

2021

FY2021 Budget Hearing Capital Budget

November 5, 2020

TONI PRECKWINKLE

President, Cook County Board of Commissioners





CAPITAL BUDGET OVERVIEW

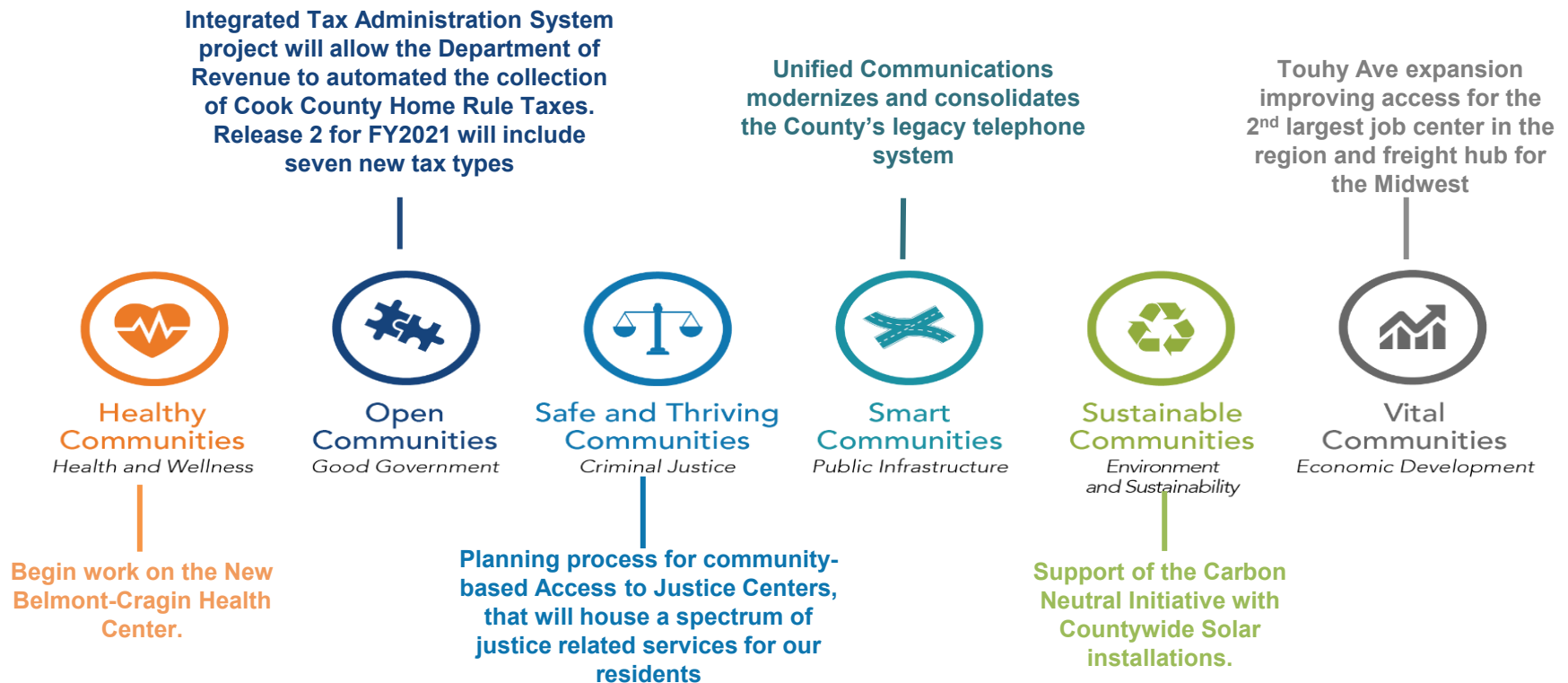
Foundation for the FY2021 Capital Budget



