GOVERNOR KATE BROWN

2016 Agenda & Priorities

A Seamless System of Education

- Establish the Education Innovation Officer charged to improve Oregon's high school graduation rate.
- Create the Governor's Council on Educator Advancement: Executive Order establishes the Governor's Council on Educator Advancement, charged with coordinating comprehensive support to deliver excellence in teaching through leadership development, mentorship and best practices.

A Thriving Statewide Economy

- Support small business:
  - Legislation to expand the Office of Small Business Advocate to help small businesses navigate state and local policies and procedures.
  - Governor's Small Business Advisors: Executive Order creates a diverse advisory group to develop recommendations to support Oregon small businesses, such as increasing access to capital and streamlining state agency processes.
- Legislation to increase the minimum wage.
- Legislation to continue the expansion of affordable housing issues statewide.

Excellence in State Government

- Accountability and Transparency:
  - Legislation creates a technical ombudsman in the Department of Administrative Services to assist state agencies with large electronic public records requests.
  - Executive Order requires all agencies to comply with current law requiring state agencies to have a public records policy in place; DAS to implement the 2015 audit recommendations, including uniform statewide standards.
  - Legislation tightens deadlines by which lobbyists must disclose/register clients with the Oregon Government Ethics Commission (OGEC), and requires OGEC to make that information available online within two days.

Healthy, Safe Oregonians

- Establish the Governor's Campus Safety Working Group.
- Umpqua Community College funding proposal – funds to enhance safety on the UCC campus.
- Harney County funding proposal – funds to offset expenses incurred during the occupation of the Malheur Wildlife Refuge.

Responsible Environmental Stewardship

- Appointment of State Resilience Officer.
- Drought package funding proposal – funds to help local communities plan for and address persistent drought.
- Wildfire funding proposal – funding to cover costs incurred during the 2015 wildfire season.

facebook

The Economic and Fiscal Impacts of Facebook's Data Center in Oregon

Final Report

January 18, 2012

ECONorthwest
ECONOMICS • FINANCE • PLANNING

222 SW Columbia Street, Suite 1600
Portland, Oregon 97201
503-222-6060

Acknowledgements
This report was prepared for Facebook by staff at ECONorthwest's Portland, Oregon office. Alec Josephson, senior economist, was the primary author of this report. He received valuable industry insight from Abe Farkas, Director of Development Services, and property tax information from Nick Popenuk, Policy Analyst. All can be reached by phone at (503) 222-6060.

Table of Contents

1. EXECUTIVE SUMMARY

Facebook commissioned ECONorthwest to evaluate the economic and fiscal impacts associated with construction and operation of their data center in Prineville, Oregon (the "Data Center").

Using detailed construction and operating cost data from Facebook and the IMPLAN economic impact modeling software, ECONorthwest traced how Facebook's expenditures circulate through the economy. We consider the economic and fiscal impacts at two geographic levels. First, we consider the impacts of Facebook on the local, economy,[1] where they are the most direct and immediate. Second, we examine the spillover effects of Facebook's Data Center on other parts of the state. (All dollars are reported in 2011 dollars.)

The key findings from this analysis include:

1. **Total capital costs associated Facebook's Prineville Data Center Project to date are approximately $210.4 million**. We estimate that, between January 2010 and December 2011, approximately $14.5 million in capital spending has accrued to businesses in and $61.2 million benefited workers and businesses in other parts of the state. In total, we estimate that Oregon has captured approximately 36 percent (or $75.7 million) of the capital spending on the Prineville Data Center Project to date. *While certain project costs are allocated to specialized labor and equipment coming from outside of Oregon, spending on these has been excluded from the economic impact analysis, i.e., the construction impacts isolate those impacts that accrue to and the state.*

2. **The economic impacts associated with Facebook's capital spending in Oregon are significant, and benefit an area () and sector (construction) that were particularly hard hit by the latest recession.[2]**

    - In , Facebook's capital spending is associated with a total of $24.4 million in economic activity, including $9.2 million in personal income and 234 jobs. These impacts include about 80 direct jobs for local construction and other workers employed on-site, and over $1.2 million in sales for local lodging, eating and drinking, and retail sectors as a result of *per diem* spending by non-local workers.
    - In Oregon, Facebook's capital spending supported, in total, approximately $142.7 million in economic activity, including $51.4 million in personal income and 1,081 jobs. (For both impact areas, the economic impacts attributed to capital spending are temporary in nature and unfold over the project's last two years.)

3. **In 2011, Facebook's Prineville Data Center operations (ongoing, non-construction activities) are associated with $21.5 million in economic activity in , including $5.5 million in personal income and 111 jobs. (See Table ES1.)**

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[1] Facebook's Data Center operations are in Prineville, Oregon, which is located in the western corner of Crook County. Prineville shares commuting and trade patterns with eastern Deschutes County and southern Jefferson County. Accordingly, the central Oregon impact area consists of Crook, Deschutes, and Jefferson counties.

[2] According to the Oregon Employment Department, the state's construction sector lost 41,500 jobs from its peak in March 2007 to February 2010.

- Facebook's Data Center operations directly employed 55 Facebook and contract employees and had a total payroll of almost $3.3 million. Facebook estimates that the average hours worked per employee was 39 hours per week. Thus, the 55 jobs are approximately equal to 55 Full-Time Equivalents (or FTEs).
- The average compensation package (wages plus benefits) for employees at the Prineville Data Center is $59,400 per year. The average annual income, excluding benefits, of Facebook's Data Center employees is $47,200. To put this into perspective, according to the Oregon Employment Department, the average annual income across all industries in the three-county, area was $35,071 in 2010. Thus, on average, wages at Facebook's Prineville Data Center are about 35 percent above the average pay in .

Table ES1: Economic Contributions of Facebook's Data Center Operations in Oregon, 2011

Impact Area / Impact Measure	Direct	Indirect	Induced	Total
Central Oregon				
Output	$16,019,900	$1,926,000	$3,304,900	$21,250,800
Personal Income	$3,267,700	$1,116,000	$1,111,700	$5,495,400
Jobs	55	24	32	111
Rest of Oregon				
Output	$0	$13,550,300	$3,695,300	$17,245,600
Personal Income	$0	$3,558,300	$1,221,200	$4,779,500
Jobs	0	49	27	76
Total Oregon				
Output	$16,019,900	$15,476,300	$7,000,200	$38,496,400
Personal Income	$3,267,700	$4,674,300	$2,332,900	$10,274,900
Jobs	55	73	59	187

Sources: ECONorthwest using the IMPLAN economic impact model and Facebook expenditure data

4. **Almost all of the revenues used to finance Facebook's Data Center operations are from non-Oregon sources that *but for* the presence Facebook in Oregon likely would accrue to non-local businesses.** In this regard, the economic and fiscal impacts associated with Facebook represent net gains for the and state economies.

5. **Facebook's Prineville Data Center operations have appreciable secondary (indirect and induced) impacts that benefit other parts of the state.**
   - The total economic impacts that spill over to other parts of Oregon consist of $17.2 million in economic activity, including $4.8 million in personal income and 76 jobs.
   - In total, as shown in the bottom rows of Table ES1, Facebook's Prineville Data Center operations generated approximately $38.5 million in economic activity, including $10.3 million in personal income and 187 jobs statewide in 2011.

6. **Spending associated with Facebook's Data Center operations generate "multiplier spending effects" that benefit workers and business owners in other sectors of the local and state economies.** All of the impact measures described in Table ES1 can be summarized across direct, indirect, and/or induced impact categories using mathematical formulae to measure and explain what economists refer to as the "multiplier effect." In essence, economic multipliers provide a shorthand way to better understand the linkages between a company and other sectors of the economy, i.e., the larger the economic multipliers, the greater the interdependence between a company's operations and the rest of the economy.

    - **In** , the personal income and job multipliers are 1.7 and 2.0, respectively. This means that every million dollars in Facebook payroll supports another $700,000 in income for workers in other sectors of the local economy, and every 10 jobs at Facebook drive another 10 jobs elsewhere in .

    - **In Oregon**, the personal income and job multipliers are 3.1 and 3.4, respectively. Thus, every million dollars in Facebook payroll supports another $2.1 million in income elsewhere in the state, and every 10 jobs at Facebook drive another 24 jobs in other sectors of the Oregon economy.

7. **The economic multipliers reported previously are considerable. On a statewide basis, Facebook's personal income and job multipliers are 75 and 85 percent greater, respectively, than the weighted average multipliers across all industries in Oregon.**

    - Facebook has committed to, whenever feasible, hire locally and use local contractors and suppliers to construct, operate, supply, and maintain their Prineville Data Center. The above average multipliers for 2011 operations show that this policy increases Facebook's economic contributions in Oregon.

