

A stylized graphic on the left side of the slide. It features two dark green mountain peaks with rounded tops. Below the mountains is a dark green wavy band representing a forest or a body of land. At the bottom is a dark blue wavy band representing water. The entire graphic is composed of solid-colored shapes with no internal details.

Strategic Capital Planning Framework

Strategic Capital Planning Program

Chief Operating Officer: Marissa Madrigal
Director Capital Program: Peggidy Yates
David Evans and Associates: Mike Baker

September 7, 2017

Strategic Capital Planning Framework// Introduction

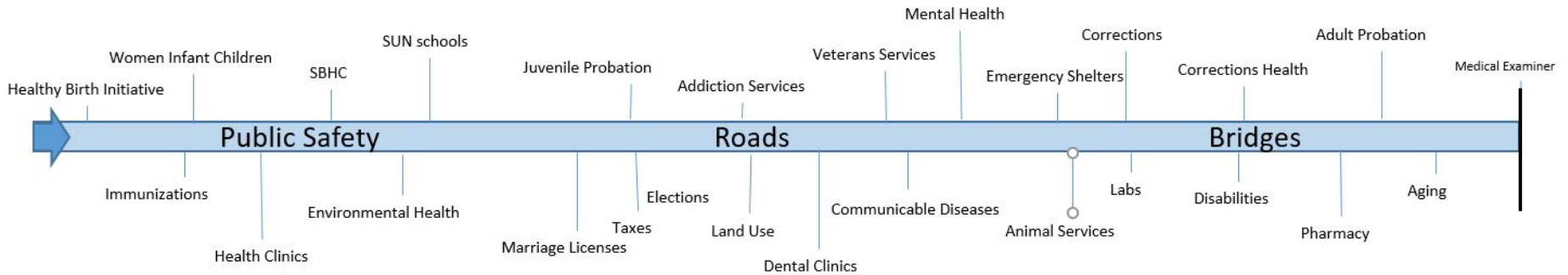
Multnomah County has been providing public access through infrastructure for over 150 years. From the Vista House to the Hawthorne Bridge, Multnomah County roads, bridges and buildings have shaped the landscape of our community. As we embarked on Multnomah County's first countywide strategic capital planning effort, we did so with the intention of putting people at the center of our thinking. A list of projects can tell one a lot about square footage or miles of road, but it doesn't communicate the purpose of infrastructure. Our infrastructure provides the public access to place, to knowledge, and to the services they need to stay healthy and thrive. It moves people, literally and figuratively.

Today, as powerful global forces like technology and climate change threaten to upend traditional planning practices, we must reimagine how we plan for and build the infrastructure of tomorrow. We must do so at a time that the boundaries between roads and bridges, buildings and technology are breaking down. Infrastructure can no longer always be easily categorized under just one label. Buildings, roads and bridges are increasingly technological hybrids that require multi-disciplinary expertise and holistic thinking to maximize return on investment. This draft 20 Year Multnomah County Capital Infrastructure Strategic Framework and Needs Report reflects the enormity of the hard work ahead to ensure our infrastructure continues to support movement of people from place to place and through the moments of their lives.

Chief Operating Officer

Marissa Madrigal





Meeting Agenda

	Agenda Items
1	Introduction
2	Benefits and Challenges
3	Background
4	Innovations
5	Methodology
6	Proposed Framework
7	Outcomes
8	Next Steps
9	Recommendation



Why a Unified Strategic Capital Plan?

- Prioritize capital investments to meet County goals
- Account for intersections between Facilities, IT and Transportation
- Communicate a single vision on County capital priorities
- Conduct transparent and consistent evaluation
- Improve the existing infrastructure system and seek economies of scale
- Align with industry best practices



