical plant portfolio. OYA is developing the Youth Reformation System and positive human development philosophy as well as new enterprise-level treatment programs to create better outcomes for youth. This has led to research into the most effective settings and programming spaces for youth. In turn, this new knowledge has led to a better understanding of what an ideal youth correctional facility would look like and what such a facility would offer.

#### How Achieved

The capital construction budget request has identified critical projects to continue to provide these services:

- 1) Capital construction planning for Youth Reformation System and Positive Human Development - \$210,000
  - a. The request also is for planning funds for Youth Reformation System and positive human development physical plant program improvements. OYA has identified priority construction that could progress through the planning stages so facilities would be closer to meeting the desired attributes of the new treatment programs. The projects would expand vocational education programs, provide outdoor recreation areas at four regional facilities, and make other improvements that align with the new treatment space standards.
- 2) Electronic security improvements (mainly CCTV) Phase 2 - \$1,147,435
  - a. This project continues the expansion of new security technology systems across all OYA facilities. Security technology systems include camera surveillance, electronic key monitoring systems, and door electronic access controls. These systems improve staff and youth offender safety, prevent escapes, automatically track the actions and movements of youth offenders, provide evidence for investigating incidents, and deter criminal behavior including incidents of violence and sexual assault. The major focus of this request is to continue the installation of the video monitoring systems started in 2014 to supplement the agency's sexual abuse prevention, detection, and response efforts for adherence to the U.S. Prison Rape Elimination Act of 2003 (PREA). OYA has a zero-tolerance

## Budget Narrative

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policy regarding sexual abuse, and video surveillance systems enhance the ability of staff to provide the necessary supervision to prevent incidents of sexual abuse.

- 3) Capital improvements that exceed the General Fund allocation - \$4,254,921
- 4) Major deferred maintenance projects to preserve assets - \$21,011,686

This package completes critical construction projects with special emphasis on improvements to enhance the Youth Reformation System and positive human development culture. This budget relies upon the use of XI-Q bonds to fund the improvements and includes project management costs.

### Staffing Impact

None

### Quantifying Results

Enhanced security systems will result in improving staff and youth safety. OYA monitors youth safety by tracking incidences of self harm, escapes, youth-on-staff assaults, and youth-on-youth assaults. The results of improved and expanded security systems can be quantified by reviewing the data from the tracking efforts. The tracking information for youth safety is published quarterly.

OYA conducts facility condition assessments every 4-6 years to quantify the maintenance needs of each building. The assessment provides the information necessary to form an objective view of the condition of each building compared to the desired condition necessary to realize the originally anticipated life of the building and to preserve operational capabilities. Future assessment evaluations will inevitably show the positive effect of improved funding by reducing deferred maintenance backlogs.

### Revenue Source – XI-Q Bonds, General Fund, and Other Funds

The total cost of the capital construction request is \$26,624,042, with a project list of \$26,624,042. The capital construction financing will be through XI-Q bonds and is not included in the agency's base budget request. More information is available in the Capital Construction Project Narratives found on form 107BF02. In addition this package includes \$3,602,876 in debt service on the XI-Q bonds and an issuance fee of \$490,958 for a total cost of \$30,717,876.

Hold for ORBITS Report

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Youth Authority  
Pkg: 114 - Cap Construction Plan

Cross Reference Name: Debt Service  
Cross Reference Number: 41500-086-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	3,602,876	-	-	-	-	-	3,602,876
<b>Total Revenues</b>	<b>\$3,602,876</b>	-	-	-	-	-	<b>\$3,602,876</b>
<b>Debt Service</b>							
Principal - Bonds	2,320,000	-	-	-	-	-	2,320,000
Interest - Bonds	1,282,876	-	-	-	-	-	1,282,876
<b>Total Debt Service</b>	<b>\$3,602,876</b>	-	-	-	-	-	<b>\$3,602,876</b>
<b>Total Expenditures</b>							
Total Expenditures	3,602,876	-	-	-	-	-	3,602,876
<b>Total Expenditures</b>	<b>\$3,602,876</b>	-	-	-	-	-	<b>\$3,602,876</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

**DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE**

Oregon Youth Authority  
2015-17 Biennium

Agency Number: 41500  
Cross Reference Number: 41500-089-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
General Fund Obligation Bonds	-	5,074,941	5,074,941	26,624,042	-	-
Other Revenues	384,876	-	-	-	-	-
<b>Total Other Funds</b>	<b>\$384,876</b>	<b>\$5,074,941</b>	<b>\$5,074,941</b>	<b>\$26,624,042</b>	-	-

# Budget Narrative

## DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUE

### CAPITAL CONSTRUCTION

SOURCE	FUND	2011-13 ACTUAL	2013-15 LEGISLATIVELY ADOPTED	2013-15 ESTIMATED	2015-17		
					AGENCY REQUEST	GOVERNOR'S BUDGET	LEGISLATIVELY ADOPTED
COP / Q Bond Proceeds	OF	384,876	5,074,941	5,074,941	26,624,042		
TOTAL	OF	384,876	5,074,941	5,074,941	26,624,042		

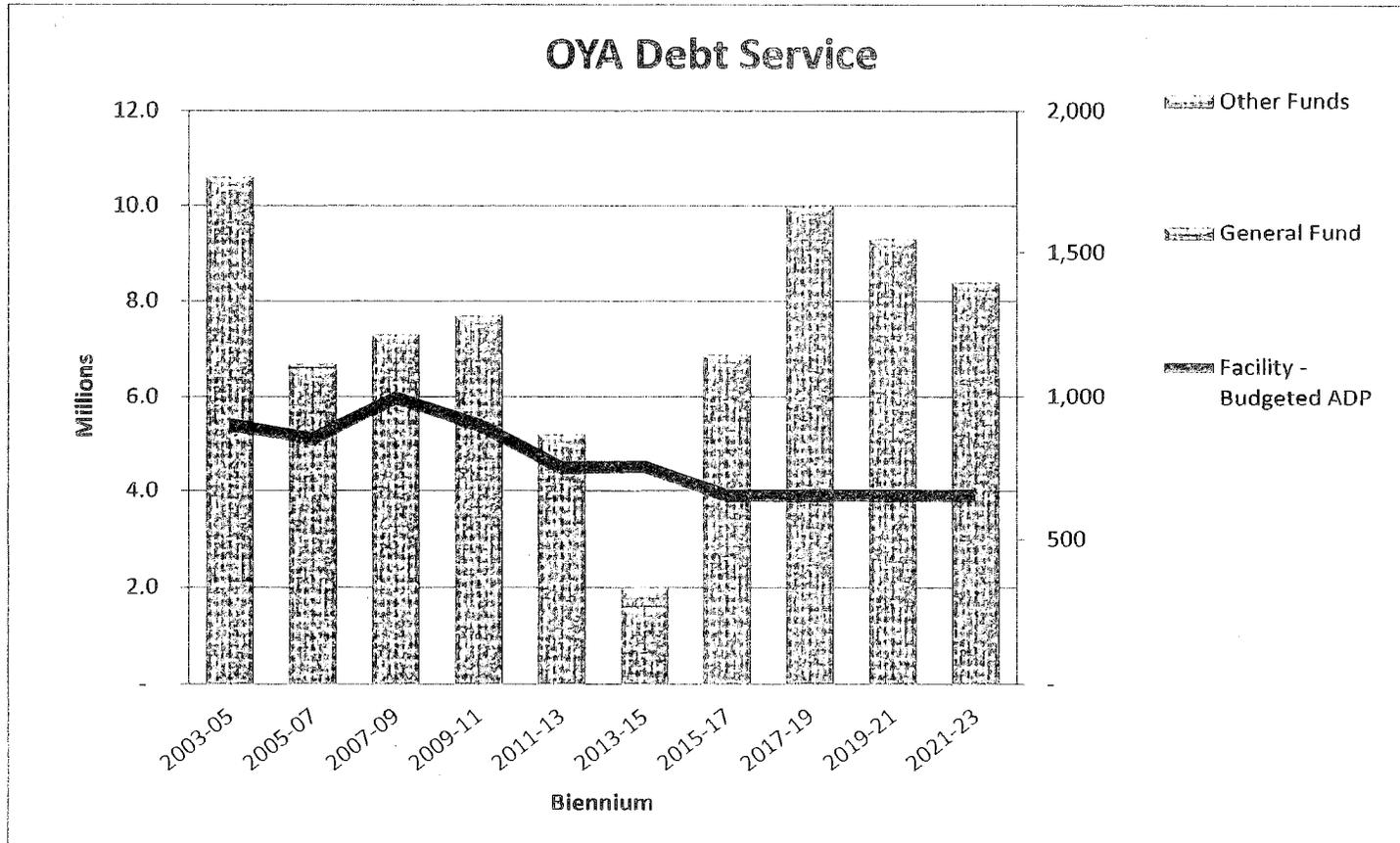
2015-17

107BF07

# Budget Narrative

Agency Name: Oregon Youth Authority  
 Program Area: Debt Service

Primary Outcome Area: Safety  
 Secondary Outcome Area: N/A  
 Program Contact: Shawn Waite, 503-559-3387



# Budget Narrative

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## Executive Summary

Debt Service is part of OYA's biennial operating budget. All OYA debt service is used for scheduled principal and interest payments on previously issued debt and any new debt authorized by the Oregon Legislature.

## Program Description

The purpose of debt service is to enable OYA to repay principal and make interest payments on Certificates of Participation (COPs) issued to build and repair youth correctional facilities.

## Major Cost Drivers

Major cost drivers are the principal and interest payments on outstanding debt plus any new debt approved for issuance during the 2013-15 biennium.

## Program Justification and Link to 10-Year Outcome

## Program Performance

### Enabling Legislation/Program Authorization

OYA operates under the provisions of ORS 420 and 420A. Article XI-Q bonds are general obligation bonds issued under the authority of Article XI-Q of the Oregon Constitution and administered by the Oregon Department of Administrative Services and the Oregon State Treasury under the provisions of ORS 286A.

### Funding Streams

OYA's outstanding debt includes the following obligations which were issued in prior years and the proceeds used for construction and deferred maintenance projects

