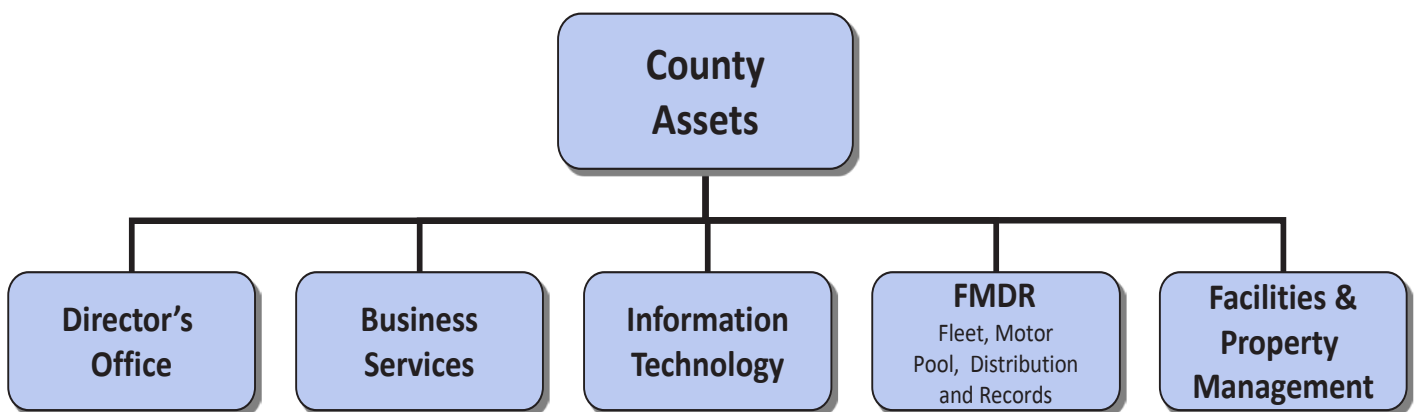


## Department Overview

The Department of County Assets (DCA) plans for, acquires, maintains and manages County assets. DCA coordinates the use of tools, infrastructure, employees and programs for the efficient and effective delivery of critical community services in order to ensure that those who serve the community have what they need to provide excellent services. DCA strives for a thriving community built on information, spaces, and services for everyone.

DCA is comprised of the Director's Office and four divisions:

- The Director's Office provides strategic leadership and planning, human resources, diversity and equity, and budget and capital planning support for the overall Department. The Director's Office identifies and evaluates opportunities to implement best practices, integrate service delivery, streamline and improve administrative functions, and promote innovative business tools and processes.
- The Business Services Division provides procurement, contracting, finance, accounts payable, and other services to DCA. The team also provides countywide strategic sourcing functions and provides procurement, contracting, and administrative support to non-departmental agencies and offices (NOND).
- Facilities and Property Management (FPM) manages over 3.8 million gross square feet of offices, libraries, courts, detention centers, shops, clinics, shelters, and other leased and owned space in more than 150 locations.
- Information Technology (IT) provides telecommunication, network, and hardware support, and manages over 10,000 PCs, laptops, and tablets, 6,900 phone numbers, 120 network circuits, 700 servers and about 500 business applications that provide data to inform County program decision making.
- Fleet, Motor Pool, Records, and Distribution maintain and manage fleet and motor pool vehicles; maintain and archive County records; and provide pickup and delivery of mail and other items.



### Budget Overview

The FY 2023 budget for the Department of County Assets (DCA) is \$666.3 million, a \$34.0 million increase from the FY 2022 budget. It includes: \$10.5 million in the General fund, \$173.2 million in Internal Service funds and \$480.1 million in Capital funds. Internal Service funds are primarily facilities, information technology and fleet related and are funded by charges to all departments. \$2.4 million is budgeted in the Coronavirus (COVID-19) Response Fund.

Increases totaling \$34.0 million include the following: \$21.7 million in the Behavioral Health Resource Center Capital Fund which was not budgeted in the FY 2022 Adopted budget, \$7.3 million in the new Justice Center Capital Fund to upgrade the electrical system, and \$7.7 million in the Information Technology Capital Fund which includes \$2 million for IT reinvestment. There is an increase \$3.8 million in personnel costs and 9.50 FTE in DCA, mostly in the Facilities and Property Management and Information Technology divisions.