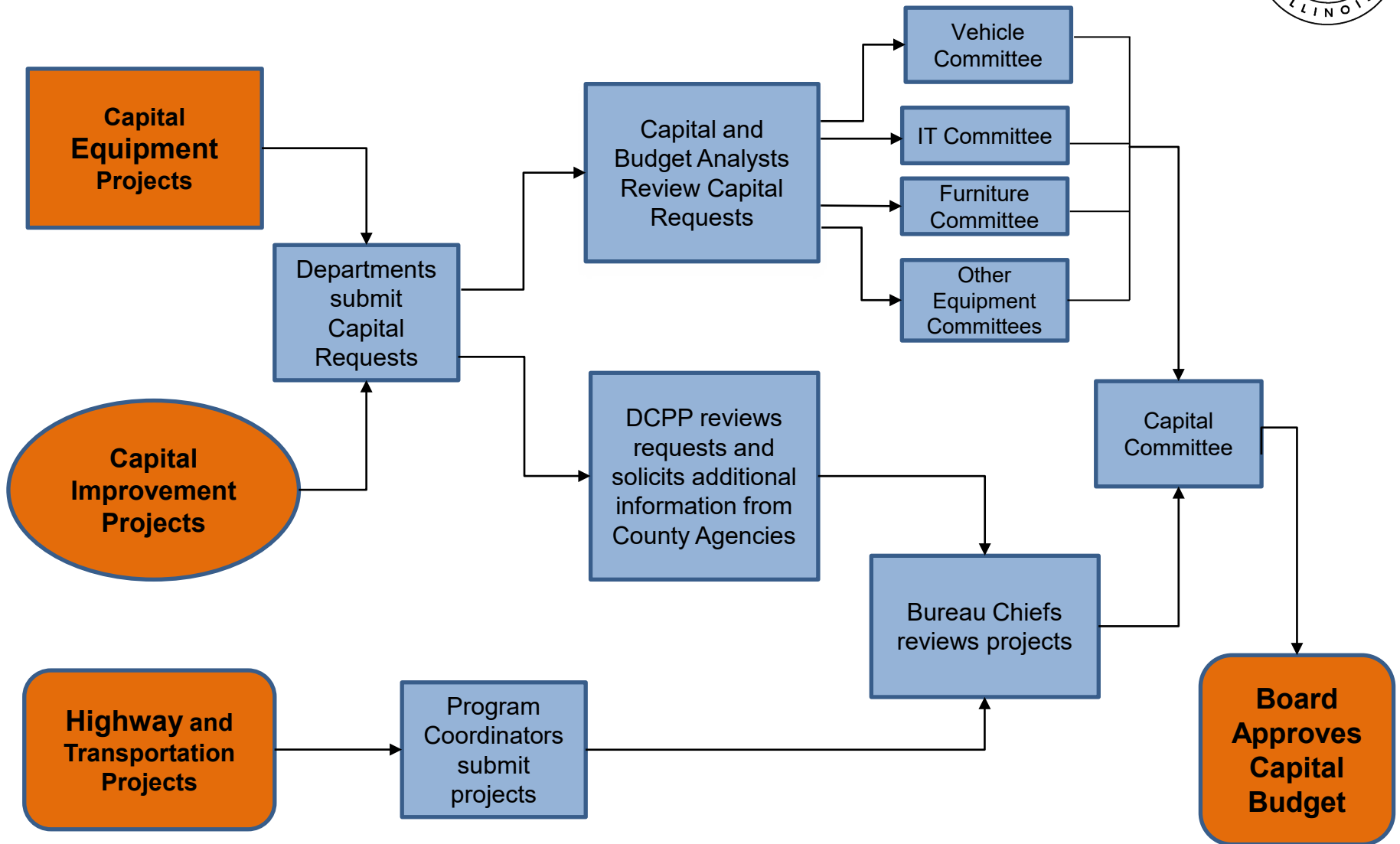
In FY2018, the Offices Under the President (OUP) spearheaded the Cook County ***Policy Roadmap: Five-Year Strategic Plan for Offices Under the President***

However, using this policy framework to improve outcomes for residents requires continuous coordination and collaboration with separately elected officials and other partners.

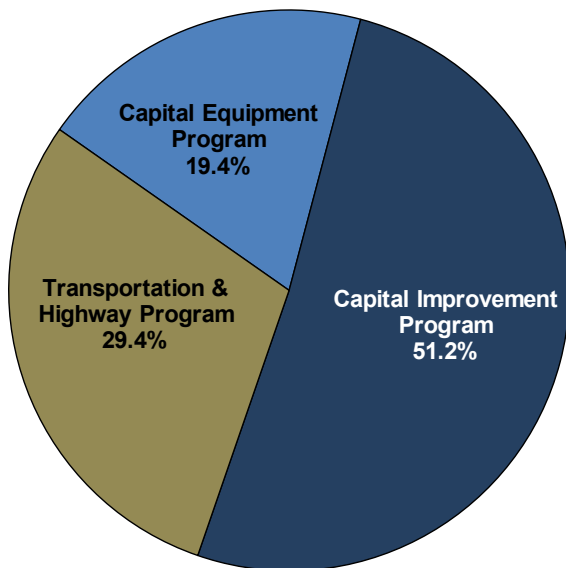
The six policy priorities are the foundation for the FY2021 budget.



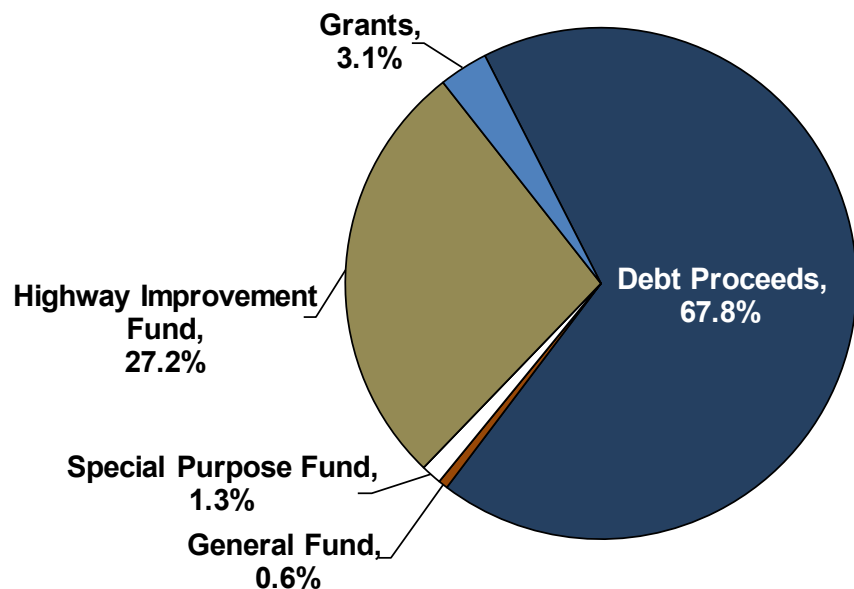
Capital Review Process



Capital Budget Uses & Sources



Project Category	Amount (in millions)
Capital Improvement	\$264.6
Capital Equipment	\$100.3
Transportation and Highways	\$152.2
Total	\$517.1