During the 2007-09 biennium, the state sold \$2.2 million in Certificates of Participation (COPs) at an interest rate of 3.8%, and \$2.0 million at an interest rate of 4.2%. The 2013-15 biennial amount for principal plus interest payments for the 2007 COPs is \$1,012,555. The 2007-09 COPs will be fully repaid in 2019.

During the 2009-11 biennium, the state sold \$4.5 million in COPs at an interest rate of 4.9%. The 2013-15 biennial amounts for principal plus interest payments for the 2011 COPs is \$1,173,418. The 2011 COPs will be fully repaid in 2021.

### Significant Proposed Program Changes from 2013-15

The amount of principal and interest payments due in 2013-15 for these bonds has not yet been determined. Debt Service has been deferred to 2015-17.

# Budget Narrative

## DEBT SERVICE

### Program Description

The purpose of debt service is to enable the agency to repay principal and make interest payments on Certificates of Participation (COPs) issued to build and repair youth correctional facilities.

### Purpose

The purpose of debt service is to enable the agency to repay principal and make interest payments on Certificates of Participation (COPs) issued to build and repair youth correctional facilities.

### Services

During the 2007-09 biennium, the state sold \$2.2 million in COPs at an interest rate of 3.8 percent, and \$2 million at an interest rate of 4.2 percent. During the 2009-11 biennium, the state sold \$4.5 million in COPs at an interest rate of 4.9 percent. The 2015-17 biennial amount for principle plus interest payments for the 2007-09 and 2009-11 COPs is \$3,328,941 General Fund. The 2007-09 COPs will be fully repaid in 2019 and the 2011 COPS will fully be repaid in 2021.

<b>2015-17 CSL (Base Budget) Debt Service</b>				
Includes debt issued to date plus estimated remaining 2013-15 issuances				
Source: DAS-CFO, Capital Finance Section				
<b>Debt Service for COPs and Article XI-Q Bonds (GF)</b>				
	<b>Fund</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
415 OYA	8030	2,558,346	770,595	3,328,941

This file does not contain any new debt issuances for the 2015-17 biennium. New debt issuances should be included in policy packages. Please refer to Budget Instructions for any questions regarding requests for new debt.