The following programs are new or restructured: A full list of new DCA programs can be found in the Budget Director’s Message.

- Library Capital Bond Construction projects are now budgeted in distinct programs by project (78228A-J) \$416,557,464.
- Countywide Safety and Security Infrastructure (78003B) \$1,000,000.
- Facilities capital projects such as the Justice Center Critical Electrical System Upgrade (78233B), New Animal Services Facility (78234) and Walnut Park Redevelopment Planning (78235) \$8,600,916.
- Information Technology capital projects such as Food Handler Replacement (78301F), Red Cap and Lawlog (78301G), SQL Server Upgrade Phase 2 (78301H), Radio System Replacement (78304B), Financial Data Mart (78329) and CEDARS Replacement (78330) \$7,800,000.

Budget Trends	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	361.50	384.50	384.50	394.00	9.50
Personnel Services	\$58,462,806	\$63,298,861	\$67,652,795	\$71,487,878	\$3,835,083
Contractual Services	36,062,596	45,481,584	469,520,090	486,635,511	17,115,421
Materials & Supplies	40,135,289	56,157,730	50,496,527	53,849,847	3,353,320
Internal Services	29,562,344	29,042,476	27,146,167	28,294,306	1,148,139
Debt Service	0	0	0	7,097,729	7,097,729
Capital Outlay	<u>2,663,786</u>	<u>14,212,879</u>	<u>17,483,705</u>	<u>18,939,618</u>	<u>1,455,913</u>
<b>Total Costs</b>	<b>\$166,886,821</b>	<b>\$208,193,528</b>	<b>\$632,299,284</b>	<b>\$666,304,889</b>	<b>\$34,005,605</b>

Does not include cash transfers, contingencies or unappropriated balances.

## Successes and Challenges

DCA's FY 2022 strategic project accomplishments include:

- Supported the opening of three shelters and motels for vulnerable populations
- Adapted County facilities to respond to catastrophic heat and smoke events
- Completed the second year of the Equity in Budgeting initiative
- Rollout of the three-year Strategic Plan
- Hired the Digital Access Coordinator
- Updated the Animal Services Website to a new platform incorporating automated testing
- Fleet and IT worked with the Multnomah County Library to design and roll out the new Library Tech Mobile
- Confirmed new safe and secure Enterprise CarShare rental location
- Supported the effective operation of three mass vaccinations sites
- Launched Multco Capstone as the county's strategy for management of email, text, and chat records.
- Expanded functionality of the county's enterprise electronic document and records management system (EDRMS) Content Manager to manage public-facing documents and internal documents
- Successfully modified contracts and implemented Emergency Resumption of On-Site Services Protocols with the Health Department and Language Services Providers

Important projects in process include:

- Continued construction of the Behavioral Health Resource Center
- Established the Library Capital Program Office and securing properties for two new library facilities
- Library Capital Bond Project kicked off five major projects
- County Electric Vehicle Strategy
- Successfully completed the South East Health Center and Portland Portal renovations
- Implementation of the new construction project management software
- Successfully completed a major system update to the Fleet Management Information System

## Successes and Challenges (continued)

DCA considers County values and industry best practices in all of its work:

- FPM construction projects support sustainability and Certification Office for Business Inclusion and Diversity (COBID) participation;
- IT work includes design characteristics based on user centered principles, using agile methodologies, and anticipation of technology use by people with various abilities;
- DCA's continued partnership with CityFleet brings best practices to fleet maintenance;
- The Digital Access program is developing recommendations to ensure that every County resident has access to the internet; and
- DCA's strategic sourcing efforts employ procurement best practices and incorporate sustainability, buying local and equity values.

Key challenges include:

- Pandemic-related supply chain delays in Fleet, Facilities and Technology impacting DCA's ability to deliver timely services
- Unpredictable availability and costs of labor and materials in the maintenance and construction industries
- Preventative maintenance delays due to the high amount of reactive work
- Maintaining affordability and high quality services in a high demand, high cost market supporting unique shelter models and population needs
- Recruiting in a tight labor market

## COVID-19 Impacts

In order for County Assets to provide ongoing support and decrease the impacts to County Departments throughout the pandemic, we reprioritized the focus of our projects and services.

