

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 valley. At the bottom is a dark blue wavy band representing water. The graphic is composed of solid colors and white outlines.

# Strategic Capital Planning Framework

## Strategic Capital Planning Program

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**Director Capital Program: Peggidy Yates**  
**David Evans and Associates: Mike Baker**

September 7, 2017

# Strategic Capital Planning Framework// Introduction

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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



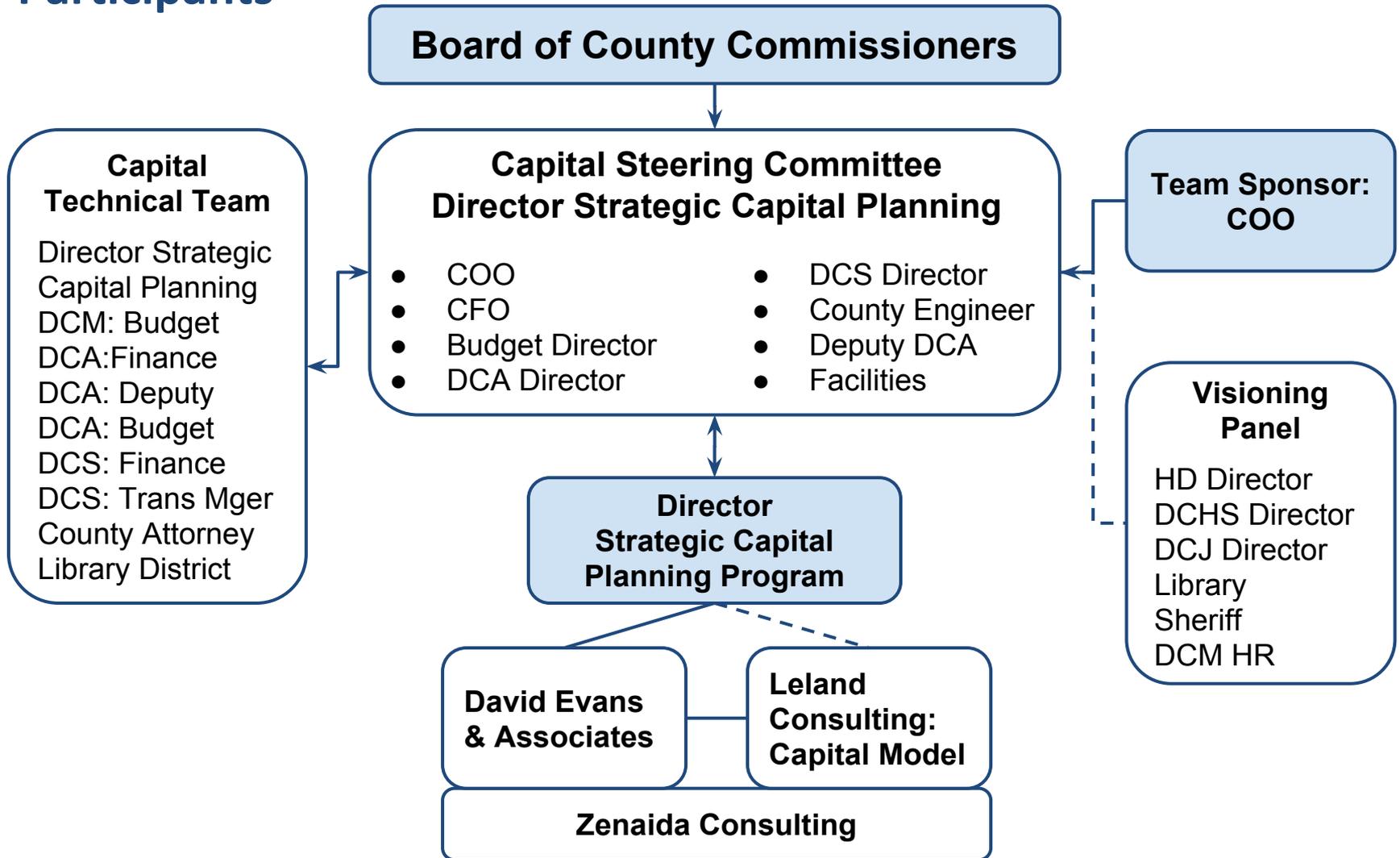
## Challenges to a Capital Plan?