6. **In 2011, Facebook's operations in Oregon, and the economic activity they generate, are associated with $3.0 million in state and local tax and fee revenues for taxing jurisdictions in Oregon.**

2. BACKGROUND

2.A. FACEBOOK THE COMPANY

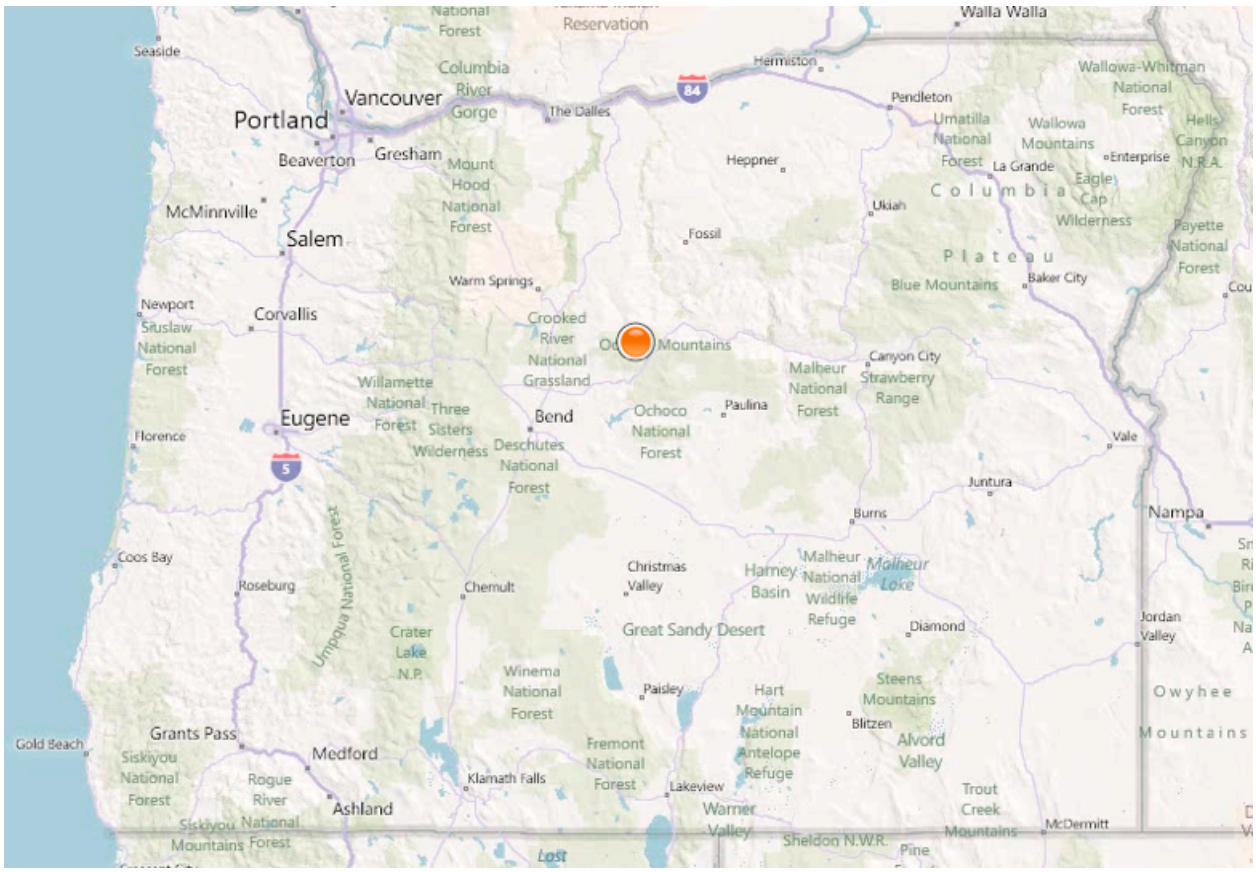
Facebook was founded in February 2004. It is a privately held company that develops technologies that facilitate the sharing of information through the social graph, the digital mapping of people's real-world social connections. Facebook employs approximately 3,000 people in its Palo Alto, California, headquarters, and many other U.S. and international offices. Facebook.com has over 800 million active users (those who have returned to the site in the last 30 days). It has expanded to reach a global audience; the site is available in more than 70 languages and more than 75 percent of its users log in from outside of the United States.

2.B. FACEBOOK'S PRINEVILLE DATA CENTER

Facebook announced in 2010 plans to build its first wholly owned data center (the "Prineville Data Center" or "Data Center") in Prineville, Oregon. The facility stores information posted by users from around the world. The 170,300 square foot enterprise data center is located on a 127-acre site, and includes an 117,500 square foot computer equipment room topped with a 52,000 square foot mechanical equipment penthouse. The first half of the building was completed in April 2011, and the second half in December 2011. In October 2011, Facebook began construction on a second building on its Prineville campus mirroring phases A and B of the first building.

Facebook's Prineville Data Center employs innovative cooling and power management technologies that make it one of the most energy efficient data centers in the world, requiring 52 percent less energy to operate than a comparable data center built to code requirements. The company pioneered several new technologies in the design and operation of the Prineville Data Center, including new energy-efficient server designs, specialized software to optimize server capacity, and a low-energy evaporative cooling system which makes use of the low humidity climate of 's high desert setting to eliminate traditional air conditioners. The building has received LEED® Gold Certification from the U.S. Green Building Council and was awarded "Best Green Building Project in the United States" by *Engineering News-Record*.

Figure 1: Location of Facebook's Prineville Data Center



Source: Bing Maps

Facebook's Prineville Data Center is shown in Figure 2.

Figure 2: Facebook's Data Center in Prineville, Oregon

Photo: Alan Brandt, Bend, Ore.

3. MEASURING FACEBOOK'S ECONOMIC AND FISCAL IMPACTS

Economists have developed several approaches to measure the contributions or economic impacts of companies on the communities in which they operate. The most common method estimates the economic and fiscal impacts associated with the company's spending on payroll, goods and services, and capital projects. This method is oftentimes referred to as the "expenditure approach."

3.A. INPUT-OUTPUT MODELING FRAMEWORK

The expenditure approach is typically conducted within an input-output modeling framework.[3] Input-output models provide a comprehensive picture of the economic activities in a given area using mathematical relationships that describe the interactions of local industries with each other, with households as suppliers of the factors of production, with industries outside of the region, and with final users of goods and services.

Input-output models that rely on survey or primary source data are expensive to construct and are generally not available for state and regional economies. As a result, special modeling techniques have been developed to estimate the necessary empirical relationships from a combination of national technological relationships, and state- and county-level measures of economic activity. These modeling techniques and data have been packaged into the IMPLAN (for IMpact Analysis for PLANning) modeling software. This is the modeling system ECONorthwest used in this analysis.

3.B. THE IMPLAN ECONOMIC IMPACT MODEL

IMPLAN has been developed and distributed by the Minnesota IMPLAN Group, Inc., since 1993. Currently there are over 1,500 public and private users of the IMPLAN modeling software. The advantages of the IMPLAN model as they relate to this analysis are:

1. The IMPLAN model is widely used and well respected. The United States Department of Agriculture (USDA) recently recognized the IMPLAN modeling framework as "*one of the most credible regional impact models used for regional economic impact analysis"* and, following a review by experts from seven USDA agencies, selected IMPLAN as its analysis framework for monitoring job creation associated with the American Recovery and Reinvestment Act (ARRA) of 2009.[4]

2. IMPLAN provides both the structure and flexibility necessary to incorporate primary source data into the economic impact model. This is particularly important in this analysis where ECONorthwest used detailed payroll, non-payroll operating costs, and

[3] Although initially inspired by Quesnay's "Tableau Economique," and the Marxian and Walrasian analysis of general equilibrium, input-output analysis was first put to practical use by Wassily Leontief in the late 1930s. While at Harvard, Leontief used his input-output system to construct an empirical model of the United States economy. This research gave rise to his 1941 classic, "Structure of American Industry, 1919-1929." For his research, Leontief was awarded the Nobel Prize in Economics in 1973.

[4] See excerpts from an April 9, 2009 letter to MIG, Inc., from John Kort, Acting Administrator of the USDA Economic Research Service, on behalf of Secretary Vilsack, at www.implan.com.

capital spending information provided by Facebook to build custom expenditure functions for their Prineville Data Center. This detailed expenditure approach is significantly more labor-intensive and time-consuming, but it allows for customization of the inputs that go into the IMPLAN model and, as a result, provides the most reliable estimate of economic and fiscal impacts.

3. The IMPLAN model is based on a well-structured, input-output modeling framework that relies on government-vetted data for and the state. This analysis uses 2010 baseline IMPLAN data—the most current year available.

3.C. CLASSIFYING ECONOMIC IMPACTS

Depending on the activity being analyzed, economic impacts can be classified by phases, types, and measures.

3.C.1. Impacts by Phase

Facebook's business operations in Oregon represent an expansion into this state. Thus, this analysis will measure the economic and fiscal impacts associated with Facebook's capital spending and day-to-day operations.

1. **Capital spending impacts** summarize the changes in output, personal income, and employment associated with construction of Facebook's Prineville Data Center. As opposed to the more long-term operating impacts, construction impacts are temporary in nature and occur as construction spending unfolds.
2. **Operating impacts** summarize the changes in output, personal income, and employment resulting from operations of Facebook's Prineville Date Center operations. Importantly, operating impacts will continue as long as the Data Center continues to operate.

3.C.2. Impacts by Type

Economic impact analysis employs specific terminology to identify the different types of economic impacts. The *direct* impacts are those associated with the payroll and employment at Facebook's Prineville Data Center. They also include the direct output of Facebook's activities in Prineville, which is estimated using an expenditure approach that sums labor and non-labor operating expenses.