A summary of impacts includes:

- Some Facilities and IT projects were put on hold or delayed due to availability of resources, changing priorities, and supply chain interruptions.
- Staff members were reassigned to support the Emergency Operations Center, creating resource gaps in some areas.
- Many staff members from all divisions supported the COVID response by providing services to the Emergency Operations Center and distancing shelters.
- The CarShare program has been shut down due to lack of demand, with a possibility of reopening in FY 2023.
- We have addressed COVID ventilation needs by replacing air filters with high MERV ratings, adding air scrubbers to some locations, and opening air vents.
- With more than half of the County's staff members continuing to work from home, DCA is continuing to support the County's transition to the future of work and evaluate employees' work arrangements based on customer and project needs.

## COVID-19 & American Rescue Plan

The following requests address Countywide needs created due to COVID: Continued improvement in air quality in County buildings, the technology to support a Hybrid workplace, and opportunities to provide access to internet services.

Program 78900 ARP-Facilities Air Quality Improvement \$800,000:

The goal of this program is to improve indoor air quality in multiple buildings. Approximately \$420,000 expected to be spent in FY 2022 on design and engineering in preparation of construction. This new request will be used to evaluate, modernize and/or upgrade HVAC systems in County-owned buildings. Environmental Health and Sustainability were consulted during the assessment process to assist in the prioritization of work. Various buildings will modernize their systems in FY 2023.

Program 78901 ARP-Staff Telework Software Bundle \$1,473,000

The County will continue to support employees working remotely and in the office as we transition out of the pandemic. The program includes hiring a staff person to lead the efforts to identify priority software and technology. \$622K expected to be spent in FY 2022. This new request is to identify, acquire, and implement new technology to support employees in a hybrid work environment. Microsoft MEM licensing \$538K, LDA position \$200K, and software, hardware, and meeting room equipment to support hybrid workplace \$735K.

### COVID-19 & American Rescue Plan (continued)

### Diversity, Equity, and Inclusion

Program 78902 Digital Access Coordinator \$165,592

This position supports the work necessary to coordinate opportunities to provide access to internet services throughout the county to community members who either do not have internet access or cannot afford internet services.

Equity and inclusion are core DCA values and we make an intentional effort to incorporate them into all of the work that we do. Externally, in our project partnerships with other departments, we apply an equity lens to all proposed solutions, operations, and sites. Internally, we are actively evaluating how we can make DCA a more inclusive workplace for everyone.

Because DCA provides internal services, we rely on information from other departments to understand the impacts our services have on different communities throughout the County. Through our planning and development conversations with other departments, we work to understand how we can better support their services and provide the data they need to make more equitable decisions. Additionally, this year we provided a three-part training to all managers to evaluate the role that equity plays in their budgeting decisions, understand where to get additional data, assess equity impacts within our program offers, and use our program offers as a way to transparently share our budget decisions with the community. We also created tools for managers to include their employees in program budget decision making.

We are evaluating the way equity shows up in the internal services that we provide in two ways. First, we try to understand how DCA services address disparities in our community through planning discussions with department partners. Examples of these services include support for JOHS programs to serve houseless community members, libraries, and social programs such as Preschool for All. Second, we strive to increase our ability to make data driven decisions and more strategically use our resources to understand the impact of County services within specific demographic groups. Data is driving the development and planning of critical community assets such as the Behavioral Health Resource Center, the Digital Access roadmap to address the digital divide, Homelessness Information System (HIMS), and many others.

Within DCA, we are working diligently to meet the County and our department workforce equity goals and increase the feeling of safety, trust, and belonging for all staff. We are in the midst of several initiatives in our ongoing commitment to intentionally create an inclusive work environment for everyone.

### Diversity, Equity, and Inclusion (continued)

When the County implemented the Workforce Equity Strategic Plan (WESP) in 2019, DCA created an Equity Committee to monitor the recommendations implementation. Since initially implementing the recommendations, the Equity Committee and DCA HR have created a process to evaluate and refine the initiatives and while also continuing to introduce new programs. This year, the committee and many others are focused on evaluating and improving our career pathway resources, implementing a 360 manager review program, piloting a process for the Equity Committee’s review of the department’s program offers, and analyzing the demographic results of our department wide pulse engagement survey.