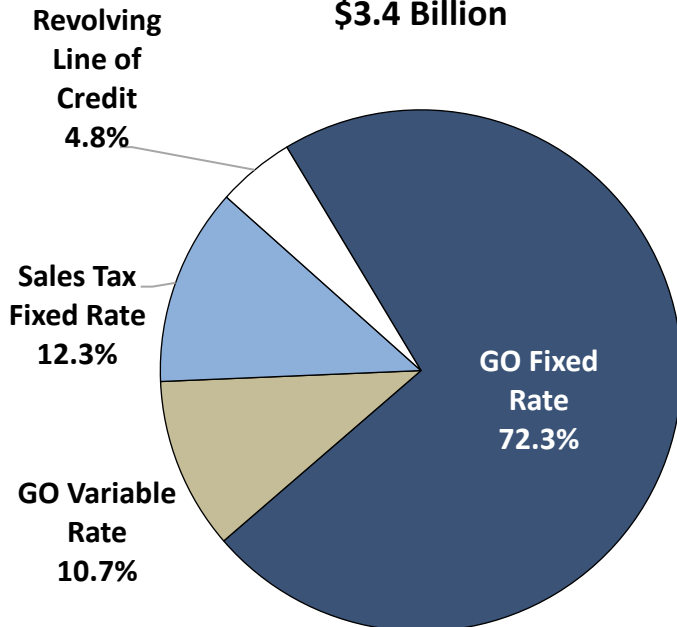
Sources	Amount (in millions)
Debt Proceeds	\$350.7
Highway Improvement Fund	\$140.4
Grants	\$16.1
Special Purpose Fund	\$6.7
General Fund	\$3.2
Total	\$517.1

County Debt Profile



Judicious management of debt allows the County to enjoy investment grade bond ratings and lower cost of borrowing

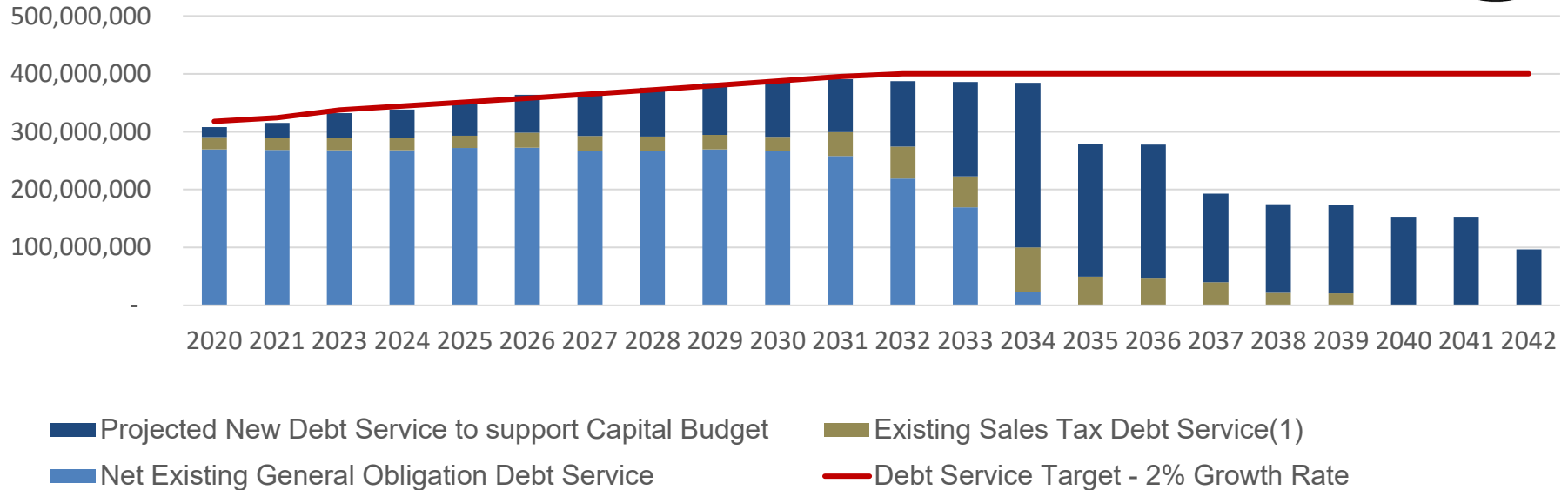
**Total Principal Outstanding
\$3.4 Billion**



Current Credit Ratings

General Obligation Debt		
Rating Agency	Rating	Outlook
S&P Global Ratings	A+	Negative
Fitch Ratings	A+	Stable
Moody's Investors Service	A2	Stable
Sales Tax Debt		
Rating Agency	Rating	Outlook
Kroll Bond Rating Agency	AAA	Stable
S&P Global Ratings	AA-	Negative

Projected Debt Service to support the Capital Plan



In the County devised a long-term plan to manage its debt, which included the following:

1. Create a debt structure that rises by no more than 2% annually up to \$400M, including all anticipated new issuances; a growth rate that would match the long-term Federal Reserve inflation forecast
2. Utilize all refunding opportunities to focus savings in key years to keep with 2% growth target
3. Minimize interest costs by utilizing the line of credit to fund capital projections during construction and acquisition phases
4. Actively manage variable rate debt portfolio to take advantage of low interest rate environment



CAPITAL IMPROVEMENT PROJECTS (CIP)

Unlocking the Value of Our Assets



Strategic Framework

- Real Estate Asset Strategic Realignment Plan (REASRP) is the guideline
- Cook County Policy Roadmap
- Data to drive investment decisions in our facilities