Facebook will generate *indirect* impacts through the purchases of goods and services from other Oregon-based businesses. These businesses will, in turn, purchase a wide array of intermediate goods and services necessary to operate. Because these purchases represent interactions among businesses, indirect effects are often referred to as "supply-chain" impacts. The direct and indirect increases in employment and income enhance overall economy purchasing power, thereby *inducing* further consumption- and investment- driven stimulus. These induced effects are often referred to as "consumption-driven" impacts.

This cycle of spending does not go on forever. It continues until the initial spending eventually leaks out of the local economy as a result of taxes, savings, or purchases of non-locally produced goods and services or "imports."

3.C.3. Impact Measures

The IMPLAN model reports the following measures of economic impacts:

- **Output** represents the value of goods and services produced, and is the broadest measure of *economic activity*. Output can roughly be thought of as sales. In addition, for businesses to provide output, they must purchase intermediate goods and labor services. (Payments to labor are described below. Personal income is a subset of output and the two should not be added together.)
- **Personal income** (or labor income) consists of employee compensation and proprietary income.
    - Employee Compensation (wages) includes workers' wages and salaries, as well as other benefits such as health, disability, and life insurance; retirement payments; and non-cash compensation.
    - Proprietary Income (business income) represents the payments received by small-business owners or self-employed workers. Business income would include, for example, income received by private business owners, doctors, accountants, lawyers, etc.
- **Jobs** include both full- and part-time employment.
- **State and local taxes and fees** include production business taxes; personal income taxes; social insurance (employer and employee contributions) taxes; and various other taxes, fines, licenses, and fees paid by businesses and households.

3.D. Gross vs. Net Impacts

The economic and fiscal impacts of a company, such as Facebook, can best be explored by posing the following hypothetical question:

> ***How would economic activity in Oregon change if Facebook did not exist?***

One answer would be to assess the impacts associated with Facebook's expenditures regardless of where the revenues originated. These *gross* impacts represent an upper bound estimate of the economic activity that can be traced back to the company, but do not necessarily reflect or measure the creation of new jobs or income. It could be the case, for instance, that some or even all of the company's revenues may have been diverted away from other Oregon businesses (in economics, this is referred to as a "substitution effect").

An alternative answer would be to include only economic activity that is supported by non-local revenues, under the assumption that this spending would have gone to other non-local businesses *but for* the presence of Facebook in Oregon. In essence, Facebook is an exporter of goods and

services and brings *new* spending to the community. These impacts are called *net* impacts and provide a truer picture of the economic impacts of a company on the economy in which it operates.

As the preceding discussion indicates, the net economic impacts of a company are determined by 1) the level and type of expenditures it makes, and 2) the source of funds used to finance those expenditures. So, to answer the question as it relates to Facebook's operations in Oregon…

> ***The economic contributions of Facebook are enhanced by the nature of its business operations in Oregon and the fact that almost all of the revenues used to finance its operations are from non-Oregon sources. In this regard, all of the spending by Facebook and the associated economic and fiscal impacts are considered net new impacts for the state.***

We consider the impacts at two geographic levels. First, we consider the economic impacts of Facebook on the economy, where they are the most direct and immediate. (For this analysis, consists of Crook, Deschutes, and Jefferson counties.) Second, we examine the spillover effects of Facebook's Prineville Data Center operations on other parts of the state. That is, the direct economic activity associated with Facebook will generate indirect and induced impacts in other parts of the state as businesses outside of accommodate the supply-chain and consumption-driven spending initiated in Prineville.

3.E. CAVEAT

The goal of this research is to assess how construction and operation of Facebook's Prineville Data Center contributes to the local and state economies. To do this, we rely on Facebook's capital expenditures, and payroll and non-payroll operating costs. We then use economic impact modeling techniques to measure the linkages between this spending and other industry sectors of the local and state economies. We do not measure potential counterfactual scenarios that consider how scarce resources would have been allocated had Facebook not located in this state or how the Data Center could potentially divert economic activity away from other Oregon businesses (in economics, this is referred to as a "substitution effect").

The next section presents the economic and fiscal impacts results.

4. FACEBOOK'S ECONOMIC AND FISCAL IMPACTS

This section of the report presents the economic and fiscal impacts of Facebook's capital spending and operations in Oregon. (All dollars are in 2011 dollars.)

4.A. FACEBOOK'S CAPITAL SPENDING

Over the last two years, Facebook has spent nearly $210.4 million to design, permit, construct, and equip the Prineville Data Center (the "Data Center Project"). This capital spending is associated with Phase A and B of Facebook's Data Center Project. It does not include additional, "change order" work taking place over the next four months, or upcoming expansion phases.

Facebook's Prineville Data Center Project involves major purchases of construction services provided by local and non-local contractors and crafts people, as well as purchases of professional services and equipment manufactured outside of Oregon. To accommodate this unique spending pattern, ECONorthwest used detailed capital expenditure (CAPEX) data—with information on the location of all contractors, crafts people, service providers, and manufacturers—to construct an expenditure function that is specific to Facebook's Prineville Data Center Project. By doing so, we were able to over-ride the default regional purchase coefficients[5] for all directly affected sectors in IMPLAN. This modeling approach significantly improves the reliability of economic and fiscal impact measures. However, it also requires careful explanation of data, methods, and assumptions.

1. Using a project-oriented perspective, the **direct impacts** consist of the output, income, and jobs for companies, contractors, and workers working on the Data Center Project; providing specialized engineering, management, and testing services; manufacturing equipment to be installed on site; and retailers and service sector providers such as lodging and restaurants who capture the *per diem* expenditures of non-local workers.

2. By definition, all on-site jobs are direct jobs in Oregon.[6] These jobs include construction craft services, as well as engineering and project management services provided at the site. The central issue in this analysis, however, is "How does Facebook contribute to the local and state economies?" **As such, this analysis focuses on capital spending that accrues to Oregon workers and business owners**.

3. Construction impacts are temporary in nature and occur as project spending unfolds.

In instances where a company has ongoing operations and conducts a capital expansion project, the capital project represents an alternative or tangential activity. In order not to confuse this activity with ongoing operations, the direct and indirect impacts associated with project spending are generally classified as indirect impacts. In this analysis, where Facebook's capital spending precedes business operations, the capital project is treated as a separate activity and spending on construction labor and contractors, equipment and permanent materials, and soft costs, create direct economic impacts. (*It's important to not that these alternative classifications do not affect the total economic impacts associated with a capital project.)* For consistency, future Facebook construction impacts will be similarly measured.

Figure 3 shows Facebook's capital spending associated with the Prineville Data Center Project. Capital spending is organized by major expense category, on the left, and by vendor location, on the right. Figure 3 also provides additional insight into how Facebook's capital spending is organized and entered into the input-output model. Importantly, capital spending outside of Oregon is not included in the analysis.

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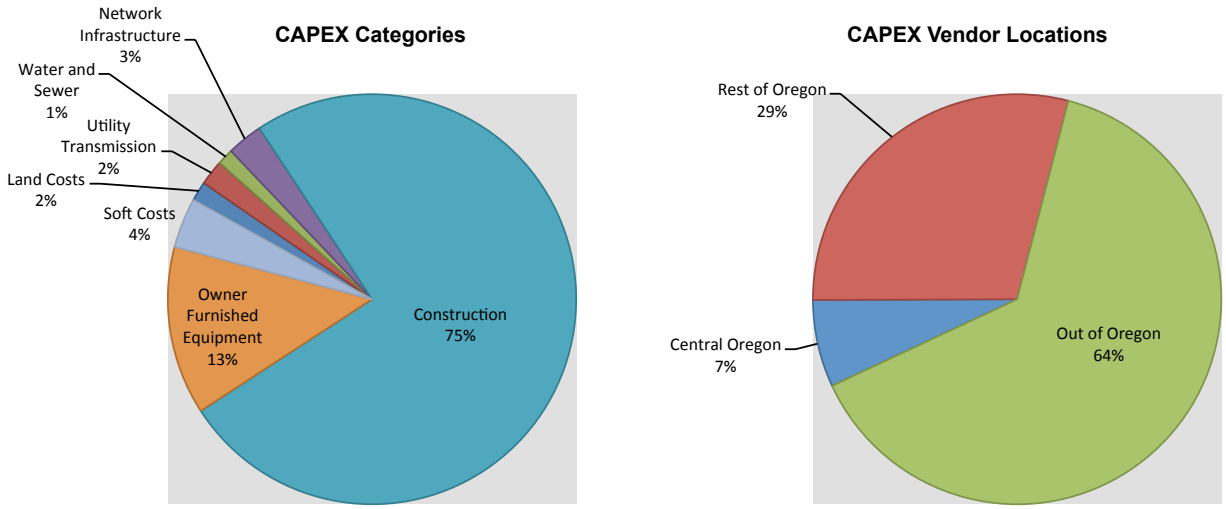
[5] Regional purchase coefficients (RPCs) describe the ability of the local economy to accommodate a change in final demand. RPCs can range from zero (the commodity is not available locally) to one (the local economy can satisfy the entire change in final demand).

[6] IMPLAN advises, "New construction employment, by definition, is 100% local as employment occurs at the site of construction." See www.implan.com.

Figure 3: Facebook's Capital Spending on the Prineville Data Center Project



Source: Facebook

As shown in Figure 3, approximately seven percent ($14.5 million) of project spending directly benefits the economy. In addition, about 29 percent ($61.2 million) directly benefits workers and business owners elsewhere in Oregon. In total, therefore, capital spending associated with Phase A and B of Facebook's Prineville Data Center has injected over $75.7 million in spending into the Oregon economy over a two-year period that started in January 2010.