## Budget Narrative

**Oregon Youth Authority  
 Article XI-Q Bonds-Tax-exempt  
 Debt Service and Cost of Issuance Estimates  
 Projected Sale Date - May 2016**

		PAR	PROJECT	COSTS OF ISSUANCE
Program Imp. Proj Planning	5/1/2016	230,000	210,000	20,000
Electronic Sec Improvement	5/1/2016	1,190,000	1,147,435	42,565
Capital Improvement Proj	5/1/2016	4,320,000	4,254,921	65,079
Def Maint Priority 1-2	5/1/2016	13,610,000	13,363,935	246,065
Def Maint Priority 3-5	5/1/2016	7,765,000	7,647,751	117,249
<b>TOTAL BONDS</b>		<b>27,115,000</b>	<b>26,624,042</b>	<b>490,958</b>

DEBT SERVICE	DEBT SERVICE 15-17		DEBT SERVICE 17-19		TOTAL DS
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	
Program Imp. Proj Planning	40,000	10,522	90,000	15,553	263,414
Electronic Sec Improvement	215,000	54,417	460,000	80,073	1,361,414
Capital Improvement Proj	345,000	204,779	710,000	378,874	5,651,836
Def Maint Priority 1-2	1,095,000	645,087	2,240,000	1,193,085	17,797,816
Def Maint Priority 3-5	625,000	368,072	1,275,000	680,806	10,156,994
		<b>3,602,876</b>		<b>7,123,389</b>	<b>35,231,474</b>

## Budget Narrative

Debt Service	2013-15 Legislatively Approved Budget	2015-17 Current Service Level	2015-17 Agency Request Budget
General Fund	\$1,632,438	\$3,328,941	\$6,931,817
Other Funds	\$384,877	\$0	\$0
Federal Funds	\$1	\$0	\$0
Total Funds	\$2,017,316	\$3,328,941	\$6,931,817
Positions	0	0	0
FTE	0.00	0.00	0.00

	<u>General Fund</u>	<u>Total Funds</u>	<u>Positions</u>	<u>FTE</u>
Package 114 - Capital Construction Plan	\$3,602,876	\$3,602,876	0	0.00

# Budget Narrative

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## Debt Service

### Policy Option Package – 114: Capital Construction

#### Purpose

The purpose of the Major/Capital Construction budget request is to enhance agency operations and programs with capital renewal and construction of new buildings and building systems. The capital construction platform provides for safe and secure facilities through new construction, building renovation, and infrastructure renovations; assessments; and improvements or additions to existing buildings with an aggregate cost of \$1 million or more. Planning for future capital construction projects also is included in this category.

OYA owns 96 buildings at 10 locations, with a replacement value of \$192 million. The majority of these structures provide secure residential spaces for youth offenders. The remainder are used for youth offender education, vocational training, recreation, administration, and support services.

Currently, OYA is developing a 10-Year Strategic Facilities Plan for its youth correctional and transitional facilities. The agency is at a pivotal juncture in its history, where promising new treatment modalities intersect with the realities of the agency's aging physical plant portfolio. OYA is developing the Youth Reformation System and positive human development philosophy as well as new enterprise-level treatment programs to create better outcomes for youth. This has led to research into the most effective settings and programming spaces for youth. In turn, this new knowledge has led to a better understanding of what an ideal youth correctional facility would look like and what such a facility would offer.

#### How Achieved

The capital construction budget request has identified critical projects to continue to provide these services:

- 1) Capital construction planning for Youth Reformation System and Positive Human Development - \$210,000
  - a. The request also is for planning funds for Youth Reformation System and positive human development physical plant program improvements. OYA has identified priority construction that could progress through the planning stages so facilities would be closer to meeting the desired attributes of the new treatment programs. The projects would expand vocational education programs, provide outdoor recreation areas at four regional facilities, and make other improvements that align with the new treatment space standards.
- 2) Electronic security improvements (mainly CCTV) Phase 2 - \$1,147,435
  - a. This project continues the expansion of new security technology systems across all OYA facilities. Security technology systems include camera surveillance, electronic key monitoring systems, and door electronic access controls. These systems improve staff and youth offender safety, prevent escapes, automatically track the actions and movements of youth offenders, provide evidence for investigating incidents, and deter criminal behavior including incidents of violence and sexual assault. The major focus of this request is to continue the installation of the video monitoring systems started in 2014 to supplement the agency's sexual abuse prevention, detection, and response efforts for adherence to the U.S. Prison Rape Elimination Act of 2003 (PREA). OYA has a zero-tolerance

## Budget Narrative

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policy regarding sexual abuse, and video surveillance systems enhance the ability of staff to provide the necessary supervision to prevent incidents of sexual abuse.