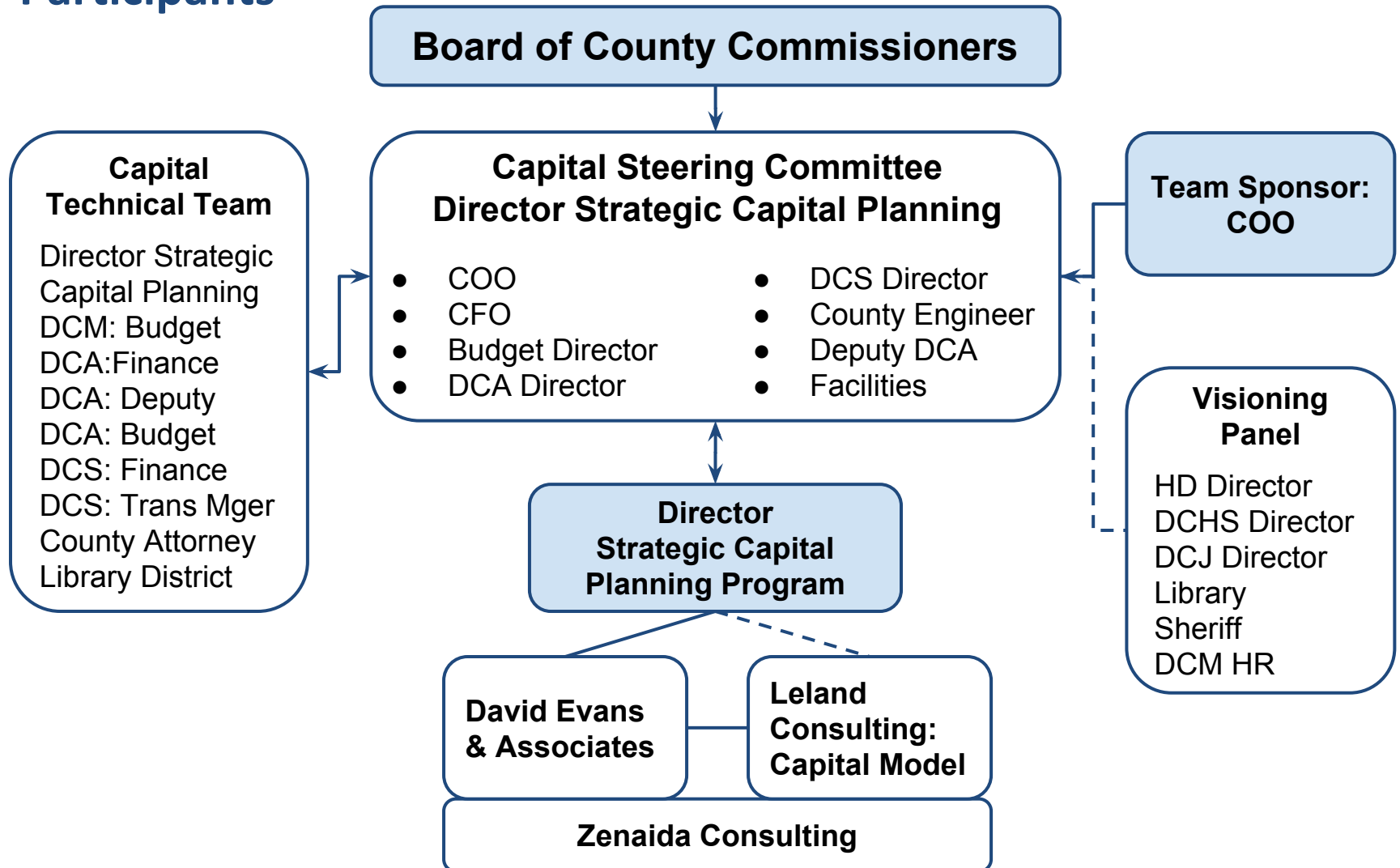
Challenges to a Capital Plan?

- Lead organizational change
- Transform from departmental thinking to system-wide thinking
- Recognize capital investments may vary year to year
- Create a unified 20 year strategic infrastructure vision
- Build unified processes and procedures to support the vision
 - Build the strategic framework
 - Create a 20-Year capital plan