Table 1 provides additional details about Facebook's capital spending in Oregon. (This spending does not include *per diem* expenditures incurred by non-local contractors working on the Facebook Data Center Project. This spending is estimated separately and then included in the economic impact analysis.)

Table 1: Facebook's Capital Spending in Oregon, by Vendor Location and Aggregate Industry Sector

Aggregate Industry Sector	Central Oregon	Elsewhere in Oregon	Total Oregon
Construction	$9,120,000	$50,619,300	$59,739,300
Manufacturing	$1,230,000	$2,066,000	$3,296,000
Trade	$60,500	$1,300	$61,800
Services	$1,100,900	$358,500	$1,459,400
Other	$2,976,500	$8,181,400	$11,158,000
Total	$14,487,900	$61,226,500	$75,714,400

Source: Facebook
Note: "Other" includes utilities, government, and non-NAICS sectors

The economic impacts associated with Facebook's capital spending in Oregon are shown in Table 2.

Table 2: Economic Impacts of Facebook's Capital Spending in Oregon

Impact Area / Impact Measure	Direct	Indirect	Induced	Total
Central Oregon				
Output	$15,216,800	$3,637,100	$5,576,700	$24,430,600
Personal Income	$5,985,400	$1,325,400	$1,875,100	$9,185,900
Jobs	148	33	53	234
Rest of Oregon				
Output	$61,655,400	$27,491,900	$29,157,700	$118,305,000
Personal Income	$21,928,900	$9,726,100	$9,698,600	$41,353,600
Jobs	412	181	241	834
Total Oregon				
Output	$76,872,200	$31,129,000	$34,734,400	$142,735,600
Personal Income	$27,914,300	$11,051,500	$11,573,700	$50,539,500
Jobs	560	214	294	1,068

Sources: ECONorthwest using the IMPLAN economic impact model and capital expenditure data from Facebook.

Facebook's capital spending in Prineville directly generated $15.2 million in economic activity,[7] including $6.0 million in personal income and 148 jobs for workers and business owners in . These local, direct impacts are spread out over the two-year construction schedule depending on the timing and mix of construction spending, and include the following:

- About 80 jobs for workers providing site work, foundation and slab construction, drilling services, glass installation services, and other site services;
- *Per diem* spending by non-local construction workers and project management staff that generated an estimated $1.2 million in sales on lodging, food, and retail; and[8]
- About $109,000 in Facebook contributions to support local charities and events, and almost $15,000 in donations to the local school district and high school.

In total, Facebook's capital spending in Prineville is associated with $24.4 million in output, including $9.2 million in personal income and 234 jobs in .

As the preceding discussion indicates, the hiring pattern and direct impacts of Facebook's Data Center Project in reflect a commitment by Facebook to hire locally, and support local businesses and the community.[9] The reality is, however, that many specialized construction and other skills are not available locally. In these instances, Facebook acquired these services from businesses elsewhere in Oregon or from outside the state.

The direct impacts in Oregon are a result of Facebook's purchases of goods and services from Oregon-based businesses, and include $76.9 million in sales, $27.9 million in personal income,

[7] Direct impacts are above direct spending due to per diem spending by non-local contractors and labor.

[8] *Per diem* expenditures were estimated using non-local construction employment and payroll, and daily per diem rates for FY2012 from the US General Services Administration for Bend, Oregon. To be conservative, off-peak lodging rates were used. See http://www.gsa.gov/portal/category/100120.

[9] In a recent interview with Linda Bradetich, President, Central Oregon Labor Council, AFL-CIO, some local union members were hired on the project, but mostly trade workers. The specialized jobs went to workers from out of the area, "but only after Facebook had explored hiring local." In addition, according to Bradetich, the overall impression of Facebook was positive, especially concerning their efforts to support local businesses and the community.

and 560 jobs. Under our project-oriented approach, the direct impacts can accrue to Oregon workers and business owners providing goods and services on-site or off-site. Some of the direct impacts benefit workers and business owners locally. However, a significant amount of the direct impacts also accrue to workers and businesses from other areas of Oregon who provide general project management services; steel construction services; roofing, painting, framing, and drywall services; concrete, interior partitions, fabricated structural metal; and other professional services such as surveying and public relations.

In total, capital spending associated with Facebook's Prineville Data Center Project is linked to $147.2 million in economic activity, including $50.5 million in personal income, and 1,068 jobs in Oregon. These impacts are spread out between January 2010 and December 2011 depending on the timing and mix of project spending.

4.B. FACEBOOK'S OPERATIONS

The approach used to measure the impacts associated with Facebook's day-to-day operations of their Prineville Data Center is called "Analysis By Parts." This approach relies on detailed payroll and non-payroll operating expense data supplied by Facebook to build a custom production (or expenditure) function of their Prineville Data Center operations. Facebook supplied detailed operating costs for 2011, including item-by-item expenditures and the location of vendors. With this information we were able to over-ride the default regional purchase coefficients[10] for all directly affected sectors in IMPLAN and significantly improve the reliability of economic impact measures.

4.B.1. Economic Impacts from Operations

The direct impacts consist of the payroll and number of employees working at the Prineville Data Center. Direct operating impacts also include the direct output of the Data Center, which is estimated using an expenditure approach that sums labor and non-labor operating expenses. In this perspective, the direct operating effects of Facebook's Data Center represent the actual operating and maintenance ("O&M") expenses associated with the facility.

Table 3 summarizes the economic contributions attributed to Facebook's Prineville Data Center operations in 2011.

[10] Regional Purchase Coefficients (or RPCs) describe the ability of the study area economy to accommodate a change in final demand. IMPLAN has geographic-specific RPCs for each of the 440 sectors in the model. RPCs range from 0.0 to 1.0. An RPC of 0.0 demonstrates that the commodity is not available locally. An RPC of 1.0 indicates that all (100 percent) of the change in demand for the commodity can be satisfied by local industries.

Table 3: Economic Contributions of Facebook's Operations in Oregon, 2011

Impact Area / Impact Measure	Direct	Indirect	Induced	Total
Central Oregon				
Output	$16,019,900	$1,926,000	$3,304,900	$21,250,800
Personal Income	$3,267,700	$1,116,000	$1,111,700	$5,495,400
Jobs	55	24	32	111
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Output	$0	$13,550,300	$3,695,300	$17,245,600
Personal Income	$0	$3,558,300	$1,221,200	$4,779,500
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Personal Income	$3,267,700	$4,674,300	$2,332,900	$10,274,900
Jobs	55	73	59	187

Sources: ECONorthwest using the IMPLAN economic impact modeling software and detailed expenditure data provided by Facebook.

The direct impacts consist of approximately $16.0 million in output, including $3.3 million in personal income (total payroll costs), and 55 jobs. These direct jobs include Facebook employees, as well as contract employees who will be working on site.[11] Some employees worked slightly less than a full 40-hour week, but Facebook estimates that the average hours worked per employee was 39 hours per week. Thus, the 55 jobs are approximately equal to 55 Full-Time Equivalents (or FTEs).

The average compensation package (wages plus benefits) for employees at the Prineville Data Center is $59,400 per year. The average annual income, excluding benefits, of Facebook's Data Center employees is $47,200. To put this into perspective, according to the Oregon Employment Department, the average annual income across all industries in the three-county Central Oregon area was $35,071 in 2010.[12] Thus, on average, wages at Facebook's Prineville Data Center will be about 35 percent above the average pay in .

Facebook's Data Center is in Prineville, Oregon. As a result, much of the economic impacts benefit workers and business owners in . In total, Facebook's Data Center operations in 2011 are linked to approximately $21.3 million in economic activity, including $5.5 million in personal income and 111 jobs for workers and business owners in .

In 2011, Facebook's indirect impacts in include $109,000 in charitable contributions that "directly" benefited a wide range of programs and activities, including education (37 percent of total contributions); parks, recreation, and culture (30 percent); and health (17 percent).

[11] In some instances, contract and temporary employees can be counted as indirect jobs. For this project, contract employees are permanent employees whose services are critical for the operations of the Data Center. As a result, they have been classified as direct employees. This classification does not affect the total employment impacts.

[12] Covered employment payroll does not include employee benefits or employers' share of payroll taxes. Thus, removing benefits and payroll taxes for employees at Facebook's Prineville data center provides an apples-to-apples comparison of average wages. Currently, the Oregon Employment Department is reporting employment and payroll data for 2Q2011. See www.olmis.org.

Facebook's Prineville Data Center operations have appreciable secondary (indirect and induced) impacts that benefit other parts of the state. The spillover impacts elsewhere in Oregon are shown in the middle section of Table 3, and are driven largely by Facebook's purchases of operational goods and services from Oregon businesses. The total economic impacts that spill over to other parts of Oregon consist of $17.3 million in economic activity, including $4.8 million in personal income and 76 jobs. In total, as shown in the bottom rows of Table 3, Facebook's Prineville Data Center operations in 2011 generated approximately $38.5 million in economic activity, including $10.3 million in personal income and 187 jobs statewide.

All of the impact measures described previously can be summarized across direct, indirect, and induced impact categories using mathematical formulae to measure and explain what economists refer to as the "multiplier effect." In essence, the multiplier is a shorthand way to better understand the linkages between an activity or policy and other sectors of the economy, i.e., the larger the multiplier, the greater the interdependence between an activity (in this case, Facebook's Prineville Data Center operations) and the rest of the economy. The Type SAM[13] economic multipliers for Data Center operations are shown in Table 4.