Capital Plan Development

- Worked with user agencies to identify efficiencies, critical upgrades, or needed replacements
- Estimate costs of improvements
- Prioritize improvements along County's long-term objectives
- Develop capital plan and budget to sustain facilities, support core functions, reduce long-term recurring operational costs & increase ADA compliance and accessibility

Green Buildings Program (GBP)

- Use the GBP initiative to reduce the environmental impact of our County buildings and create a positive impact on communities
- Leverage revenues from high-performance design project to yield measurable reductions in operating costs
- Clean Energy Plan (2020) drives building performance

FY2021 Capital Improvements

- Focused on funding needs of Priorities 1, 2 & 3
- Prioritize work to be completed by in-house trades
- Appropriation request for FY2021 is **\$264.6 million**

Priorities for Maintenance and Replacement

Priority 1: Currently Critical (Immediate)

Conditions require immediate action to correct a cited safety hazard, stop accelerated deterioration, or return a facility to operation.

Priority 2: Potentially Critical (Years 1-2)

Conditions, if not corrected expeditiously, will become critical within a year resulting in intermittent operations, rapid deterioration, potential life safety hazards, etc.

Priority 3: Necessary/Not Yet Critical (Years 3-4)

Conditions require appropriate attention to avoid predictable deterioration, potential downtime, or associated damage or higher costs if deferred further.

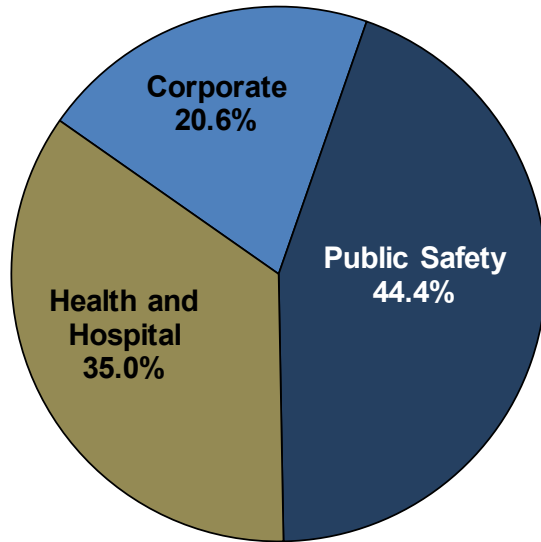
Priority 4: Recommended (Years 5-10)

Conditions include items that represent sensible improvement to existing conditions but are not required for the basic function of the facility, overall usability improvements, or long-term maintenance cost reduction.

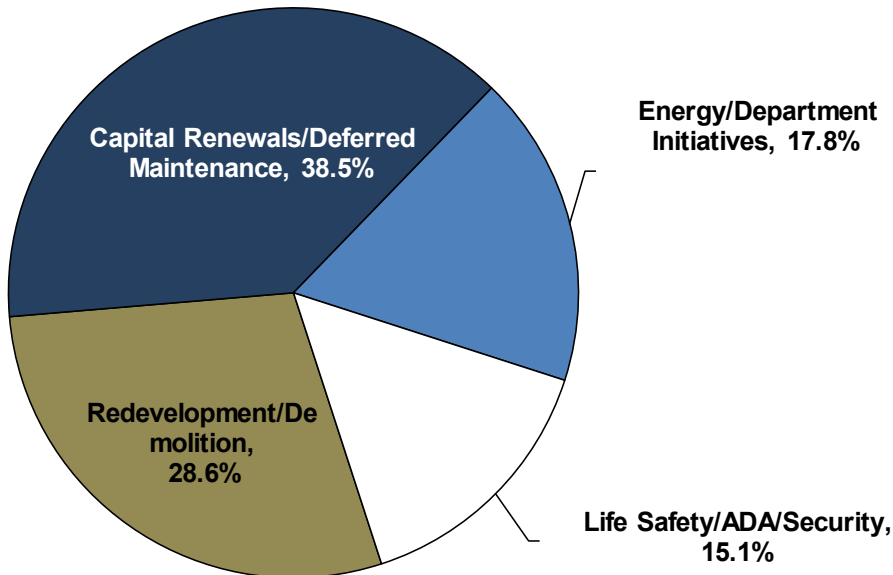
Priority 5: Does Not Meet Current Codes but is "Grandfathered"

No action is required at this time; however, renovation work performed in the future may trigger correction.

FY2021 Capital Improvement Program by Category & Portfolio



Portfolio	Amount (in millions)
Public Safety	\$117.4
Health	\$92.6
Corporate	\$54.6
Total	\$264.6



Program Category	Amount (in millions)
Redevelopment/Demolition	\$75.8
Capital Renewals/Deferred Maintenance	\$102.0
Energy/Department Initiatives	\$47.0
Life Safety/ADA/Security	\$39.8
Total	\$264.6

Major 2021 CIP Projects



Smart Communities

Corporate Facilities

- Renovation and consolidation at County Building
- Dunne Building re-stack
- Optimize technology solutions in buildings
- Implement **Workplace Strategy & Design** guidelines



Healthy Communities

Health and Hospital

- Provident Campus major improvements
- Stroger Hospital major renovations
- Community based healthcare center



Safe & Thriving Communities

Public Safety

- Demolition of DOC Division I & IA
- Phase II DOC campus roof replacements
- Court Utilization Plan Phase II
- Planning for Access to Justice Initiative
- Courthouses hardening planning & design (UASI)
- Health & safety adaptations for pandemic response