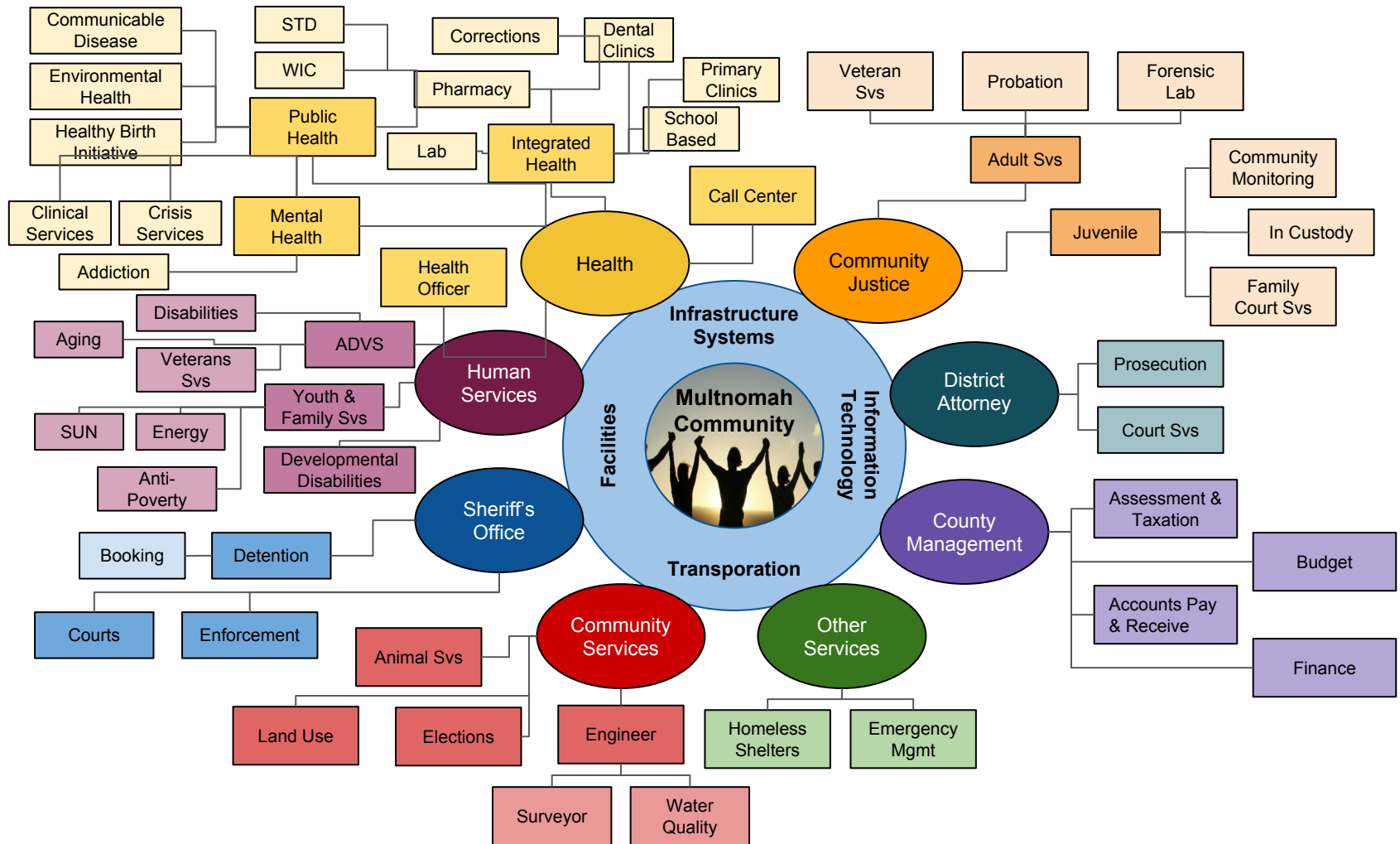


Strategic Capital Planning Framework // Background

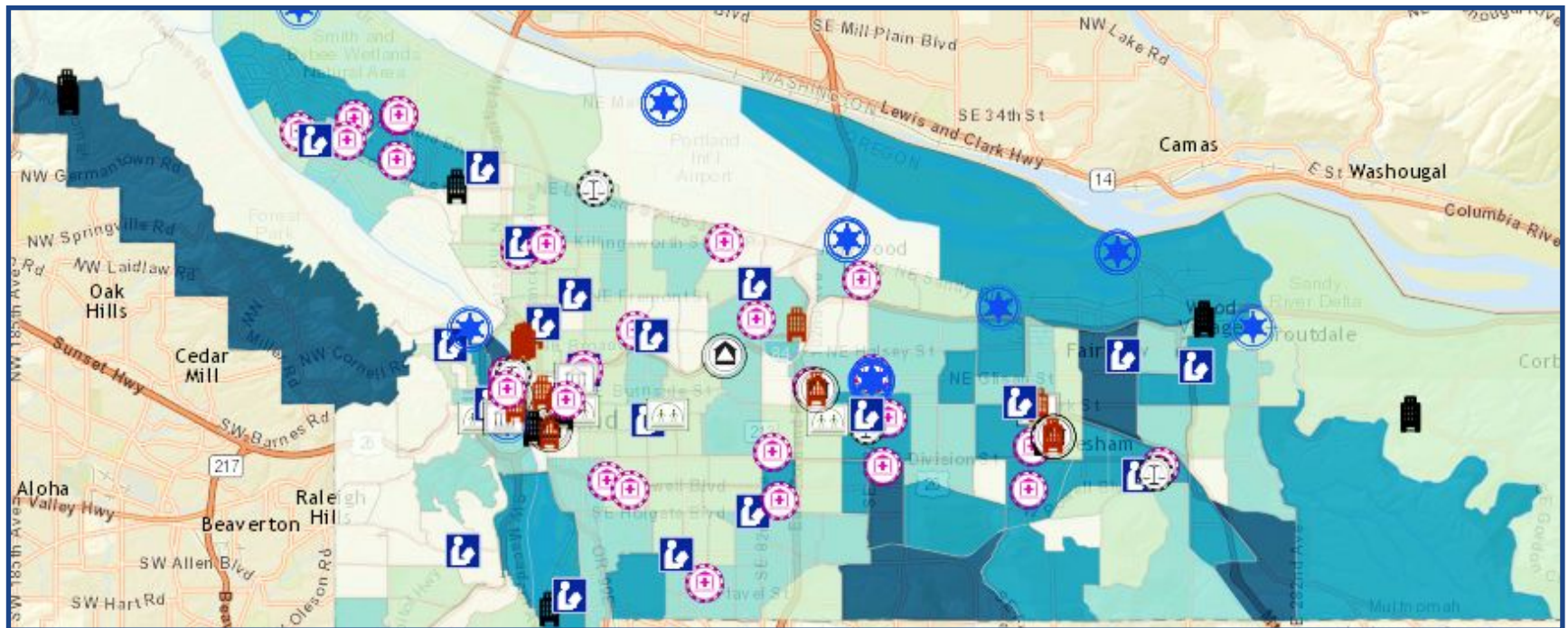
Participants



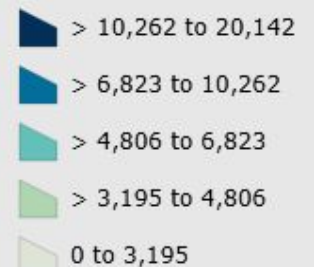
County is a System of Systems



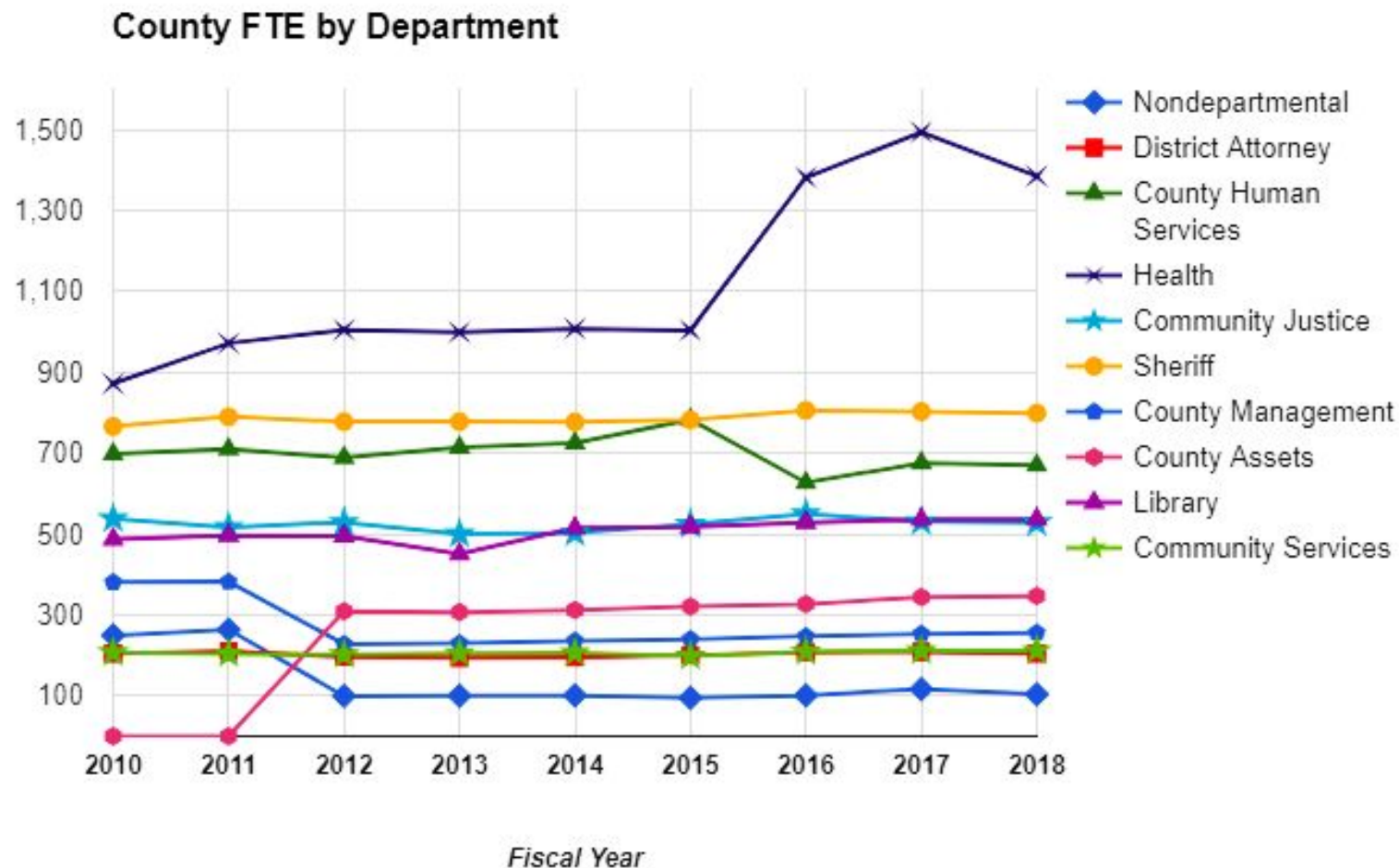
2025 Forecasted Population Density



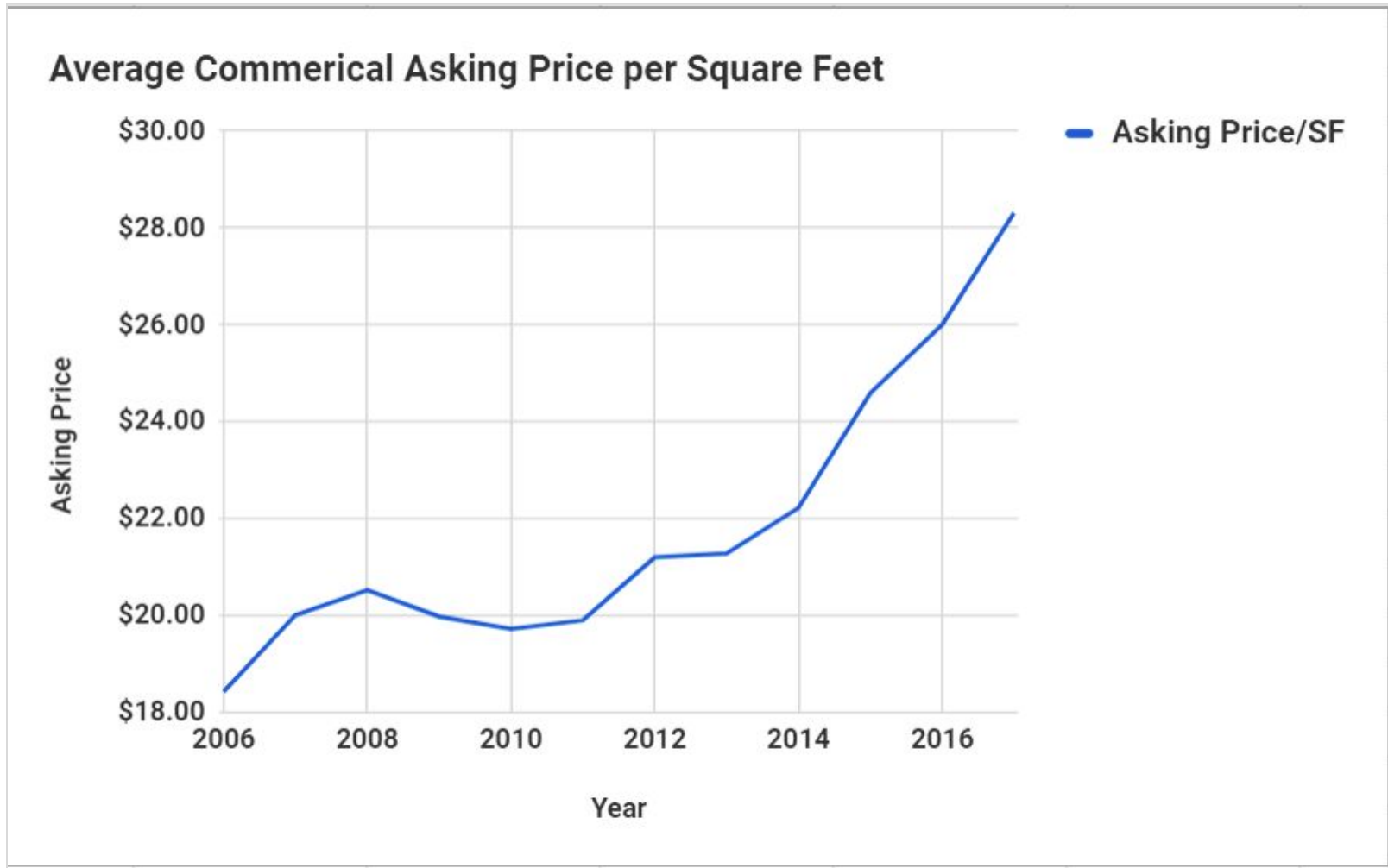
2025 Population



Multico FTE By Department and Fiscal Year



Average Commercial Asking Lease Rate per Square Foot

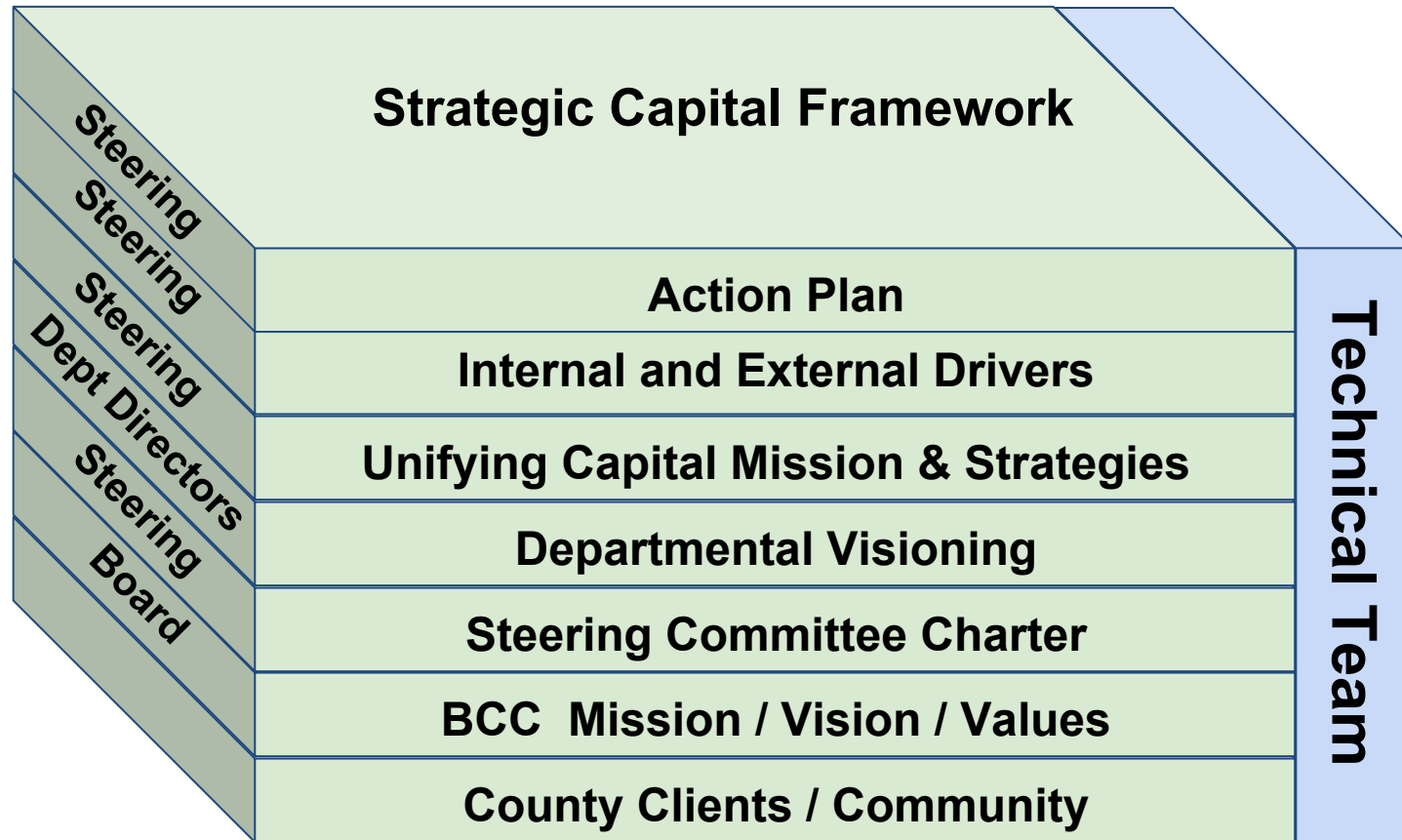


Continuously Evolving Environment

- Community expectation for access and response time increasing due to cell phones, tablets, laptops and other devices