- 3) Capital improvements that exceed the General Fund allocation - \$4,254,921
- 4) Major deferred maintenance projects to preserve assets - \$21,011,686

This package completes critical construction projects with special emphasis on improvements to enhance the Youth Reformation System and positive human development culture. This budget relies upon the use of XI-Q bonds to fund the improvements and includes project management costs.

### Staffing Impact

None

### Quantifying Results

Enhanced security systems will result in improving staff and youth safety. OYA monitors youth safety by tracking incidences of self harm, escapes, youth-on-staff assaults, and youth-on-youth assaults. The results of improved and expanded security systems can be quantified by reviewing the data from the tracking efforts. The tracking information for youth safety is published quarterly.

OYA conducts facility condition assessments every 4-6 years to quantify the maintenance needs of each building. The assessment provides the information necessary to form an objective view of the condition of each building compared to the desired condition necessary to realize the originally anticipated life of the building and to preserve operational capabilities. Future assessment evaluations will inevitably show the positive effect of improved funding by reducing deferred maintenance backlogs.

### Revenue Source – XI-Q Bonds, General Fund, and Other Funds

The total cost of the capital construction request is \$26,624,042, with a project list of \$26,624,042. The capital construction financing will be through XI-Q bonds and is not included in the agency's base budget request. More information is available in the Capital Construction Project Narratives found on form 107BF02. In addition this package includes \$3,602,876 in debt service on the XI-Q bonds and an issuance fee of \$490,958 for a total cost of \$30,717,876.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Youth Authority  
Pkg: 114 - Cap Construction Plan

Cross Reference Name: Capital Construction  
Cross Reference Number: 41500-089-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Obligation Bonds	-	-	26,624,042	-	-	-	26,624,042
<b>Total Revenues</b>	-	-	<b>\$26,624,042</b>	-	-	-	<b>\$26,624,042</b>
<b>Capital Outlay</b>							
Building Structures	-	-	26,624,042	-	-	-	26,624,042
<b>Total Capital Outlay</b>	-	-	<b>\$26,624,042</b>	-	-	-	<b>\$26,624,042</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	26,624,042	-	-	-	26,624,042
<b>Total Expenditures</b>	-	-	<b>\$26,624,042</b>	-	-	-	<b>\$26,624,042</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

**DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE**

Oregon Youth Authority  
2015-17 Biennium

Agency Number: 41500  
Cross Reference Number: 41500-086-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Interest Income - COP	57,259	-	-	-	-	-
Other Revenues	-	384,877	384,877	-	-	-
Tsfr To Administrative Svcs	(57,259)	-	-	-	-	-
<b>Total Other Funds</b>	-	<b>\$384,877</b>	<b>\$384,877</b>	-	-	-
<b>Nonlimited Federal Funds</b>						
Federal Funds	-	1	1	-	-	-
<b>Total Nonlimited Federal Funds</b>	-	<b>\$1</b>	<b>\$1</b>	-	-	-

# Budget Narrative

## DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUE

### DEBT SERVICE

SOURCE	FUND	2011-13 ACTUAL	2013-15 LEGISLATIVELY ADOPTED	2013-15 ESTIMATED	2015-17		
					AGENCY REQUEST	GOVERNOR'S BUDGET	LEGISLATIVELY ADOPTED
Interest Income	OF	57,259		-	-		
Other Revenues	OF		384,877	384,877	-		
Nonlimited Federal Funds	FF	-	1	1	-		
TOTAL	OF	57,259	384,877	384,877	-		
TOTAL	FF	-	1	1	-		

2015-17

## Budget Narrative

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### MAINTENANCE AND MANAGEMENT

#### Program Description

The Oregon Youth Authority's Maintenance and Management Program is responsible for 96 buildings with more than 761,000 combined square feet of floor space, located at 10 locations around the state. The oversight for the program is the responsibility of the Physical Plant Operations office of the Business Services section of OYA.

The agency constructed six close-custody facilities approximately 15 years ago. These facilities have reached an age where equipment and building systems are outdated and need to be replaced, consequently requiring a larger portion of the limited maintenance General Fund allocation. The older OYA facilities range from 30 to 90 years old. While all the buildings generally are in fair condition, deferred maintenance persists because budget constraints have resulted in maintenance that was not performed when it should have been.