- 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

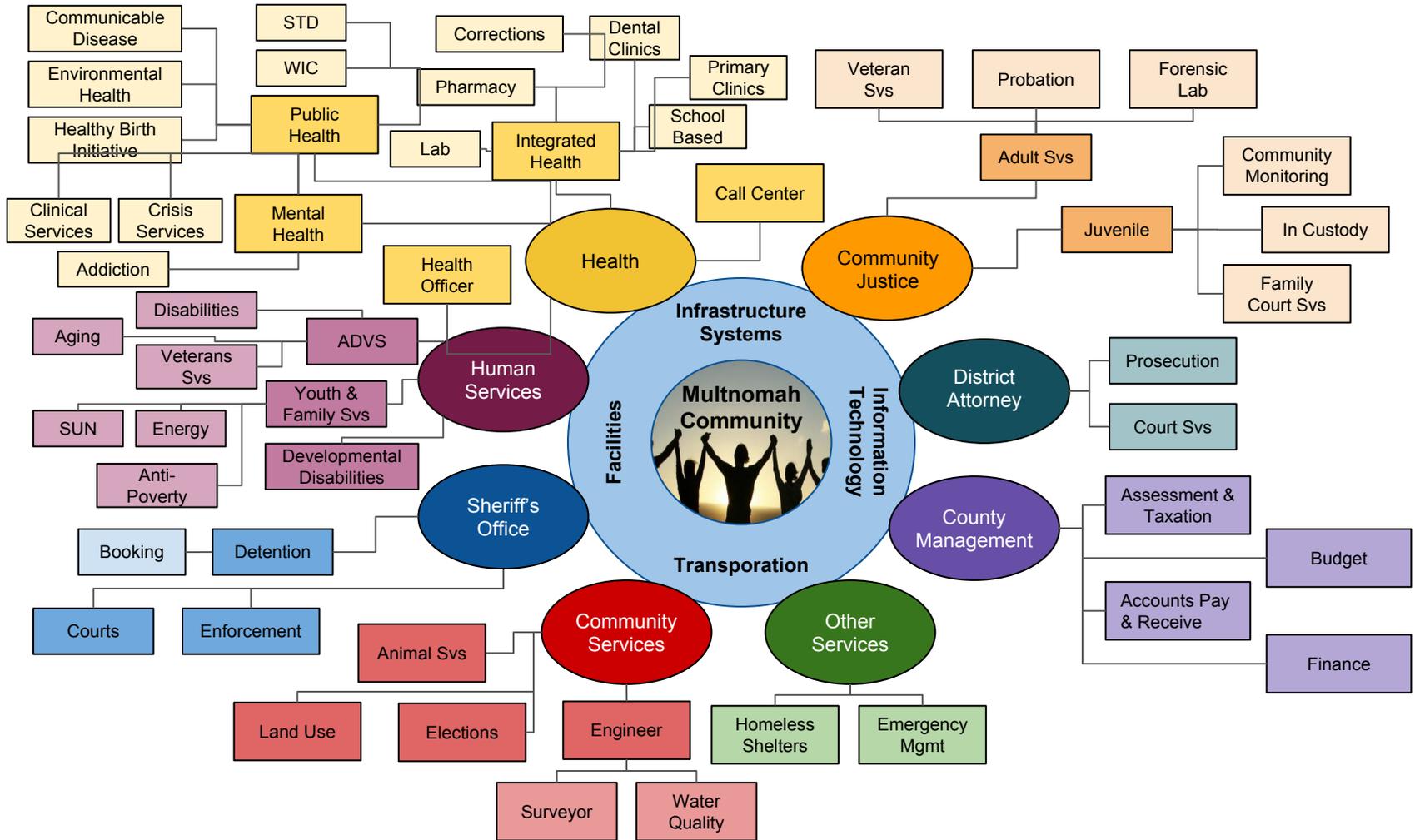


# Strategic Capital Planning Framework // Background

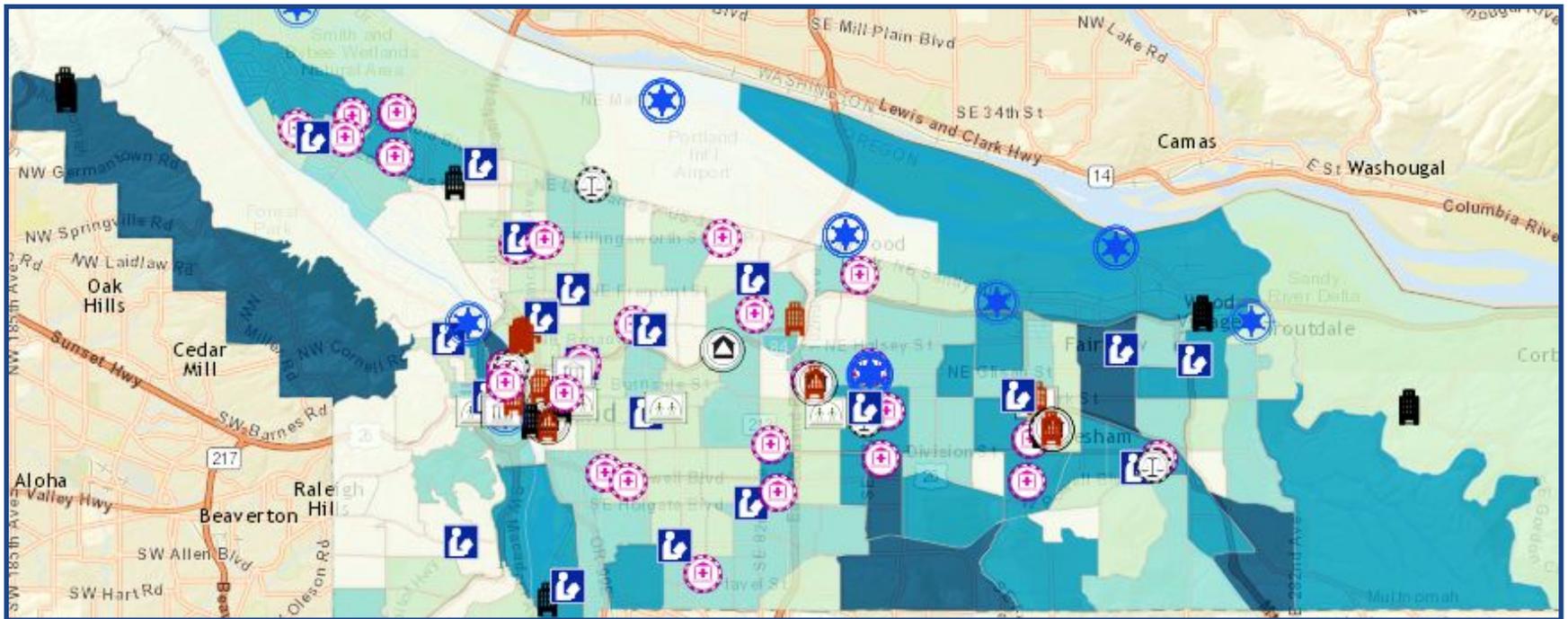