The Equity Committee has also been piloting a micro-training program this year designed to assess equity trainings to be rolled out to the DCA Management Team as well as all employees. The micro-trainings this year have ranged in topics from Dismantling White Supremacy, Decolonization, and Leading with Race.

One of our key tools for assessing employee feelings of inclusion in the department is our monthly pulse employee engagement survey. The survey gives us the ability to gauge changes in employee feelings of safety, trust, and belonging over time by specific team and demographic information. It is also a way for employees to provide anonymous comments and suggestions to the DCA Leadership Team to shape the way the department works. As we enter our second year using the tool, we are looking at more specific ways to address trends in some areas including focus groups, listening sessions, and individual manager coaching.

Lastly, we recently hired our new Equity and Inclusion manager. This position will be a key leader in continuing to define our department equity strategy.

### Budget by Division

Division Name	FY 2023 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$5,146,857	\$0	\$5,146,857	19.00
Business Services	5,156,542	0	5,156,542	29.00
Facilities & Property Management	226,452	591,603,033	591,829,485	142.75
Information Technology	0	91,509,753	91,509,753	177.50
Fleet, Motor Pool, Distribution Services & Records	0	23,507,388	23,507,388	25.75
COVID-19 & American Rescue Plan	0	2,438,592	2,438,592	0.00
<b>Total County Assets</b>	<b>\$10,529,851</b>	<b>\$709,058,766</b>	<b>\$719,588,617</b>	<b>394.00</b>

*Includes cash transfers, contingencies and unappropriated balances*

### Director's Office

The Department of County Assets (DCA) Director's Office provides leadership, strategic direction, assessment, and accountability in the oversight and management of County assets. This work includes information technology (IT), facilities and property management (FPM), fleet, records, motor pool, and distribution services, and oversight of the Budget and Planning, Human Resources, and Business Service teams. The Director's Office works with County departments and elected officials to establish priorities and guidelines for department-wide engagement in strategic countywide initiatives including the Future of Work, the Workforce Equity Strategic Plan, Climate Action Plan, and the COVID-19 Response. DCA ensures that those who serve the community have what they need to provide excellent services and envisions a thriving community built on information, spaces, and services for everyone. DCA's goals include delivering timely and valuable services, building and maintaining relationships, building and promoting a high quality and diverse workforce that feel safe bringing their whole self to work, developing practices to streamline processes and deliver value, and promoting a culture of innovation, creative problem solving, and continuous improvement. The DCA Director's Office provides leadership, strategic direction, operational assessment, and accountability to ensure these goals are met.

The Director's Office is responsible for leading key initiatives for the Department including:

- Rollout of the department three-year Strategic Plan
- Employee engagement plan and pulse survey
- Annual DCA All Staff event designed to foster relationships and communication
- Equity Strategy including monitoring the WESP recommendations
- Space consolidation study that will provide information to guide the County's future facilities footprint
- Development of the County Digital Access roadmap
- County Electric Vehicle Strategy

### Significant Changes

Workplace Security program and funding of \$600K transfer from DCA to the Department of County Management (DCM).

Program 78003B is funded with \$1.0 million one-time-only funding for Infrastructure improvements to support the Workplace Security Program.

Program 78001 increases 1.00 FTE - a transfer from program 78228A Library Capital Bond Project.

Program 78902 Digital Access Coordinator - funding for this program changed from one-time-only general funds to one-time-only American Rescue Plan Act funding.



### Business Services

The Department of County Assets (DCA) Business Services Division provides the business and finance expertise to support DCA. Business Services serves as the trusted stewards of public dollars and as such provide core accounting functions, ensure internal controls and compliance with GAAP, GASB and GFOA accounting and contracting policies, standards, requirements and best practices.