#### Purpose

The purpose of the Physical Plant Operation's Maintenance and Management Program is to safeguard and maintain the operational functions of OYA's buildings and grounds, to uphold the agency mission to protect the public through secure facilities, and to provide safe environments for youth offender reformation

## Budget Narrative

Facilities Maintenance Summary Report (107BF16a)

### Facilities Maintenance Summary Report

AGENCY: Oregon Youth Authority

Agency #: 41500

Value of Buildings and Building Improvements			Facilities Operations and Maintenance (O&M) Budget			
Cost of Buildings (as reported to Risk Management)		6/30/14 Replacement Value (Risk Management)	Personal Services	Services & Supplies	Total	
		\$192 million	\$ 5,611,243	\$ 7,698,858	\$ 13,310,101	
Total sq. ft. of Bldgs: <u>761,937 sq. ft.</u> 2015-17 Maintenance Budget (no janitorial or utility) <u>\$9,421,369</u> Utilities Budget: <u>\$3,780,808</u> ÷ square feet of building: <u>\$12 sq. ft.</u>						
Total Outstanding Deferred Maintenance			Deferred Maintenance Budget 2015-17			
As of 6/30/14 Projected 6/30/15	Categories 1-2	Categories 3-5	Total	Personal Services	Services & Supplies	Capital Outlay
	\$13,363,935	\$7,647,751	\$ 21,011,686	\$ _____	\$ _____	\$ 21,011,686

Briefly describe the software (or manual process) used to identify routine (including preventative) facility maintenance needs.

At both Hillcrest and MacLaren Youth Correctional Facilities a computerized maintenance management system (CMMS) is used for issuing routine repair and maintenance work orders. The regional facilities use a manual process which consists of email notification for work orders, calendared preventative maintenance schedules, and service contracts with local contractors.

The OYA Physical Plant Operations office is currently pursuing a new CMMS program for state-wide use. The new CMMS is championed by DAS to meet the requirements of Executive Order 10-11, which includes establishing standards and guidelines and an assessment process, to develop a comprehensive plan for addressing operational and deferred maintenance needs at state agencies.

## Budget Narrative

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**What data elements do you track with software (or manual process) described above?**

The data elements tracked include preventative maintenance tasks, equipment lists and service information, staff work order assignments, priority of work, duration of work performed, categories of work, the location, etc. Projects are prioritized based on five criteria: 1) safety, security, health and welfare 2) asset protection and 3) program needs.

**Briefly describe how the facilities maintenance budget is developed (note whether software (or manual process) described above is used in budget development).**

The biennial maintenance appropriation is determined by the Legislatively Adopted Budget adjusted for inflation.

In past budget requests and again for 2015-17 OYA has submitted a policy option package proposing a process for establishing its maintenance budget based on recommendations by the National Research Council unit, Building Research Board published report: Committing to the Cost of Ownership. The document contains information from the collective knowledge of various federal agencies managing facilities. The committee that authored the report emphasized the government's stewardship responsibilities for assets acquired through the investment of tax dollars and that underfunding public building's maintenance costs affect public health and safety, and lead to long term financial loss. The report recommended maintenance allocation levels stated as a percentage of the current replacement value of buildings: "the appropriate level of maintenance and repair spending should be, on average, in the range of two to four percent of current replacement value" and "should be reinvested annually in building maintenance in order to protect the original investment, assure structural integrity, assure continuous usage within design capacity, and reduce the potential for system breakdowns or incapacitation." This level of maintenance spending is in addition to the normal operating costs for utilities and janitorial services.

Currently OYA's maintenance budget is 1.9% of the replacement value. This percentage is inadequate for high abuse correctional facilities and should be closer to the middle of the range. Based on the Building Research Board's methodology the total amount should be closer to 2.6% of the replacement value.

**Briefly describe the system or process used to identify Deferred Maintenance (e.g.; staff makes an annual estimate based on periodic assessments; evaluation of facilities using contract structural engineering firm, etc.)**

Each facility has a Facility Projects Plan (FPP) that is used to compile major deferred maintenance needs, and capital renewal projects. Data from each FPP is used to develop the Six Year Plan which identifies projects over three biennia based on priority. The Six Year Plan is the source document for Capital Projects Advisory Board presentation and the Agency Request Budget.