## Participants



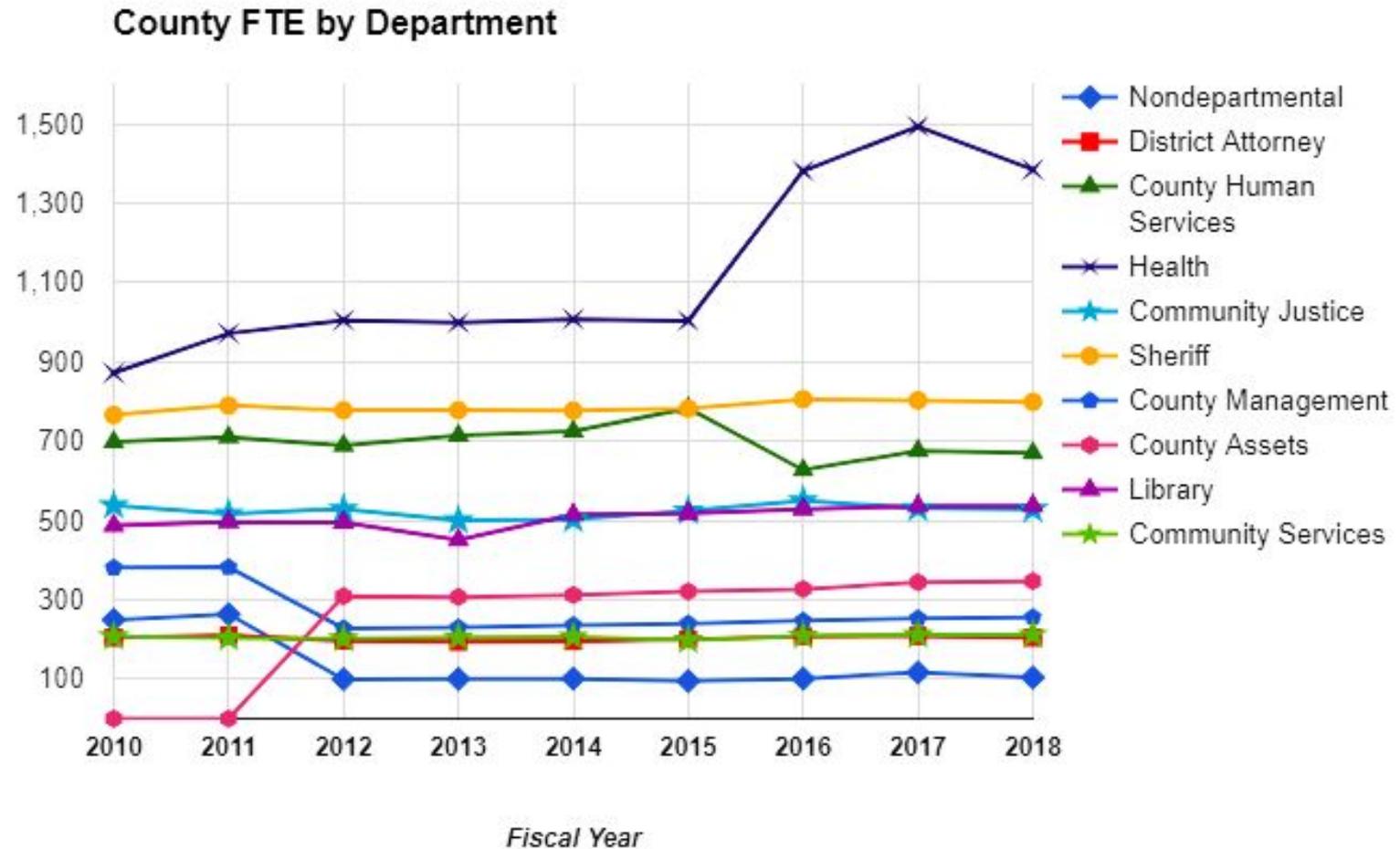
## County is a System of Systems



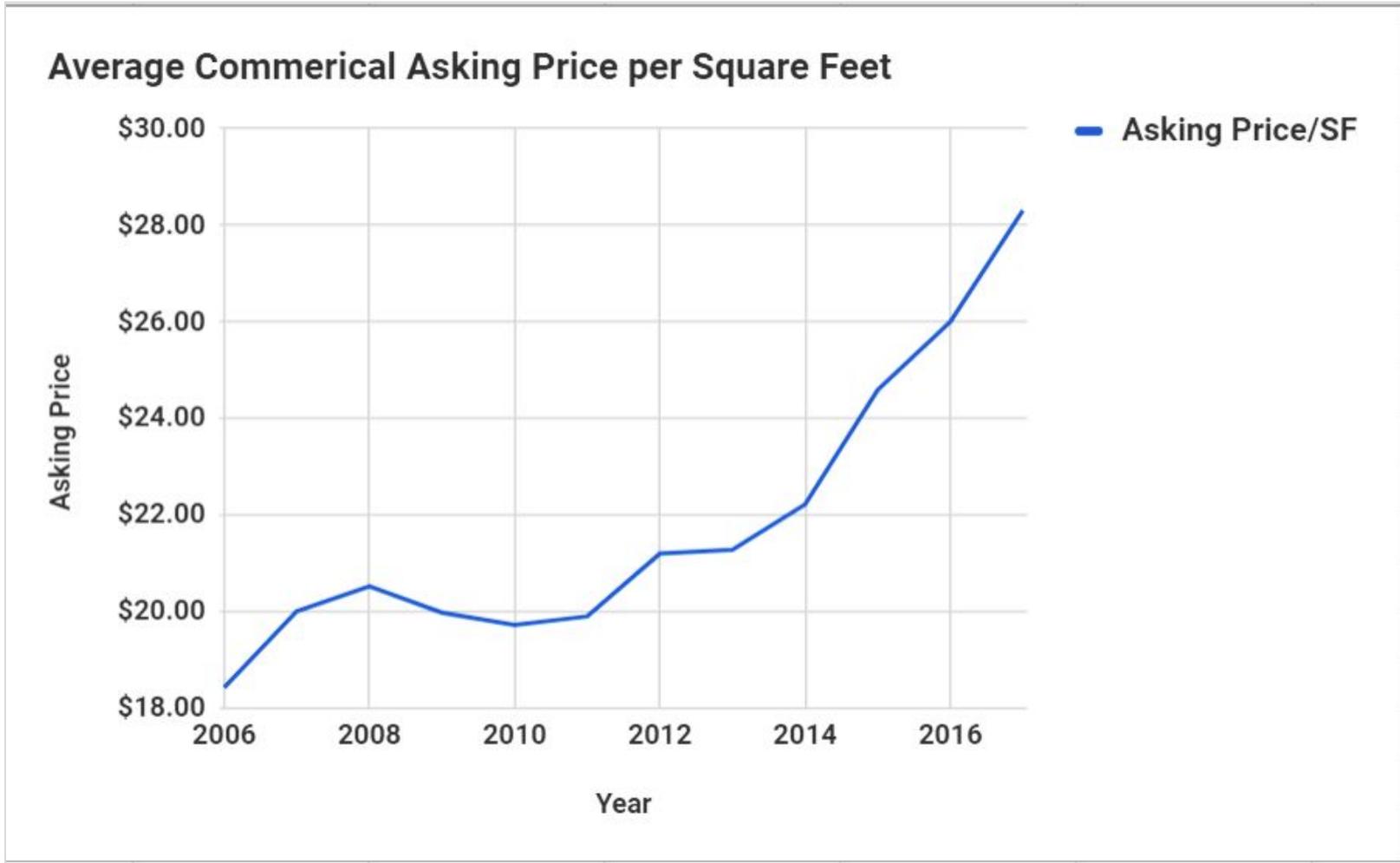
## 2025 Forecasted Population Density