Table 4: Economic Multipliers for Facebook's Operations in Oregon, 2011

Impact Measure	Central Oregon	Oregon
Output	1.3	2.4
Personal Income	1.7	3.1
Jobs	2.0	3.4

Sources: ECONorthwest using the IMPLAN economic impact modeling software and detailed expenditure data provided by Facebook.

The economic impact multipliers associated with Data Center operations are determined by Facebook's spending pattern, and the size and nature of the economy in which that spending occurs. All else the same, smaller economies will have a larger propensity to import and, as a result, smaller economic multipliers. However, Facebook's spending has a particularly potent effect on the local and state economies for the following reasons: 1) Facebook employees' above average wages support more consumption-related spending, 2) Facebook has already developed strong supply-chain relationships with businesses in and the state, 3) Facebook's supply-chain relationships are with local firms that, on average, have above average wages ($64,200 average annual income for indirectly-affected industries statewide) that will, in turn, support additional consumption-related spending.

The economic impact multipliers can be interpreted as follows:

- **In** , the personal income and job multipliers are 1.7 and 2.0, respectively. This means that every million dollars in Facebook payroll supports another $700,000 in income for workers in other sectors of the economy, and every 10 jobs at Facebook are linked to another 10 jobs elsewhere in .

[13] There are generally two types of commonly used multipliers: 1) Type I multipliers that isolate supply-chain relationships, and 2) Type SAM multipliers that include both supply-chain and consumption-driven impacts. Type SAM multipliers are calculated as: (direct + indirect + induced) / direct.

- **In Oregon**, the personal income and job multipliers are 3.1 and 3.4, respectively.[14] Thus, every million dollars in Facebook payroll supports another $2.1 million in income elsewhere in the state, and every 10 jobs at Facebook are linked to another 24 jobs in other sectors of the Oregon economy.

4.B.2. Fiscal Impacts from Operations

This section reports the fiscal impacts associated with the Facebook's Prineville Data Center operations. There are two general classes of fiscal impacts:

- Tax and fee revenues generated from the direct, indirect, and induced economic activity associated with Facebook's spending on operations. These fiscal impacts are measured using IMPLAN.
- Property tax revenues associated with Facebook's Prineville Data Center.

Fiscal Impacts Generated by Facebook's Data Center Operations

The economic activity associated with Facebook's Data Center operations will generate tax and fee revenues for state and local taxing jurisdictions. In 2011, Facebook's operations in Oregon, and the economic activity they generate, are associated with $3.0 million in state and local tax and fee revenues for taxing jurisdictions in Oregon. These fiscal impacts are annual impacts that will continue, but may change due to changes in operations or tax rates. *In addition, these fiscal impacts are based on direct, indirect, and induced changes in economic activity. They are reported in total to prevent disclosure of confidential Facebook information.)*

Property Taxes

In Oregon, taxes are assessed differently on each of four categories of properties: real property, personal property, manufactured homes, and utilities. County assessors appraise most property in Oregon, though the State Department of Revenue ("DOR") appraises certain large industrial sites, and utility properties.

Originally, it was anticipated that Facebook's Prineville Data Center would be categorized as real property (land and buildings) and personal property (machinery and equipment), and assessed locally by the Crook County Assessor. For FY2011-12, however, Facebook was notified that the State Department of Revenue had classified the facility as utility property, subject to central assessment by the State.

Utility properties include privately owned railroads, water transportation, data transmission services, airlines, gas companies, pipelines, private railcars and electric companies. These companies are assessed annually by the Department of Revenue, as prescribed in ORS 308.505-665. Each utility company files an annual report, and the Department of Revenue determines the total value on a unitary basis. DOR then determines the portion of that value that is attributable to Oregon. Of the portion that is in Oregon, DOR apportions the assessed value to *code areas*,

[14] The weighted average personal income and job multipliers across all industry sectors in Oregon are 1.80 and 1.85, respectively.

which equate to taxing districts. Tax rates are applied to the apportioned value to determine the property tax for the company in each taxing district.

For FY2011-2012, the Department of Revenue used the value of property as of January 1, 2011. At that time, Facebook's Prineville Data Center was still under construction, and not yet operational. The data that the Department of Revenue uses to determine property value includes both tangible (land, building, equipment, etc.) and intangible (i.e., reputation) assets. The Department of Revenue assessment for Facebook's Prineville Data Center for FY2011-12, however, did not include any intangible assets. Furthermore, property that is categorized as construction in progress is tax exempt. Thus, the only taxable property included in DOR's assessment of Facebook's Prineville Data Center was the land.

Table 5 shows the assessed values and property taxes levied on the four property accounts that comprise the land where Facebook's Prineville Data Center is located. The total assessed value of the land for FY2011-12 was $1,735,320, and the total property taxes levied were $26,162.

Table 5: Property Taxes Levied on Facebook's Prineville Data Center (FY2011-12)

Parcel ID	Tax District	Assessed Value	Tax Rate	Taxes Levied
1145	38	$33,110	$15.0643	$499
19268	38	$1,140,480	$15.0639	$17,180
19269	23	$102,130	$15.2752	$1,560
19271	38	$459,600	$15.0639	$6,923
Total	N/A	$1,735,320	N/A	$26,162

Sources: Crook County Tax Collector, FY2011-12

Facebook is contesting the DOR's determination that the Prineville Data Center should be considered utility property and subject to assessment by the State Department of Revenue in Oregon Tax Court. If the property is not deemed utility property, it would be locally assessed by the Crook County Assessor. For FY2011-12, the Crook County Assessor would also have found the land value to be the only taxable property associated with the facility, as all other property would be exempt, as it is construction in progress. In other words, had the facility been locally assessed in FY2011-12, it is highly likely that assessed value and taxes levied would be the same as those calculated by the State Department of Revenue and shown in Table 5 above.

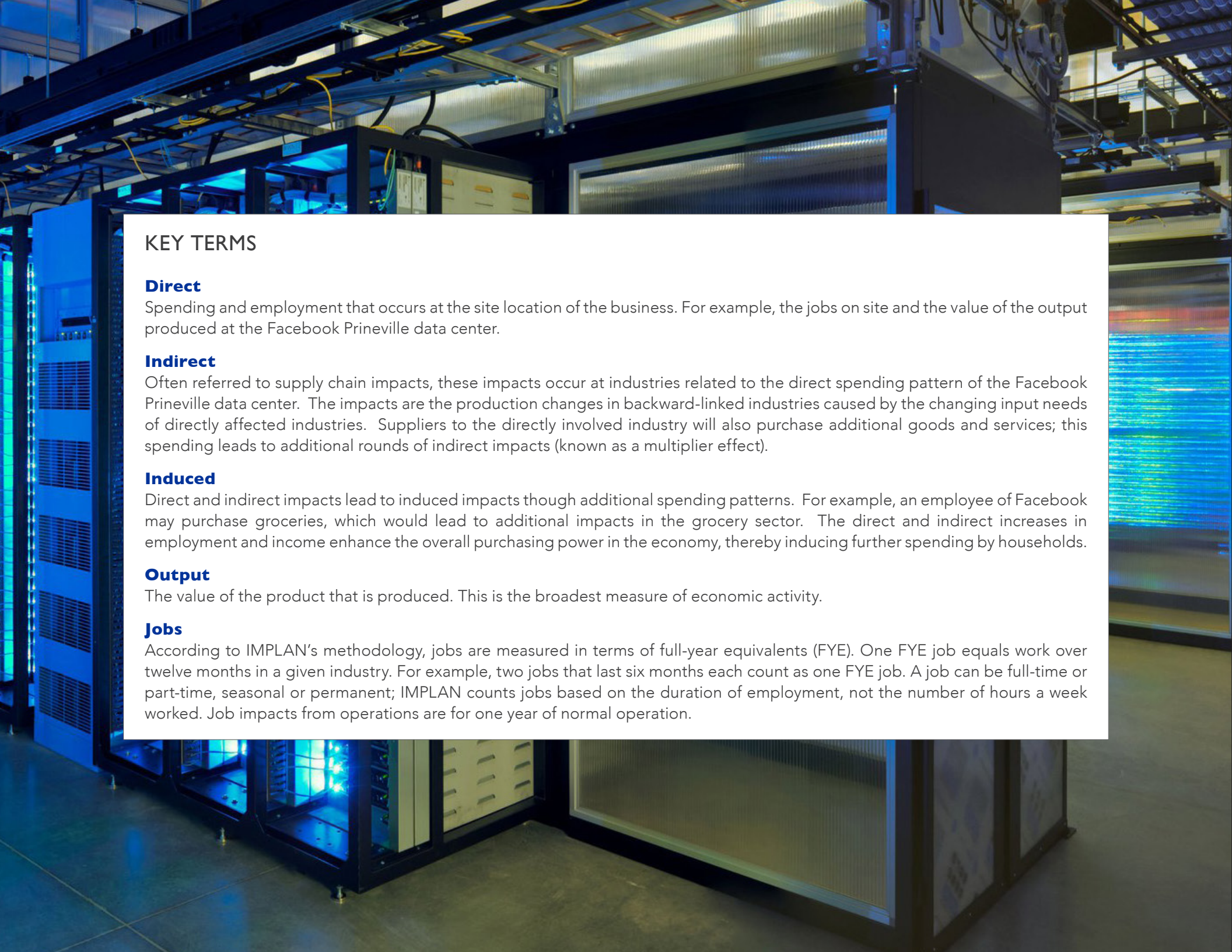
PRINEVILLE DATA CENTER

Economic and Fiscal Impact Study

EXECUTIVE SUMMARY

PREPARED BY:

ECONorthwest
ECONOMICS • FINANCE • PLANNING



KEY TERMS

Direct
Spending and employment that occurs at the site location of the business. For example, the jobs on site and the value of the output produced at the Facebook Prineville data center.

