

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON**

RESOLUTION NO. 2017-072

Adoption of the Multnomah County's Strategic Capital Planning Framework

The Multnomah County Board of Commissioners Finds:

- a. Multnomah County is responsible for the capital planning, development and construction of Transportation, Facilities and Technology assets to ensure the community has safe, resilient and equitable access to the critical programs and services the County provides in the community.
- b. Over the last 10 years, the County has invested in the development of the East County Courthouse and replacements of the Sellwood Bridge, Multnomah County Central Courthouse, Gladys McCoy Health Department Headquarters, and an Enterprise Resource Planning System along with numerous other non-routine capital investments.
- c. In March 2015, the Multnomah County Auditor released the Capital Financing and Planning Audit recommending the development of a fiscally prudent 20-year capital plan that is transparent and consistent.
- d. In response to the County Auditors recommendation, the Board of County Commissioners approved the formation of the Strategic Capital Planning Program in the FY 2016 budget to guide and coordinate a strategic capital planning process and create and monitor a 20-year capital plan.
- e. The Chief Operating Officer proposed and the Board of County Commissioners approved in the FY 2016 budget the establishment of a Capital Planning Steering Committee that included the Chief Financial Officer, Budget Director, Director of Department of County Assets and Chief Information Officer, Director of Community Services, Director of Facilities and the Manager of Facilities Strategic Projects.
- f. The Strategic Capital Planning Steering Committee drafted a charter and outlined a strategy to recruit a Strategic Capital Planning Program Director.
- g. The Capital Planning Steering Committee's Charter focused on the development of a centrally coordinated, consistent, dynamic and transparent capital-planning process that aligns with the Board of County Commissioner's mission, vision and values and results in recommending a list of capital priorities to the Board for consideration.
- h. The Director of the Strategic Capital Planning Program has worked in conjunction with the Steering Committee, a Technical Team of subject matter experts and department directors to develop a common strategic framework to establish a foundation for a 20-Year Strategic Capital Plan.

Adoption of Multnomah County's Strategic Capital Planning Framework

- i. The Capital Planning Steering Committee developed the following mission statement: "Provide adaptable infrastructure that ensures safe, equitable, sustainable and timely access to County programs and services".
- j. The Capital Planning Steering Committee identified five strategies to support the mission statement including: 1) Implement a unified asset management framework, 2) Invest in new infrastructure to address evolving needs, 3) Manage community risk, 4) Evaluate all potential resources, and 5) Engage our community.
- k. To support the mission statement and strategies, the Capital Planning Steering Committee outlined ten steps that promote the consistency and transparency in the County's capital planning process.
- l. Once the Board of County Commissioners agrees upon and adopts a strategic capital framework, the County can begin developing a 20-year strategic capital plan as recommended in the Audit.

The Multnomah County Board of Commissioners Resolves:

- 1. Adopt the Strategic Capital Planning Framework, the proposed strategies and ten steps as provided in Exhibit A.
- 2. The Chief Operating Officer and the Strategic Capital Program Director are to oversee the Strategic Capital Planning Steering Committee as it develops the 20-Year Strategic Capital Plan to ensure this it is consistent with this Strategic Capital Planning Framework.

ADOPTED this 7th day of September, 2017.



BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Deborah Kafoury

Deborah Kafoury, Chair

REVIEWED:
JENNY M. MADKOUR, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY, OREGON

By *Courtney Lords*
Courtney Lords, Assistant County Attorney

EXHIBIT A

STRATEGIC CAPITAL PLANNING FRAMEWORK

MISSION: PROVIDE ADAPTABLE INFRASTRUCTURE THAT ENSURES SAFE, EQUITABLE, SUSTAINABLE AND TIMELY ACCESS TO COUNTY PROGRAMS AND SERVICES

STRATEGIES THAT SUPPORT THE MISSION:

- Implement a unified asset management framework
- Invest in new infrastructure to address evolving community needs
- Manage community risk
- Evaluate all potential resources
- Engage our community

ACTION STEPS:

- Demonstrate significant improvement in equitable community access while providing safety, resiliency, efficiency and adaptability.
- Develop and maintain conditional, functional and risk assessments by 2021 for transportation, facilities and technology assets
- By 2022, present to the Board a system-wide resiliency plan based upon the conditional, functional and risk assessments
- Invest in new infrastructure when economically viable
- Maintain infrastructure according to industry best practices and County's functional needs
- Seek resource opportunities including grants, in-kind services, partnerships, etc. when considering infrastructure investments
- Seek opportunities for sequencing and bundling infrastructure investments to seek economies of scale
- Seek infrastructure innovation expertise during the early planning stages of redevelopment and investment
- Establish a local infrastructure advisory forum of organizations with similar portfolios to seek insight into addressing future challenges, managing uncertainty and seek potential opportunities.
- Consistently conduct community outreach during the critical phases of infrastructure development.