## Multico FTE By Department and Fiscal Year



## Average Commercial Asking Lease Rate per Square Foot

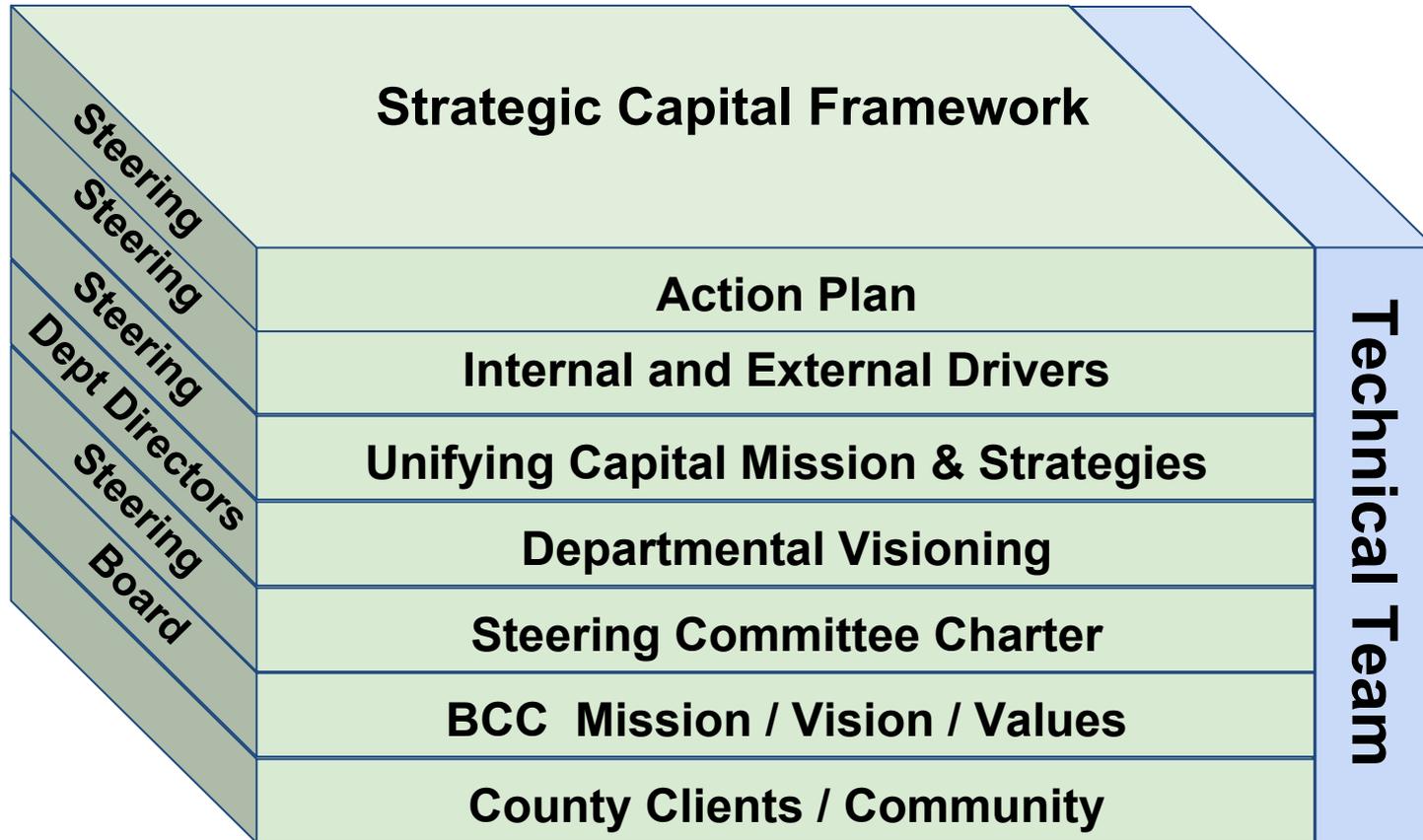


## Continuously Evolving Environment

- 