Sustainable Communities

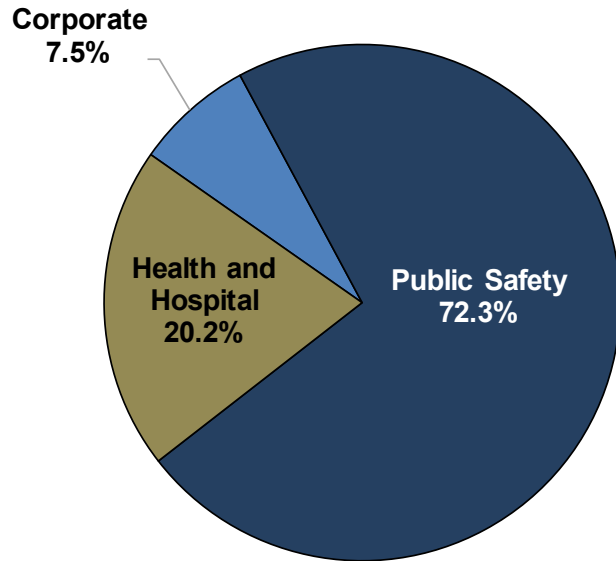
Countywide

- Green Building Program, efficiencies, and rebates
- Countywide solar installations
- Enhanced HVAC filtration assessments
- Life safety and ADA upgrades
- Gender Neutral Restrooms and Mothers' Rooms
- Roof and building envelope renovations

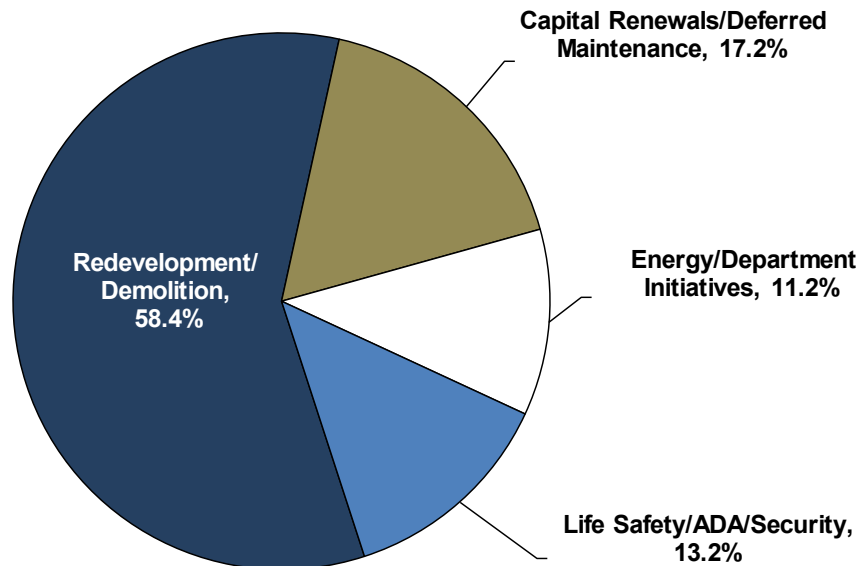


Belmont-Cragin New Health Clinic

FY2021-2030 Capital Improvement Program by Category & Portfolio



Program Portfolio	Amount (in millions)
Public Safety	\$1,581.7
Health	\$442.5
Corporate	\$162.6
Total	\$2,186.8

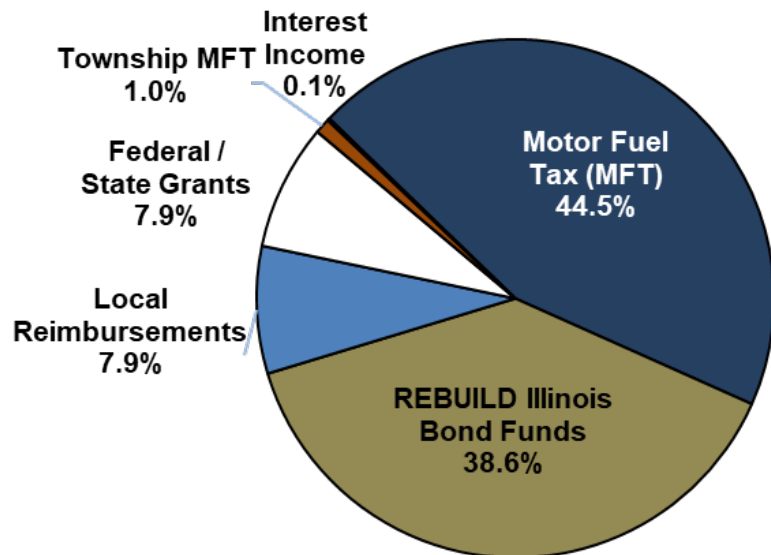
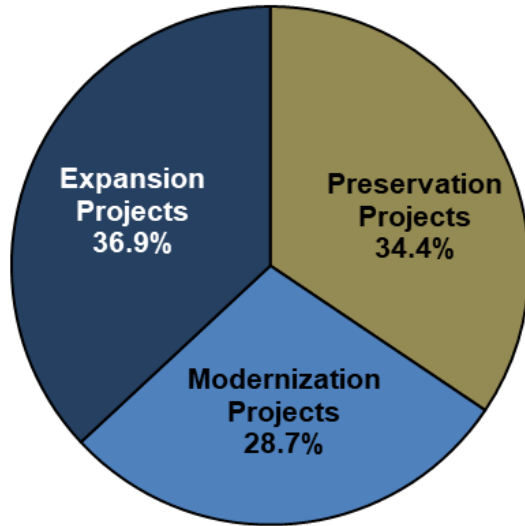


Program Category	Amount (in millions)
Redevelopment/Demolition	\$1,278.2
Capital Renewals/Deferred Maintenance	\$376.7
Energy/Department Initiatives	\$245.5
Life Safety/ADA/Security	\$286.4
Total	\$2,186.8



TRANSPORTATION & HIGHWAYS PROJECTS

FY2021 Transportation Projects by Category & Funding



Project Category *	Amount (\$ millions)
Modernization Projects	79.0
Preservation Projects	94.9
Expansion Projects	101.8
Total	\$275.7

* Includes non-capitalizable projects.