This program provides strategic leadership in finance and accounting, procurement, contracting, and strategic sourcing services to DCA in these three functional areas:

1. Procurement and Contracting provides contract development, negotiation, risk assessment, risk management, vendor management and contract administration in the areas of commercial services, construction, leases, software acquisition and maintenance, repair, architecture and engineering across County operations.
2. Finance supports DCA and Non-Departmental offices with administrative services which include capital project accounting and administration, accounts receivable, accounts payable, grant accounting, travel arranging and reconciliation, procurement card management services, and general accounting support.
3. Strategic Sourcing focuses on the selection and sourcing of goods and services applicable to all departments across the County. DCA Business Services teams participate in Countywide strategic committees such as the Financial Management Forum, Procurement Committees and Finance Users Groups

### Significant Changes

Program 78101A DCA Business Services Procurement & Contracting: Personnel changes include a net decrease of 0.5 FTE. This is a combination of additional 0.5 FTE and a reduction of 1.0 FTE due to a reorganization of management and staff.

Program 78101B BST Procurement and Contracting Positions: New OTO program adds 1.0 FTE contract specialist senior position.

Program 78104 DCA Business Services Countywide Strategic Sourcing: Net increase of 0.25 FTE due to a reorganization of management.

## Facilities and Property Management

The Facilities and Property Management Division (FPM) manages or coordinates work at over 3.8 million gross square feet of owned and leased space in 156 buildings across the County. FPM's mission is to proactively plan, operate and manage County properties in a safe, accessible, effective, and efficient manner. FPM strives to provide innovative, sustainable, and affordable solutions for the delivery of effective County public services.

While buildings are FPM's business, people are its purpose. In addition to serving clients' specific needs, FPM has a broader vision of supporting thriving communities and promoting stewardship of taxpayers' assets. FPM strives to limit the County's environmental impact through energy efficiency projects, recycling initiatives, sustainable procurement processes and Green Building construction practices.

In FY 2023, FPM will continue to serve all departments and programs in the County. FPM will support the Joint Office of Homeless Services in their efforts to provide solutions for the houseless community across our County. FPM will work closely with the Library Capital Bond Program team to implement the major construction and renovation projects funded by the Library Bond Program. FPM will support the Department of County Human Services and their space needs for the Preschool for All Program. FPM will continue efforts to support the County's diversity, equity and inclusion goals by ensuring our buildings are welcoming, safe and accessible for all County staff and residents.

## Significant Changes

Program 78200B adds 1.00 FTE Administrative Analyst Senior. Program 78202A increased 1.00 FTE Building Automation Specialist and 1.00 FTE Carpenter to allow adequate coverage for FPM's increased building portfolio. Program 78203A increased 1.00 FTE Property Manager to address increased building portfolio with Joint Office expansions and \$165K Contractual services at the new courthouse and enhanced security services. Program 78203B is a new program which adds \$100,000 to support the transition from gas to electric leaf blowers. Program 78204 Facilities Capital Operation Costs to increase 1.00 FTE Project Manager (budget neutral conversion of LDA to FTE) to support execution of the Asset Preservation, Capital Improvement, and the Library's 5 year capital improvement plan. Program 78209 Facilities Lease Management adds Whitaker Way and Arbor Lodge (Joint Office of Homeless Services), Multnomah County Sheriff's Office Portland Portal, EOC Operations and Arcoa (Library Bond Program) leases. Program 78228 Library Capital Bond Construction is scaled to ten programs by individual projects. 1.00 FTE is transferred to Program 78001 Human Resources as recruitments are complete for Bond personnel. Program 78233B Justice Center Critical Electrical System Upgrade - Bus Duct Replacement is funded with General Fund \$1.2 million, City of Portland \$5.5 million, BWC carryover \$600K from Program 78233A. This is a multi-year project estimated to cost \$24M. Program 78235 Walnut Park Redevelopment Planning is funded with one-time-only General Fund \$200,000. This is a multi-year project and these funds will provide the funding for consulting services to continue to develop a plan for Walnut Park.

### Information Technology

Information Technology's (IT's) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide County employees, residents and visitors the technology and information they need, any time, any place. IT diligently focuses its mission and vision on providing affordable services and technologies its customers deserve. This has never more been the case than in the pandemic, where employees transitioned overnight to working outside of the office. The mission and vision guide the development and implementation of the County's FY 2023 technology initiatives. This solid framework empowers IT employees to solve challenges by focusing on priority projects and by embracing new technologies to enhance service and reduce costs. Equity and sustainability are key elements of decision-making when evaluating new processes and technology options through the use of the five Ps of the equity lens.