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

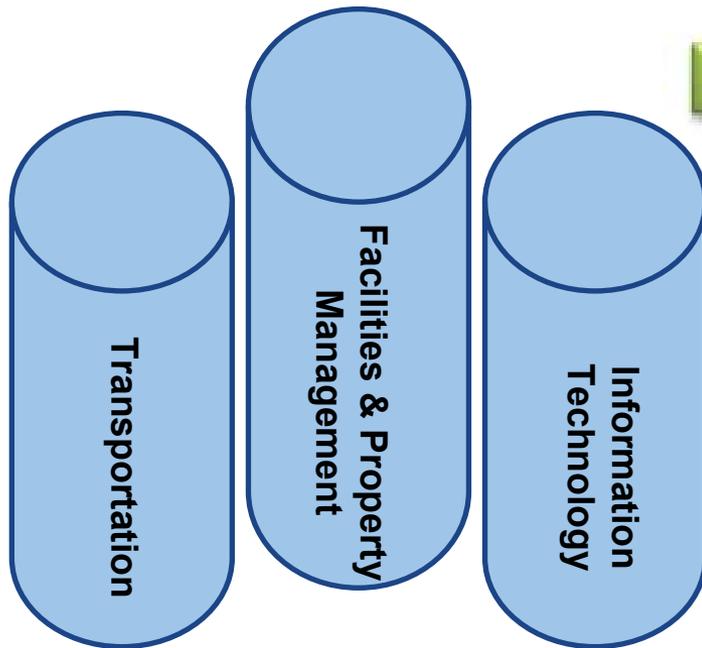


## **Recommend the County takes the following *Action Steps*:**

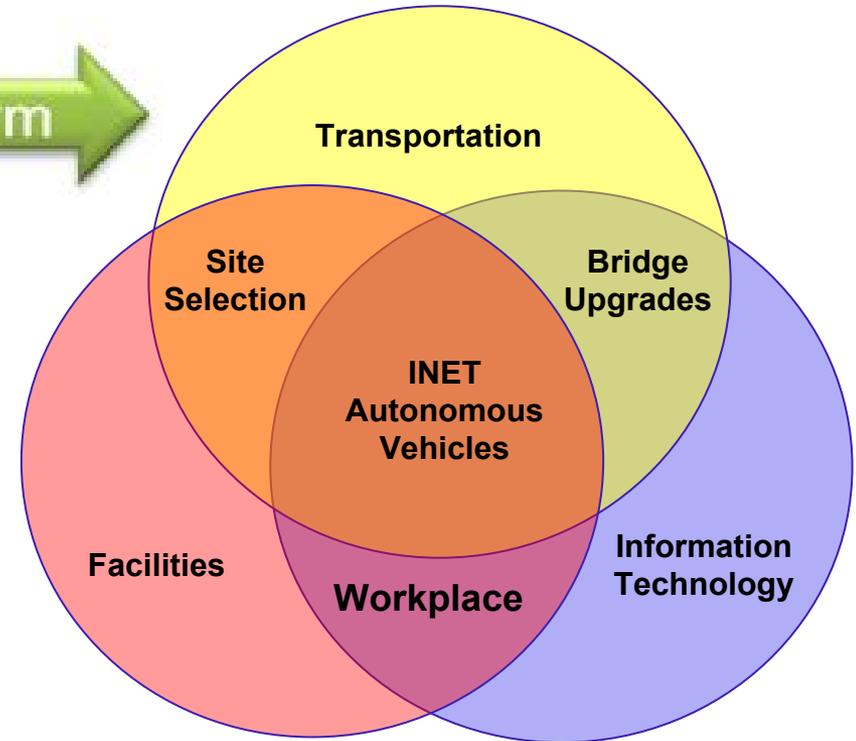
1. Demonstrate significant improvement in equitable community access while providing safety, resiliency, efficiency and adaptability.
2. Develop and maintain conditional, functional and risk assessments by 2021.
3. By 2022, present to Board a system-wide resiliency plan based upon assessments
4. Invest 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