- Cloud computing reduces need for stand-alone data centers
- Artificial intelligence shifts the profile of the workforce
- Technological applications and real estate shifting where work is done
- Virtual workplace can be anywhere with digital access
- Digital clinical workplace
- Multnomah County citizens working from home increased from 5% in 2005 to 6.5% in 2015.



Building the Strategic Capital Planning Framework



Visioning Forum: Functional Need

1. **What changes do you anticipate** in your program over the next 5, 10, and 15 years **which could significantly impact your infrastructure needs?**
2. Given your current evolving and potential needs, **what critical capital requirements to you envision are needed** in the next 5, 10 and 15 years?
3. Are there **opportunities** for the County to leverage **outside resources /funds** to support your future needs including potential collaboration, joint ventures, grants, etc.



Building the Capital Planning Framework

- Safety - Community, Clients and Employees
- Financial Security
- More Flexible Space

Major Issues

- Growing need of programs and serviced in east county
- Increasing interdependency of DCHS, Health and Mental Health provide opportunity for One-Stop-Shop
- Greater cultural and language diversity of clients
- Continual change of expectations as a result of technology
 - Artificial Intelligence
 - Client expectations
 - Legal impact including confidentiality



Infrastructure Needs to Provide:

SAFETY

Free from Harm
Seismic
Cybersecurity

RESILIENCY

Continuity of Operations
Recovery
Natural Disaster

CAPACITY

Meet Demand
Short Term/Long Term
Expectations

FLEXIBILITY ADAPTABILITY

Mobility
Scalability

REGULATION

Federal
State
Local



Recommendations

MISSION: Provide adaptable infrastructure that ensures safe, equitable, sustainable and timely ACCESS to County programs and services.