The project data for the FPPs originates from: Physical Plant Operations staff, the local superintendent or camp director, and the OYA Cabinet. The main process for identifying deferred maintenance is through consultant architectural/planning firms hired by the agency to complete detailed condition assessments of all its buildings. The deferred maintenance data in this request from the 2010 DLR Group, Inc. assessments, updated in real-time and adjusted for inflation through 2017. At the due date for this submittal the OYA is conducting a new facility condition assessment with

## Budget Narrative

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the consultant firm Faithful+Gould, Inc. Together with DAS and OLCC the assessments are a part of a pilot project to standardize the process of establishing deferred maintenance costs across all state agencies. Unfortunately, the information will not be available until later in 2014. Therefore the deferred maintenance costs provided in this report and requested in the May 15, 2014 bond financing request reflects the adjusted DLR Group, Inc. amounts.

**Briefly describe the process to provide funding for facilities maintenance. (e.g.; biennial appropriation; assessment to applicable programs to sustain a Capital Maintenance/ Improvement Fund authorized under ORS 276.285(2); etc.)**

Biennial base appropriations, increased by inflation, are augmented by bond financing to fund substantial non-routine maintenance projects.

Statutory references: ORS 276.229(2), ORS 276.227(5)

**107BF16a**

# Budget Narrative

Facilities Operations and Maintenance Report (107BF16b)

## Agency Request Budget vs. Actual & Forecasted Expenditures

AGENCY Name: Oregon Youth Authority

Agency #: 41500

	2011-13 Actuals	FTE	Leg Approved 2013-15	FTE	2013-15 Estimates	FTE	2015-17 Budget	FTE
<b>General Fund</b>								
Personal Serv - Utilities & Janitorial	\$ 97,364	1.00	\$97,233	1.00	\$109,981	1.00	\$107,924	1.00
Personal Services - Maintenance	\$ 4,722,001	31.63	\$4,930,583	31.50	\$5,091,066	31.50	\$5,503,319	33.50
S&S - Utilities & Janitorial	\$3,429,405		\$3,675,889		\$3,435,887		\$3,924,502	
S&S - Maintenance	\$1,675,000		\$1,991,585		\$2,432,885		\$2,842,349	
<b>GF Subtotal</b>	<b>\$ 9,923,770</b>		<b>\$ 10,695,290</b>		<b>\$11,069,819</b>		<b>\$ 12,378,094</b>	
<b>Lottery Funds</b>								
Personal Serv - Utilities & Janitorial	\$		\$		\$		\$	
Personal Services - Maintenance	\$		\$		\$		\$	
S&S - Utilities & Janitorial	\$		\$		\$		\$	
S&S - Maintenance	\$		\$		\$		\$	
<b>LF Subtotal</b>	<b>\$</b>		<b>\$</b>		<b>\$</b>		<b>\$</b>	
<b>Other Funds</b>								
Personal Serv - Utilities & Janitorial	\$		\$		\$		\$	
Personal Services - Maintenance	\$		\$		\$		\$	
S&S - Utilities & Janitorial	\$		\$130,372		\$44,402		\$134,283	
S&S - Maintenance	\$57,708		\$758,922		\$24,910		\$781,690	
<b>OF Subtotal</b>	<b>\$57,708</b>		<b>\$889,294</b>		<b>\$ 69,312</b>		<b>\$915,973</b>	
<b>Federal Funds</b>								
Personal Serv - Utilities & Janitorial	\$		\$		\$		\$	
Personal Services - Maintenance	\$		\$		\$		\$	
S&S - Utilities & Janitorial	\$2,108		\$3,585		\$2,163		\$4,299	
S&S - Maintenance	\$9,130		\$11,054		\$6,170		\$11,735	
<b>FF Subtotal</b>	<b>\$ 11,238</b>		<b>\$ 14,639</b>		<b>\$ 8,333</b>		<b>\$ 16,034</b>	
<b>Total All Funds</b>	<b>\$ 9,992,716</b>		<b>\$ 12,503,156</b>		<b>\$ 11,147,464</b>		<b>\$13,310,101</b>	

The Facilities Operations and Maintenance budget includes costs to operate and maintain facilities and keep them in repair including utilities, janitorial and maintenance costs. Maintenance costs are categorized as external building (roof, siding, windows, etc.); interior systems (electrical, mechanical, interior walls, doors, etc.); roads and ground (groundskeeper, parking lots, sidewalks, etc.) and centrally operated systems (electrical, mechanical, etc.). Agencies with significant facilities may include support staff if directly associated with facilities maintenance activities. Do not include other overhead costs such as accounting, central government charges, etc.