Indirect
Often referred to supply chain impacts, these impacts occur at industries related to the direct spending pattern of the Facebook Prineville data center. The impacts are the production changes in backward-linked industries caused by the changing input needs of directly affected industries. Suppliers to the directly involved industry will also purchase additional goods and services; this spending leads to additional rounds of indirect impacts (known as a multiplier effect).

Induced
Direct and indirect impacts lead to induced impacts though additional spending patterns. For example, an employee of Facebook may purchase groceries, which would lead to additional impacts in the grocery sector. The direct and indirect increases in employment and income enhance the overall purchasing power in the economy, thereby inducing further spending by households.

Output
The value of the product that is produced. This is the broadest measure of economic activity.

Jobs
According to IMPLAN's methodology, jobs are measured in terms of full-year equivalents (FYE). One FYE job equals work over twelve months in a given industry. For example, two jobs that last six months each count as one FYE job. A job can be full-time or part-time, seasonal or permanent; IMPLAN counts jobs based on the duration of employment, not the number of hours a week worked. Job impacts from operations are for one year of normal operation.

EXECUTIVE SUMMARY

The economic impacts of the Facebook Prineville Data Center spillover into the community—impacting public sector and private businesses. Facebook commissioned ECONorthwest to update a previous report that estimated the economic and fiscal impacts associated with the construction and operation of Facebook's data center in Prineville, Oregon. The economic impacts capture the output, income and jobs associated with the construction and current operations of Prineville Data Center—the fiscal impacts measure the state income and property taxes generated directly and indirectly by Facebook's activities in Oregon.

In the previous report conducted by ECONorthwest, we modeled the 2011 operations and the construction period from 2009 to 2011. This update estimates the economic and fiscal impacts from 2013 operations and the entire construction period from 2009 through 2013. Facebook provided detailed construction, operating cost and vendor data to ECONorthwest. Economic impacts were measured for two geographic areas: one representing central Oregon (Crook, Deschutes and Jefferson Counties), and a second, larger area capturing the rest of Oregon. Impacts were measured using 2012 data for the IMPLAN economic impact modeling software.

Total capital expenditures associated with Facebook's Prineville Data Center Project were approximately $450 million (this amount does not include server expenditures) from 2009 to 2013. Approximately 5.5 percent ($25 million) of project spending occurred in the central Oregon economy. About 60 percent ($272 million) directly

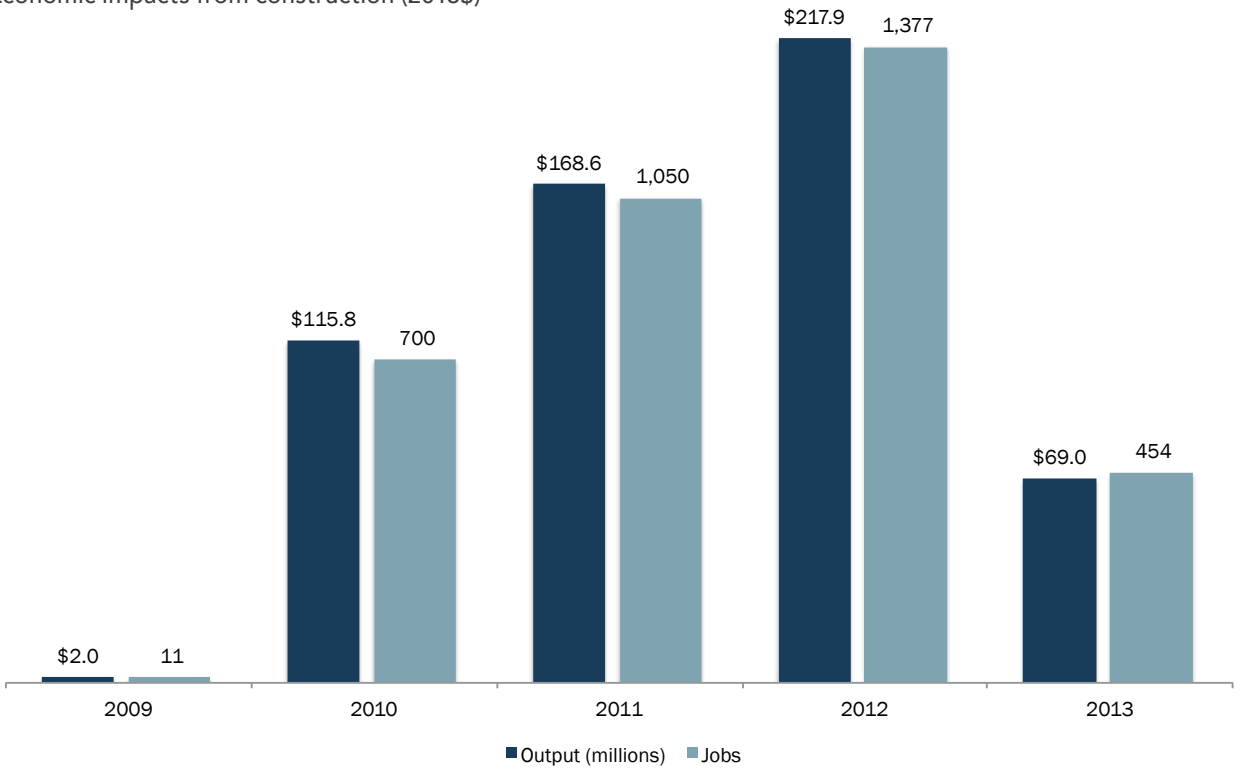
Construction impacts by Type, 2009 to 2013 (2013$, in millions)

TYPE OF IMPACT	DIRECT	INDIRECT	INDUCED	TOTAL
CENTRAL OREGON				
Output	$24.5	$7.0	$41.4	$72.9
Jobs	177	56	418	651
REST OF OREGON				
Output	$268.4	$122.6	$109.3	$500.3
Jobs	1,279	782	880	2,941
TOTAL OREGON				
Output	$292.9	$129.6	$150.7	$573.2
Jobs	1,456	838	1,298	3,592

Source: ECONorthwest using IMPLAN 2012 data

Note: Output includes personal income, as well as the value of goods and services produced.

Economic impacts from construction (2013$)



Every million dollars in Facebook payroll supports another $500,000 in income elsewhere in the state, and every 10 jobs at Facebook drive another 14 jobs in other sectors of the Oregon economy.

Operations Impacts, Change between 2011 and 2013, Millions of Dollars

TYPE OF IMPACT	2011	2013	PERCENT CHANGE
CENTRAL OREGON			
Output	$21.3	$45.2	112.7%
Jobs	111	207	86.5%
TOTAL OREGON			
Output	$38.5	$64.7	68.1%
Jobs	187	266	42.3%

Sources: ECONorthwest using IMPLAN 2012 data and "The Economic and Fiscal Impacts of Facebook's Data Center in Oregon," January 18, 2012

benefited workers and business owners elsewhere in Oregon. The remaining $156 million (34.5 percent) was spent at non-Oregon businesses.

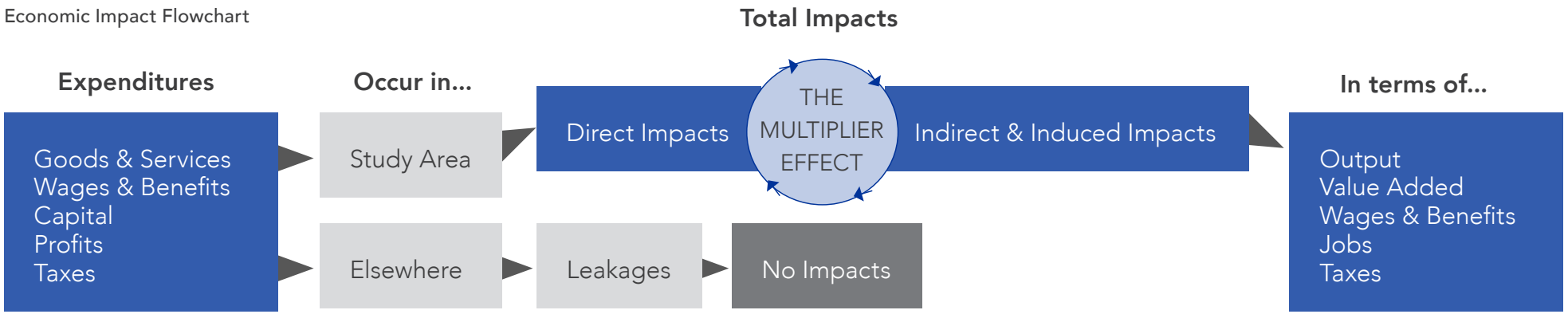
In total for Oregon, 3,592 workers benefited from the project in Prineville. The total economic output associated with the construction of the data center and its 2013 operations was $573 million.