STRATEGY #1

Implement a unified asset management framework

STRATEGY #2

Invest in new infrastructure to address evolving needs

STRATEGY #3

Manage community risk

STRATEGY #4

Evaluate all potential resources

STRATEGY #5

Engage our community

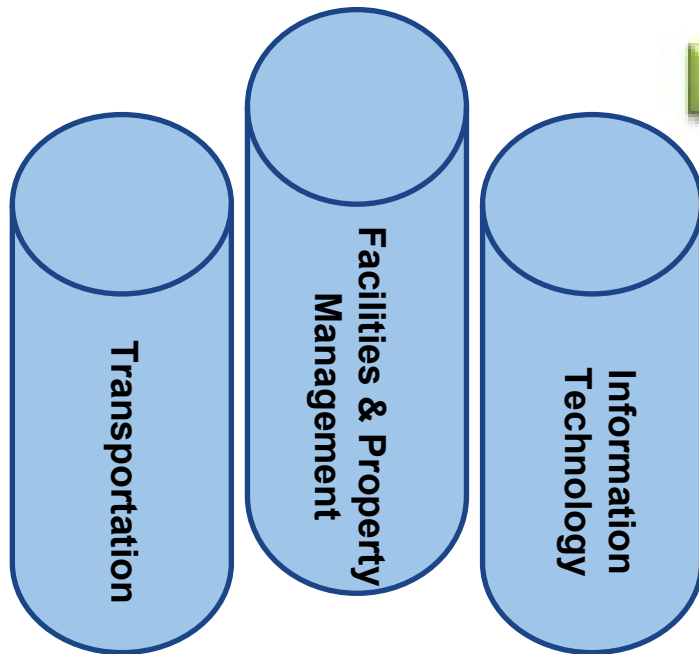


Recommend the County takes the following *Action Steps*:

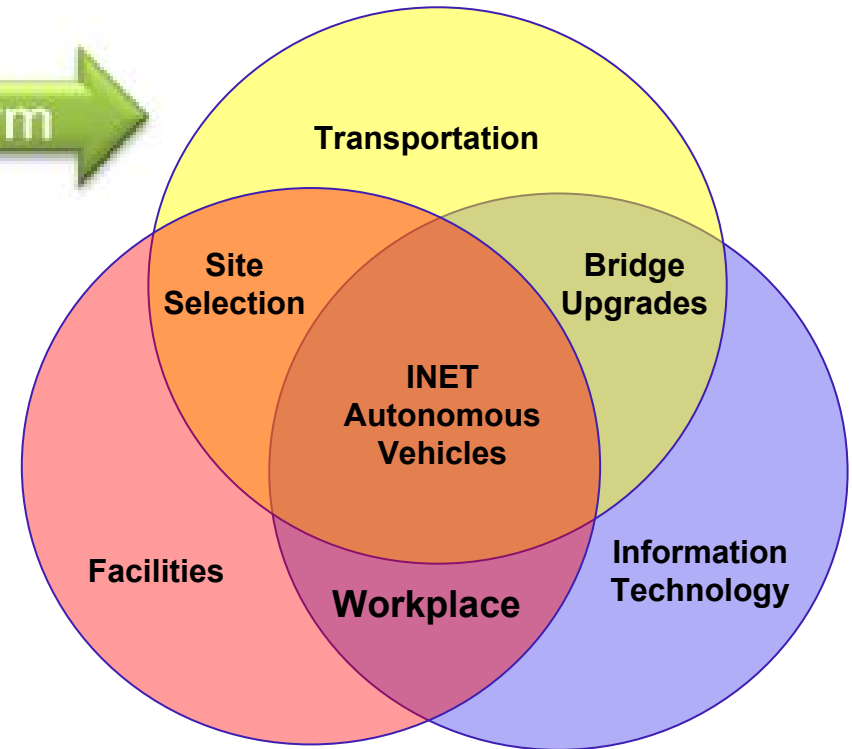
1. Demonstrate significant improvement in equitable community access while providing safety, resiliency, efficiency and adaptability.
2. Develop and maintain conditional, functional and risk assessments by 2021.
3. By 2022, present to Board a system-wide resiliency plan based upon assessments
4. Invest in new infrastructure when economically viable.
5. Maintain infrastructure according to industry best practices and functional need
6. Seek resource opportunities to fund investments
7. Seek opportunities for sequencing and bundling
8. Seek infrastructure innovation experts during early planning of major projects
9. Establish a local infrastructure advisory forum
10. Conduct community outreach during critical phases