# Budget Narrative

## FACILITIES DEFERRED MAINTENANCE DETAIL REPORT

AGENCY: Oregon Youth Authority  
 Agency #: 41500

Building Name or Identifier	Replacement Value (as of 6/30/14)	2015-17 Deferred Maintenance Budget for this Facility	Total O/S Deferred Maint. (projected) (as of 6/30/15)	Outstanding Deferred Maintenance (projected) by Category				
				1	-	2	3	-
Facilities > \$1 million (attach additional sheets if necessary)								
Camp Florence			\$ 602,885	\$ 514,860			\$ 88,025	
Camp Tillamook			\$ 452,180	\$ 291,632			\$ 160,548	
EOYCF			\$ 2,325,713	\$ 2,061,406			\$ 264,308	
HYCF Admin			\$ 794,427	\$ 440,428			\$ 353,999	
HYCF Farrell HS			\$ 1,025,950	\$ 460,734			\$ 565,217	
HYCF Norblad Hall			\$ 461,490	\$ 453,315			\$ 8,175	
HYCF Scott/Iota Hall			\$ 1,068,969	\$ 952,612			\$ 116,357	
HYCF Site/Infra			\$ 295,372	\$ 163,992			\$ 131,381	
HYCF Zeta Hall			\$ 21,897	\$ 21,897			\$ -	
MYCF CIU			\$ 219,435	\$ 219,435			\$ -	
MYCF Dunbar Cottage			\$ 279,641	\$ 278,911			\$ 730	
MYCF Food Service			\$ 456,011	\$ 300,544			\$ 155,467	
MYCF Geer Compound			\$ 596,688	\$ 500,996			\$ 95,692	
MYCF Grover Cottage			\$ 171,077	\$ 170,055			\$ 1,022	
MYCF Gym/Visit			\$ 279,558	\$ 107,595			\$ 171,963	
MYCF Hall Cottage			\$ 192,990	\$ 192,990			\$ -	
MYCF Holmes Cottage			\$ 157,642	\$ 157,642			\$ -	
MYCF Kincaid Cottage			\$ 154,024	\$ 154,024			\$ -	
MYCF Lord HS			\$ 892,330	\$ 683,544			\$ 208,785	
MYCF Maint/Laundry/Moody			\$ 449,961	\$ 443,538			\$ 6,423	
MYCF McBride Cottage			\$ 170,528	\$ 170,528			\$ -	

## Budget Narrative

MYCF McKay Cottage			\$ 177,604	\$ 177,604	\$ -
MYCF Site/Infra			\$ 283,044	\$ 91,392	\$ 191,650
MYCF Smith Cottage			\$ 171,478	\$ 171,478	\$ -
MYCF Thayer			\$ 270,769	\$ 112,748	\$ 158,021
MYCF Warehouse			\$ 241,040	\$ 241,040	\$ -
MYCF Whitaker			\$ 482,856	\$ 350,367	\$ 132,489
NCYCF			\$ 2,566,345	\$ 912,161	\$ 1,654,184
OCYCF			\$ 1,616,833	\$ 431,811	\$ 1,185,022
RBF			\$ 387,637	\$ 346,616	\$ 41,020
RBF Hilgard			\$ 227,822	\$ 129,648	\$ 98,175
RBF Site/Infra			\$ 660,000	\$ -	\$ 660,000
RVYCF			\$ 1,806,632	\$ 1,032,837	\$ 773,795
TYCF			\$ 129,049	\$ 82,044	\$ 47,005
<b>Total Facilities &gt; \$1 million</b> (total from detail above)	\$ -	\$ -	\$ 20,089,877	\$ 12,820,424	\$ 7,269,453
<b>Facilities &lt; \$1 million</b> (total for all facilities <\$1 million)			\$ 921,809	\$ 543,511	\$ 378,298
<b>Total all Facilities</b>			\$ 21,011,686	\$ 13,363,935	\$ 7,647,751

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## Budget Narrative

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