

**Department:** County Management      **Program Contact:** Marissa Madrigal  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Capital Asset Strategic Planning team's purpose is to guide and coordinate the county's capital asset strategic planning process, create and monitor a countywide capital "master plan", and link capital planning to financial planning through integrated financial modeling. This program works with the central Budget Office to create an integrated capital budget that addresses connections between infrastructure costs and ongoing operating costs.

**Program Summary**

In order to ensure effective management of capital assets, the Government Finance Officers Association (GFOA) recommends that local governments prepare multi-year capital plans that clearly identify major infrastructure projects and their impact on operating budgets. A 2015 audit by the Multnomah County Auditor identified this as a need within Multnomah County and called for increased participation of the Budget Director and CFO in this process.

The Capital Asset Strategic Planning team is responsible for the creation and maintenance of a long-term capital asset management "master" plan with a 10 – 20 year timeline. The capital planning director, with support from key departmental stakeholders, oversees the planning process and final capital master plan. The director ensures that the plan addresses the full scope, timing, and total cost of ownership for all projects. This includes forecasting revenue and expenditure trends, evaluating financing strategies, and connecting capital plans to yearly operating budgets and countywide financial planning. The director also staffs both a Capital Projects Steering Committee and a Capital Projects Technical Work group. This program works with the central Budget Office to research, analyze, and make recommendations on the creation of a separate capital budget for inclusion in the county's annual budget document.

The budget analyst performs the analysis necessary to support a robust strategic plan, including cash-flow modeling, cost-benefit analysis, forecasts of financial condition and trends, and other research as required. The budget analyst also prepares reports and supporting documents to assist stakeholders in the planning and monitoring process.

This team is located in the Department of County Management and reports directly to the chief operating officer.

**Performance Measures**

| Measure Type | Primary Measure  | FY15 Actual | FY16 Purchased | FY16 Estimate | FY17 Offer |
|--------------|--|-------------|----------------|---------------|------------|
| Output       | Development of long-range capital management "master plan"                               | 0           | 1              | 1             | 1          |
| Outcome      | Percent of future infrastructure needs accurately identified                             | 0           | 0              | 0             | 100%       |
| Output       | Annual report on capital planning program presented to the Board of County Commissioners | 0           | 0              | 0             | 1          |
| Output       |  | 0           |                |               |            |

**Performance Measures Descriptions**

The capital asset strategic planning program was a new program offer for FY16. First year milestones include the hiring of a capital planning director, formation of a capital planning steering committee charter and a scaled implementation plan. The program is expected to be fully implemented over fiscal years 2016 - 2018.

Revenue/Expense Detail

|                        | Proposed General Fund | Proposed Other Funds | Proposed General Fund | Proposed Other Funds |
|------------------------|-----------------------|----------------------|-----------------------|----------------------|
| Program Expenses       | 2016                  | 2016                 | 2017                  | 2017                 |
| Personnel              | \$339,900             | \$0                  | \$275,232             | \$0                  |
| Materials & Supplies   | \$7,750               | \$0                  | \$7,750               | \$0                  |
| Internal Services      | \$2,000               | \$0                  | \$1,826               | \$0                  |
| <b>Total GF/non-GF</b> | <b>\$349,650</b>      | <b>\$0</b>           | <b>\$284,808</b>      | <b>\$0</b>           |
| <b>Program Total:</b>  | <b>\$349,650</b>      |                      | <b>\$284,808</b>      |                      |
| <b>Program FTE</b>     | 2.00                  | 0.00                 | 2.00                  | 0.00                 |

| Program Revenues     |            |            |            |            |
|----------------------|------------|------------|------------|------------|
| <b>Total Revenue</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |

Explanation of Revenues

This program is supported by county General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72013-16 Capital Asset Strategic Planning