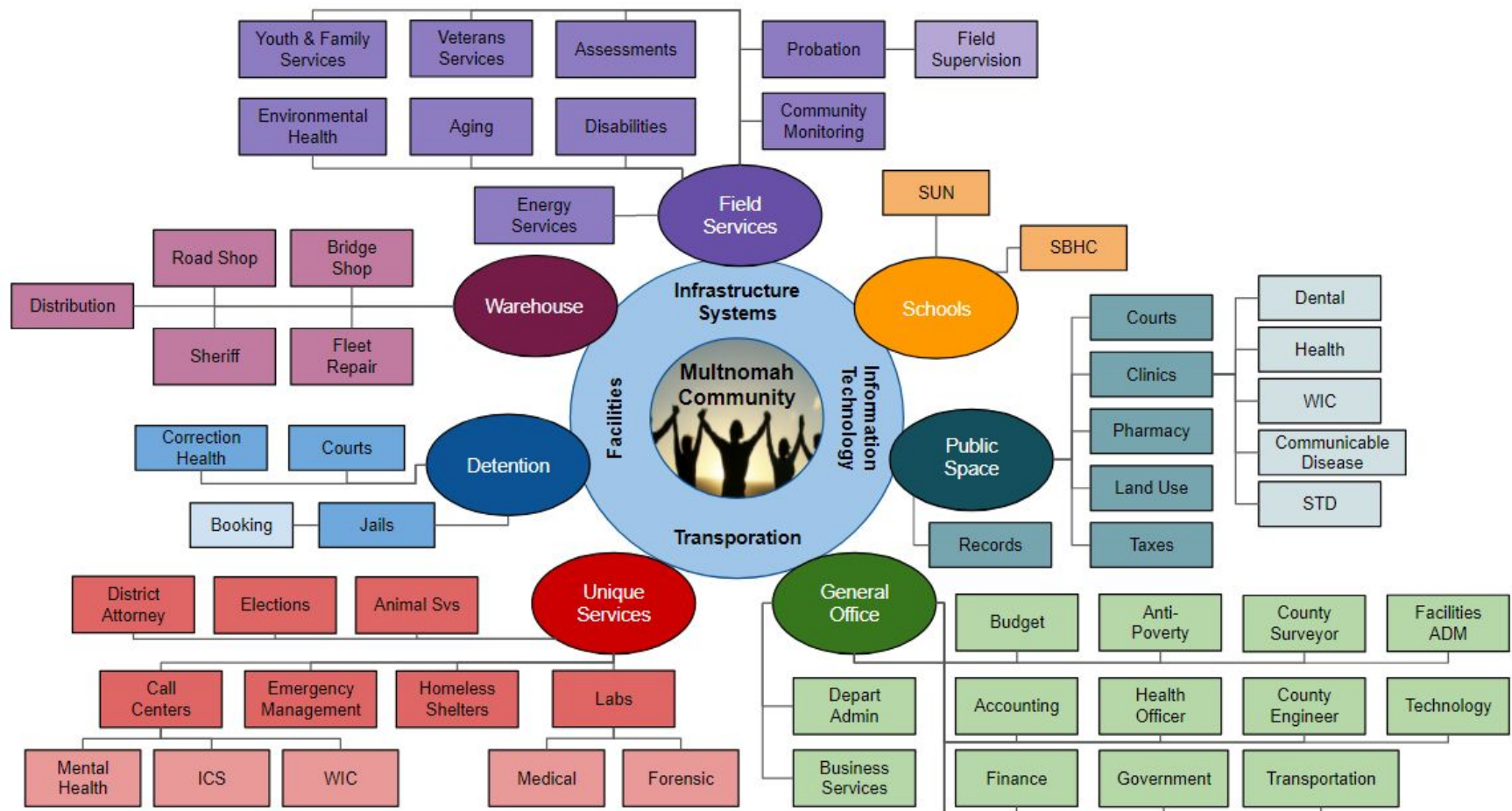
Traditional Capital Process



Strategic Capital System



Strategic Capital Planning Framework // Outcome



Evolving Process

● Seek BCC approval of Strategic Capital Framework	Sep 7, 2017
● Initiate community outreach	Oct - Nov 2017
● Develop and test an integrated capital planning model	Aug - Nov 2017
● Evaluate and identify potential changes to capital policy	Oct 2017 - Jun 2018
● Develop a 20-Year Strategic Capital Plan for BCC approval	Aug 2017 - Mar 2018
● Present initial Strategic Capital Plan to BCC for approval	Mar 2018



Approve Strategic Capital Planning Framework to support the development of the first Multnomah County 20-Year Strategic Capital Plan.