Funding Source **	Amount (\$ millions)
Motor Fuel Tax (MFT)	192.6
REBUILD Illinois Bond	167.4
Local Reimbursements	34.4
Federal / State Grants	34.1
Township	4.1
Interest Income	0.6
Total	\$433.2 ***

** Includes non-capitalizable projects.

*** Funding available for projects. Total funding is \$490.4 million which includes funding for operations and debt service payments.

Support for the Policy Roadmap



Policy Roadmap		LRTP Priority				
Policy Priority	Strategy	Transit	Freight	Equity	Modernize	Increase Investment
 Sustainable Communities	Promote connectivity between jobs, transportation, and land use.					
	Invest in transportation systems that decrease emissions.					
 Vital Communities	Ensure equitable and inclusive investments.					
	Grow key economic clusters.					
	Facilitate multimodal transportation to encourage growth.					
 Smart Communities	Coordinate transportation investments across jurisdictions.					
	Use data to make transportation more efficient.					

Major Projects in Design and under Construction



Projects Under Construction

Lake Cook Road – Raupp Boulevard to Hastings Lane

- New roadway construction/reconstruction, traffic signal improvements, and shared use path
- Partnership with IDOT, Lake County, Buffalo Grove, and Wheeling

County Line Road – at North Avenue (S01-A)

- New tollway ramp interchange from southbound I-294, new roadway construction/reconstruction, traffic signal improvements
- Partnership with Illinois Tollway, IDOT, Northlake, and Elmhurst

County Line Road – I-294 to Grand Avenue (S01-B)

- New roadway construction/reconstruction, traffic signal improvements
- Partnership with Illinois Tollway, IDOT, and Elmhurst

Touhy Avenue – Elmhurst Road to Mount Prospect Road

- Improved freight mobility in busy manufacturing cluster adjacent to O'Hare airport, roadway reconstruction, new shared use path
- Partnership with Illinois Tollway, DuPage County, Elk Grove Village, and Des Plaines

Skokie Valley Trail – Lake Cook Road to Voltz Road

- Construction of a new bicycle trail and pedestrian bridge to complete a gap in the Skokie Valley Trail system
- Partnership with Northbrook

Roberts Road – Valley Drive to 87th Street

- 2.8 miles of resurfacing and traffic signal replacements

Countywide Contracts

- Pavement rehabilitation and maintenance
- Traffic signal modernization and replacement
- Bridge maintenance

Projects in Development

- **Burnham Multimodal Connector** — Metra Hegewich Station to Burnham Greenway Trail
- **Joe Orr Road** – Torrence Avenue to Burnham Avenue
- **Kedzie Avenue** – 159th Street to Vollmer Road
- **Plainfield Road** – County Line to East Avenue
- **Busse Road** – Golf Road to Central Road
- **Sanders Road** – Milwaukee Avenue to Techny Road
- **108th Avenue** – 167th Street to 159th Street
- **88th/Cork Avenue** – at I-294 interchange

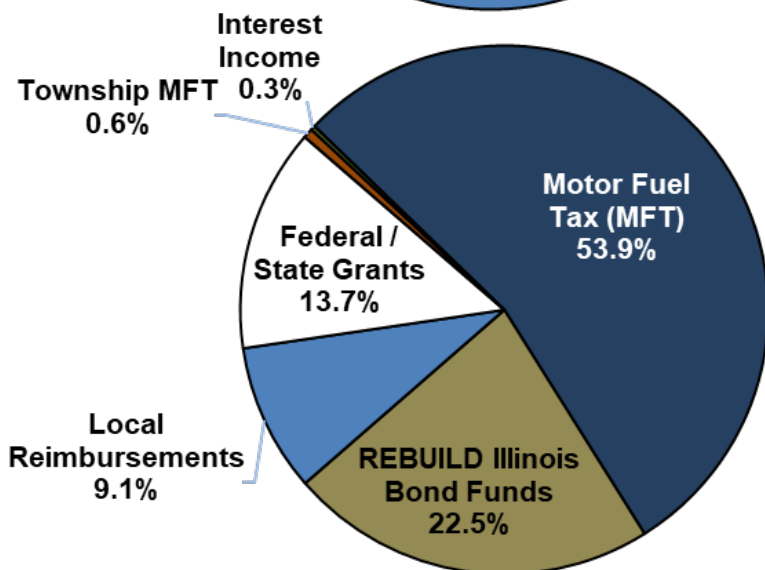
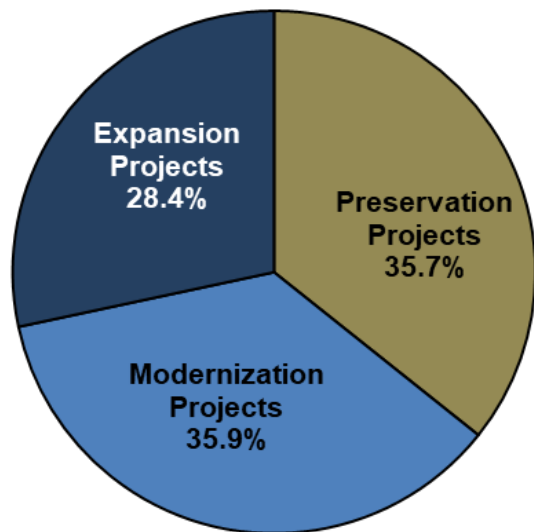
Invest in Cook (IIC) 2020