Facebook's 2013 Prineville Data Center operations (ongoing, non-construction activities) are associated with $65 million in output (which includes personal income and the value of the goods and services produced) and 266 jobs in Oregon. In central Oregon, Facebook's operations support 207 jobs and $45 million in total output. There were 113 direct jobs associated with Facebook's 2013 operations statewide in Oregon.

Comparing these results to the findings in the 2011 economic impacts study conducted by ECONorthwest, the impacts increased by $24 million in output (112.7% increase) and almost 100 jobs (86.5%) in central Oregon. Statewide, Facebook's total economic output from operations increased by 68.1% from 2001 to 2013 and the number of jobs supported increased by 42.3%.

Spending associated with Facebook's Data Center operations generate "multiplier spending effects" that benefit workers and business owners in other sectors of the local and state economies. All of the impact measures can be summarized across direct, indirect, and/or induced impact categories to measure and explain what economists refer to as the "multiplier effect." In essence, economic multipliers provide a shorthand way to better understand the linkages between a company and other sectors of the economy, i.e., the

Economic Impact Flowchart



larger the economic multipliers, the greater the interdependence between a company's operations and the rest of the economy.

Statewide in Oregon, the jobs multiplier is 2.4—for every 10 direct jobs at Facebook, there are an additional 14 jobs supported statewide. The income multiplier for Facebook in Oregon is 1.5—every million dollars in Facebook payroll supports another $500,000 in income elsewhere in the state.

Facebook's 2013 operations in Oregon—and the economic activity they generate—are associated with nearly $500,000 in property taxes and more than $750,000 in personal state income taxes for taxing jurisdictions in Oregon. During the construction period from 2009 to 2013, income was generated that led to more than $6.5 million of state income taxes collected. Charitable contributions by Facebook have put the power of technology towards education at all levels and brought the community closer together. Since 2011, Facebook has awarded $965,000 to Crook County schools and qualified non-profits through its community action grants program and local donations. As part of its charitable giving, Facebook donated $182,000 in 2013 to two Crook County organizations in order to further the community's technological and economic development, including $100,000 to Crook County High School to support the school's STEM (Science, Technology, Engineering, and Mathematics) education.

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Michael Wilkerson, Ph.D, Tessa Krebs, and Allison Tivnon prepared this report.
ECONorthwest is solely responsible for its content.
ECONorthwest specializes in economics, planning, and finance. Established in 1974, ECONorthwest has over three decades of experience helping clients make sound decisions based on rigorous economic, planning and financial analysis.

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For more information about this report, please contact:

Michael Wilkerson, Ph.D
ECONorthwest
222 SW Columbia Street
Portland, OR 97201
503-222-6060
email: wilkerson@econw.com

facebook DATA CENTER – PRINEVILLE, OREGON

BY THE NUMBERS

$450 million | Total capital expenditures from 2009 to 2013 (not including server expenditures)

$573 million | Total output for construction from 2009 to 2013 and operations for 2013

3,592 | Jobs associated with 2009 to 2013 construction and 2013 operations

$6.5 million | State income taxes generated by 2009 to 2013 construction

$965,000 | Local charitable contributions since 2011

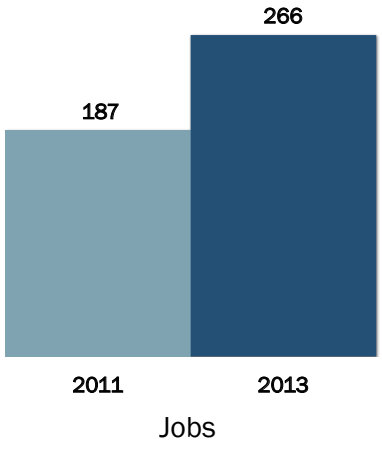
A copy of the executive summary can be downloaded at the following link:
http://www.econw.com/our-work/publications/facebook

For more information, please visit
https://www.facebook.com/PrinevilleDataCenter

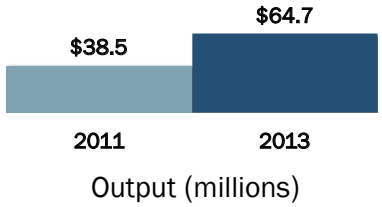
For information regarding report methodology, please contact:
Allison Tivnon, Media Relations: tivnon@econw.com | 503-200-5066

- Spending associated with Facebook's Data Center operations generate "multiplier spending effects" that benefit workers and business owners in other sectors of the local and state economies. In essence, economic multipliers provide a shorthand way to better understand the linkages between a company and other sectors of the economy, i.e., the larger the economic multipliers, the greater the interdependence between a company's operations and the rest of the economy.
- Statewide in Oregon, the jobs multiplier is 2.4—for every 10 direct jobs at Facebook, there are an additional 14 jobs supported statewide. The income multiplier in Oregon is 1.5—every million dollars in Facebook payroll supports another $500,000 in income elsewhere in the state.
- Charitable contributions by Facebook have put the power of technology towards education at all levels and brought the community closer together. Since 2011, Facebook has awarded $965,000 to Crook County schools and qualified non-profits through its community action grants program and local donations. As part of its charitable giving, Facebook donated $182,000 in 2013 to two Crook County organizations in order to further the community's technological and economic development, including $100,000 to Crook County High School to support the school's STEM (Science, Technology, Engineering, and Mathematics) education.

Change in Economic Impacts from 2011 to 2013.



Percent change between 2011 and 2013	
Jobs	Output
42.3%	68.1%



Source: ECONorthwest using IMPLAN 2012 data
Note: Output includes personal income, as well as the value of goods and services produced.

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Direct Economic Impact of Central Oregon's Data Centers