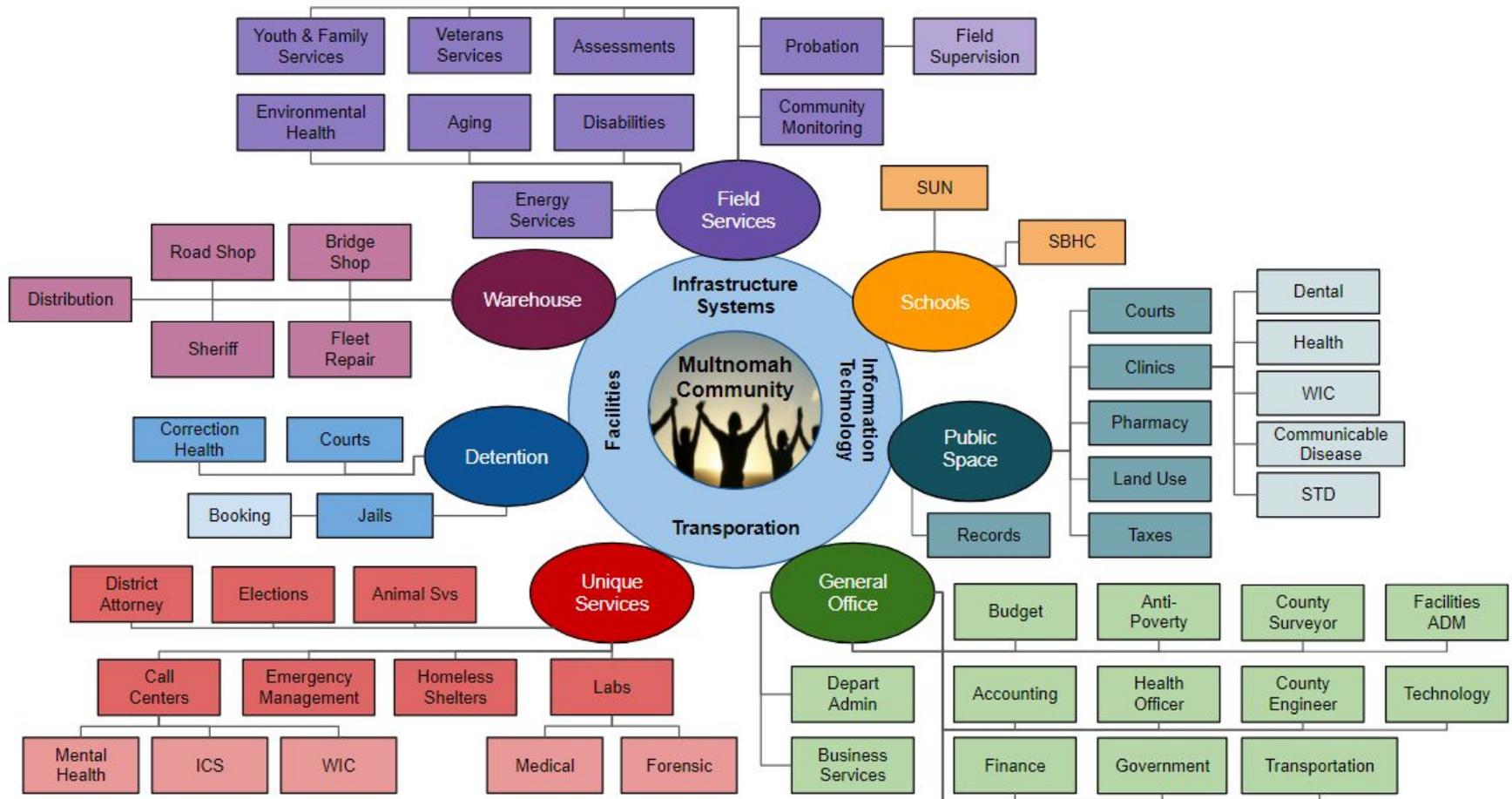
## Traditional Capital Process



## Strategic Capital System



# Strategic Capital Planning Framework // Outcome



### Evolving Process

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



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