- 15 pedestrian/bike projects, 8 roadway projects, 6 freight projects, 1 transit project
- Over 60% of funds to high need communities
- \$8.5 million in IIC funding used to leverage \$26.3 million from Federal, State, and Local sources



*Lake Cook Road
reconstruction*

FY2021-2025 Transportation Program by Category & Funding



Project Category *	Amount (in millions)
Modernization Projects	\$400.6
Preservation Projects	\$398.2
Expansion Projects	\$316.2
Total	\$1,115

* Includes non-capitalizable projects.

Funding Source **	Amount (in millions)
Motor Fuel Tax (MFT)	\$600.5
REBUILD Illinois Bond	\$251.1
Local Reimbursements	\$101.1
Federal / State Grants	\$152.5
Township	\$6.7
Interest Income	\$3.0
Total	\$1,115

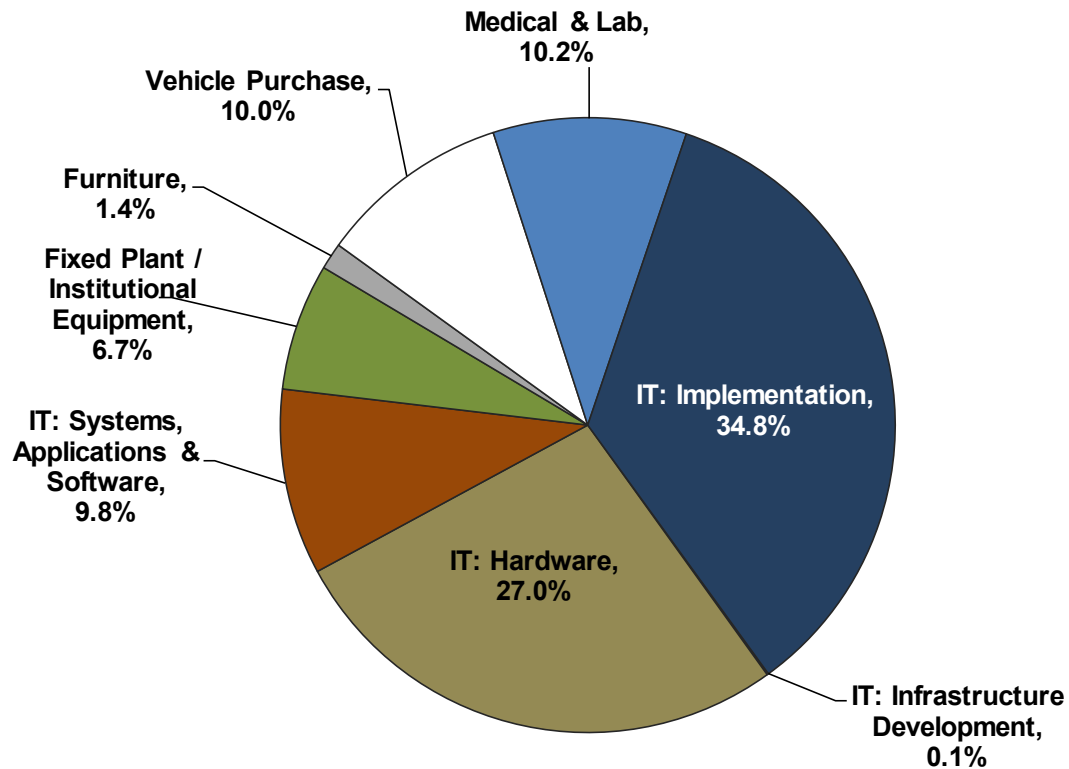
** Includes non-capitalizable projects.



Capital Equipment Projects (CEP)