4
Establishments

78
Direct Jobs

$217,000
Average Wage

$16,950,000
Annual Payroll

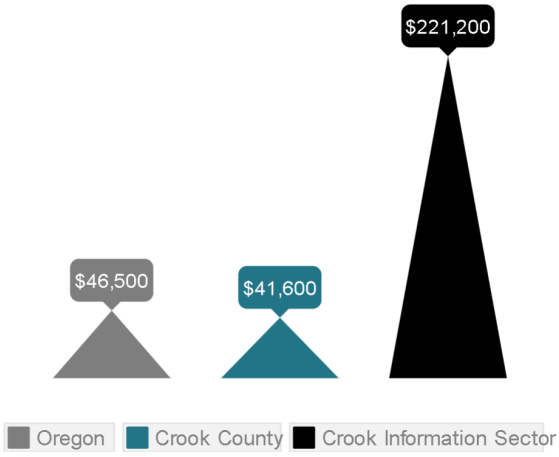
Information Sector in Crook County

1.7% of county jobs

7% of total county payroll

The information sector boosts Crook County's average wage by $2,300 a year

Average Annual Wages

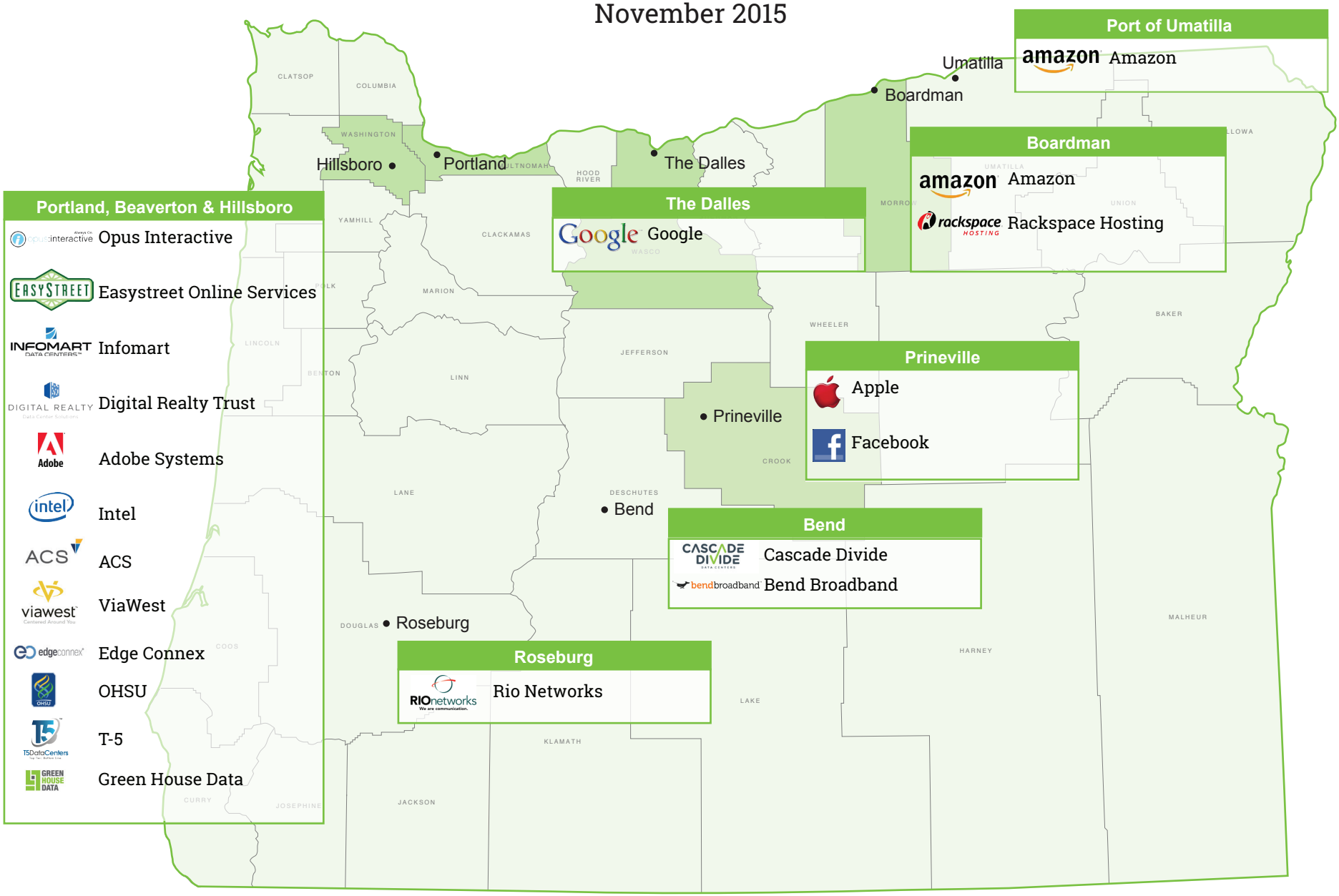


Source: Oregon Employment Dept., Quarterly Census of Employment and Wages

business oregon

DATA CENTERS IN OREGON

November 2015



OSU-Cascades Update

OSU | Cascades

10 acre site construction update

Academic Building & Site Work

- On-target for Sept 15, 2016 completion
  - Accomplishments:
    - Rough in plumbing, mechanical and ductwork
    - Exterior framing for windows
    - Framing for sidewalk on Century Drive
  - Risks:
    - Winter weather impact/delays

OSU | Cascades

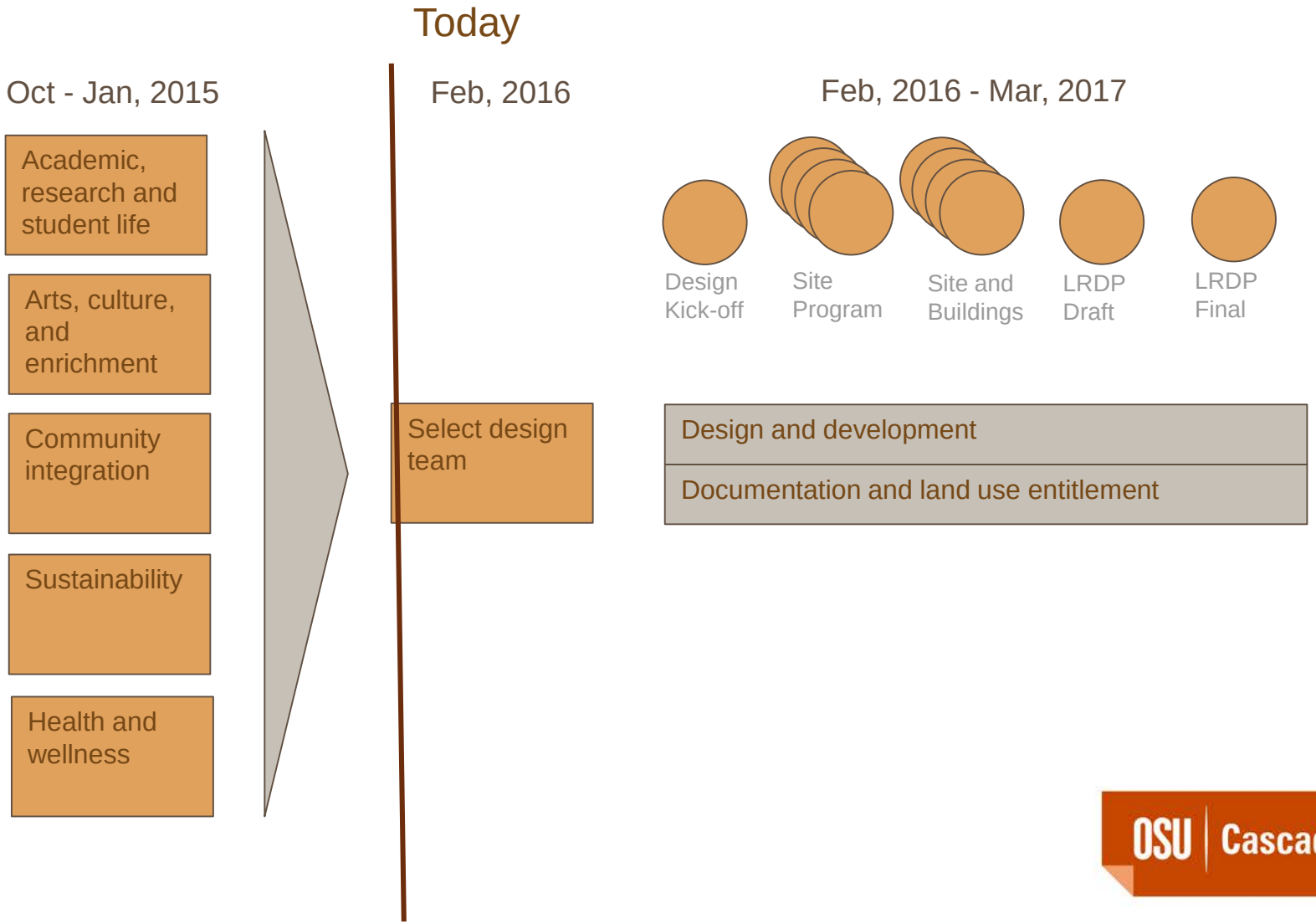
10 acre site construction update

Housing, Dining and Academic

- Target Opening of Dining Building - November 20, 2016
  - Approximate delay of 4 weeks due to winter weather
- Target Opening of Housing - December 21, 2016
  - Approximate 1 week delay – plan to make up through overtime

OSU | Cascades

Long range development plan: Process and timeline



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Long range development plan: Arts, culture, and enrichment

Vision: OSU-Cascades is a regional hub – virtual and physical – for arts, culture, and enrichment activities, connecting artists, students, faculty, and patrons to increase attention for, and influence of, the arts.

- Lead, set a high standard and take risks.
- Collaborate with network of organizations that run ACE programs in region.
- Build organically from current strengths.
- Weave together art with anthropology, history, and art history, in a deeper cultural context that connects OSU-Cascades to this region.
- Make arts and cultural experiences accessible and relevant to the people who live here.

OSU | Cascades

Long range development plan: Community integration

Vision: The campus is integrated into the community, inviting public use. The university is committed to mitigate off-campus impacts.

- Economic engine that reshapes the community and well-being of its inhabitants.
- Address traffic congestion and student housing, which are closely related.
- Fully connect with expanded network of bike and pedestrian trails, and an improved public transit system.
- Compact “ski village” – cluster education, housing, commercial, recreation.
- Buffer north and west boundaries, but transitions should be “soft” so community members feel welcome on campus.

OSU | Cascades

Long range development plan: Sustainability

Vision: The campus is a model for sustainable design and practices. A curriculum focused on promoting and innovating sustainable practices attracts unique students, faculty, and corporate investment to benefit the university and community.

- Living laboratory; build systems to educate, encourage, and track individual and campus-wide environmental footprints (scorecard).
- Create and promote the business case, branding to gain community and corporate support. Secure collaborative partnerships.
- Embrace social equity.

OSU | Cascades

Long range development plan: Health and wellness

Vision: Students and staff leave campus healthier than when they arrive.. Health/wellness/fitness are fully integrated with campus design and programs, and in sync with the Bend/Central Oregon self-image.

- Integrate health and wellness into campus design and curriculum.
- Collaborative partnerships with local providers.
- Provide student transportation to off-campus providers.
- Prioritize and phase facilities/programs as resources become available.
- Use multiple communication strategies with students to navigate health care system.

OSU | Cascades

Long range development plan: Academic programs

- Need to add about 15-20 over the next 10 years.
- Input from faculty, staff, businesses, community members.
- Data on enrollment, employment, uniqueness, costs.
- Also need to expand current programs to 4-year format.
- Under consideration:
  - English
  - Education
  - Mechanical engineering
  - Nursing
  - Public health

OSU | Cascades

Long range development plan: Selection of design team

RFQs submitted by 8 firms

1. Ayers Saint Gross/Hennebery Eddy/Pinnable
2. HDR
3. Miller Hull/Swift
4. Moore Ruble Yudell
5. NBBJ
6. Page/SERA
7. Perkins + Will
8. ZGF

Feb 4: Design team workshop
Feb 10: Final decision

Selection committee

- Jane Barker, OSU-C Architect
- John Condon, OSU-C Construction PM and Facilities Manager
- Kelly Smith, OSU-C Associate Director of Student Success
- Matt Shinderman, OSU-C Senior Instructor Natural Resources, sustainability expert
- Shannon Lipscomb, OSU-C Assistant Professor HDFS
- Bruce Cummings, OSU-C Board of Advisors
- Kelly Sparks, OSU-C
- Brooke Davison, OSU Capital Planning

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Need for Regional Solutions and legislative support

- Landfill (brownfield) remediation
- Bonds for next phase of campus development
- Increased base funding for new programs
- Support for the next round of land use process

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