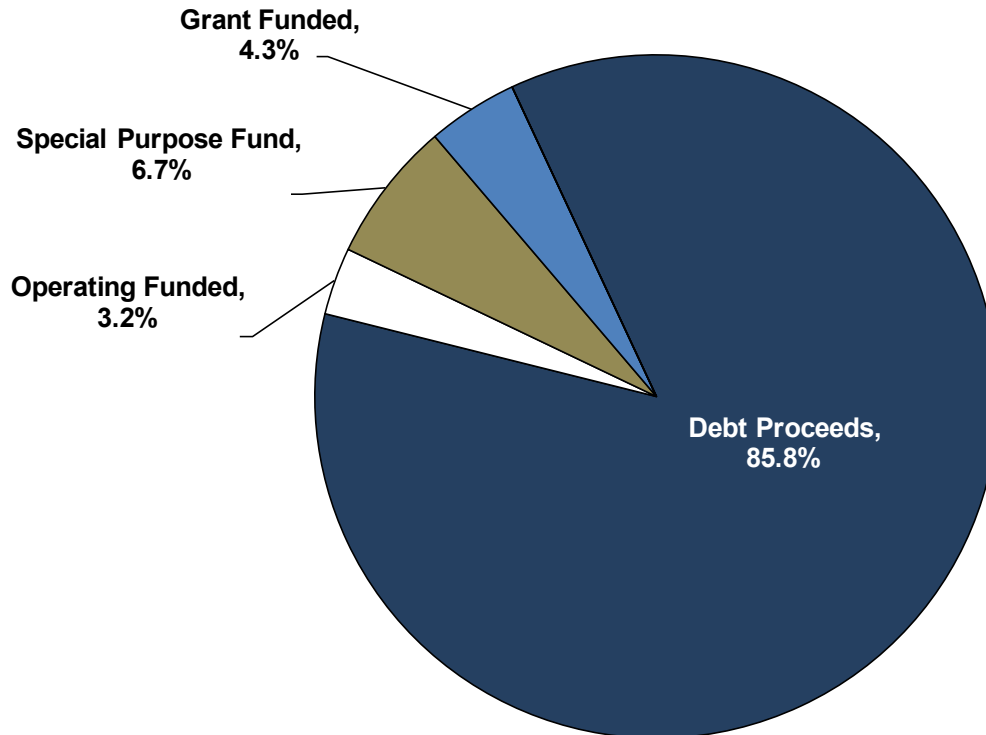


FY2021 Capital Equipment Recommendations



Project Type	Amount (in millions)
Fixed Plant / Institutional	\$6.7
Furniture/Office Equipment	\$1.4
IT: Hardware	\$27.1
IT: Infrastructure Development	\$0.1
IT: Implementation	\$34.9
IT: Systems, Applications & Software	\$9.8
Medical & Lab	\$10.2
Vehicles	\$10.1
Total	\$100.3
Amount Requested	\$153.0
Amount Recommended	\$100.3

FY2021 Capital Equipment By Funding Sources



Funding Sources	Amount (in millions)
Debt Proceeds	\$86.1
Grants Fund	\$4.3
Operating Fund	\$3.2
Special Purpose Fund	\$6.7
Total	\$100.3

Major 2021 Capital Equipment Projects



Smart Communities

- Network Voice Service
- Data Center Consolidation & Remediation
- Property Management System
- Elections Asset Tracking



Open Communities

- Integrated Tax Administration System
- Computer & Radio Hardware Lifecycle
- Hosting & Disaster Recovery
- ERP Enhancements
- Enterprise Identity & Access Management
- Citation Management
- Cashiering



Safe & Thriving Communities

- Justice Data Exchanges
- Adoption Case Management
- Sheriff's Police Radio Expansion
- State's Attorney Case Management
- Emergency Management Geospatial Dashboard
- Emergency Management Visual Command Center
- Jury Administration System
- Juvenile EMS (JEMS)
- JTDC Video Security System
- Animal Control Case Management System



Vital Communities

- GIS Property Imaging
- Digital Recording Records
- Taxing District Portal



Technology Strategy



APPLICATION MODERNIZATION

- Migrate legacy applications to a new platform, merging redundant applications whenever possible.
- Focus on systems flexible enough to meet the needs of the County that require minimal changes; saving cost and eliminating excessive time to completion.
- Align staff and skills to a more customer-centric approach.



HYBRID CLOUD INFRASTRUCTURE

- Smart mix of on-premises and off-premises infrastructure.
- Disaster recovery for all critical applications and data.
- Keeping pace with the exponential growth of data and digital records



RESIDENT TECHNOLOGY ENGAGEMENT

- Open Data
- Digital access for underserved residents
- Digital mapping services

Major IT Project Strategic Areas



APPLICATION MODERNIZATION

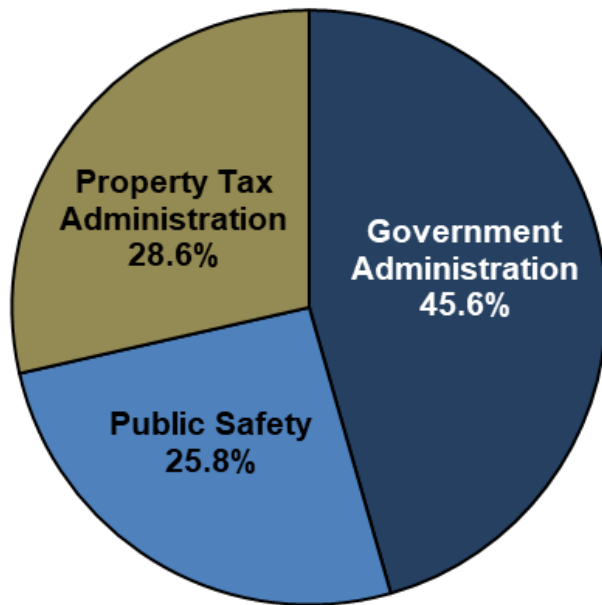
• Property Tax Processing	\$ 12,057,307
• Case Management	\$ 7,692,200
• Financials & Cashiering	\$ 4,383,714
• Asset Management	\$ 4,200,000
• Graphic Information Systems (GIS)	\$ 3,925,000
• Tax Management	\$ 2,172,767
• Justice Data Exchanges	\$ 750,000



INFRASTRUCTURE IMPROVEMENTS

• Hosting & Disaster Recovery	\$ 11,531,587
• Computer Hardware Lifecycle	\$ 10,367,257
• Security	\$ 6,829,442
• Unified Communications	\$ 4,581,000
• Radio Hardware Lifecycle	\$ 4,434,891

FY2021 Technology Investment by Function



Project Type	Amount (\$ millions)
Public Safety	18.6
Government Administration	32.8
Property Tax Administration	20.5
Total	\$71.9

* Maintenance and hosting for Enterprise systems will be cross-charged to department budgets upon completion of implementation and per agreed upon methodology based on usage