The IT Division manages more than 10,000 PCs, laptops, and mobile devices, 6,900 phone numbers, 700 servers, 120 network circuits and approximately 500 business applications. IT supports a wide array of business applications across primary health care, social services, transportation, bridges, facilities, finance, payroll, benefits, animal services, elections, emergency management, assessment and taxation, land use planning, libraries, detention center management and community justice. IT also supports the County's public facing web presence, and an employee intranet. Employees using these systems are located in more than 140 County sites as well as thousands of remote locations, and the technologies required are as diverse as the lines of business.

### Significant Changes

Program 78301A IT Innovation and Investment Projects received \$2.0 million to replenish funding source for ongoing and future projects within the Technology Improvement Program (TIP). Program 78301F TIP- Food Handler Replacement and 78301G - Red Cap and Lawlog are funded with \$250,000 one-time-only General Funds. New systems will be identified and implemented and the old systems will be decommissioned. Program 78301H - SQL Server Upgrade phase 2 is funded with \$300,000 General Funds and supports the upgrade of the County's database infrastructure known as SQL Server. Program 78305 IT Mobile Device Expense Management has significant increase in mobile device services costs due to the nearly 50% increase in device counts. Program 78311B adds 1.00 FTE IT Manager 2 and 1.50 FTE BSA Senior. These new positions will support the Joint Office, District Attorney's Office and DCA. Program 78328 District Attorney's Case Management for Prosecutors NextGen Implementation, \$722,087 for a reconstructed program to develop a complete paperless office and eDiscovery. Program 78329 Financial Data Mart is funded with \$400,000 General Funds. Program 78330 CEDARS Replacement is a multi-year project and is funded with \$5.0 million in General Funds with the first year focused on analyzing the business needs and potential solutions will be identified.

### Fleet, Motor Pool, Distribution and Records

### Significant Changes

In the Department of County Assets (DCA), the Fleet Services, Motor Pool, Records Management, and Distribution Services, support all County departments and agencies.

- Fleet Services is responsible for providing vehicle and equipment maintenance and repair services, including offering transportation and related support services that are responsive to the needs of all agencies throughout Multnomah County.
- The Motor Pool Program supplies a shared pool of vehicles and carsharing options for County use, enabling employees an accessible and convenient option for work-related travel. Motor Pool services provide important short-term transportation options for staff working at off-site locations.
- Records Management supports creation, storage, retrieval, accessibility, protection, preservation, research, destruction and access to public records dating back to 1849; and leads and supports countywide strategic information initiatives.
- Distribution Services provides distribution logistics across more than 95 County locations. We support the County's equity initiative by managing the logistical needs of departments, community members and vulnerable populations. Serving as the centralized mailing center, Distribution Services moves a variety of items every day, including U.S. Mail, County records, interoffice mail and recyclables.

Fleet Services: The following areas have continued to be impacted by COVID-19: Delays caused by cleaning and sanitation protocols and increased vehicle down time, vehicle supply chain, and delayed work by outside providers

Motor Pool: CarShare services were closed due to COVID and decreased demand as employees worked from home. Motor Pool leadership shifted County staff to use Motor Pool resource and Enterprise rental car services. These shifts in services provided support and essential transportation to County programs.

Records: The program adapted reference services to ensure public access to records continues despite closures and a lack of in person access. Due to COVID-19, county workforce members that regularly use Records Center storage, retrieval, electronic document and records management system services transitioned to hybrid work environments, resulting in changes to the types of support and services needed.

Distribution: Due to COVID, some of this work has shifted from supporting in-person programs like the student health centers to more freight movement of palletized supplies.

### Department of County Assets

The following table shows the programs that make up the department's total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
<b>DCA Director's Office</b>					
78000A	DCA Director's Office	\$1,191,685	\$0	\$1,191,685	4.00
78001	DCA Human Resources	1,562,227	0	1,562,227	8.00
78002	DCA Budget & Planning	1,392,945	0	1,392,945	7.00
78003B	Countywide Safety and Security Infrastructure	1,000,000	0	1,000,000	0.00
<b>Business Services</b>					
78101A	DCA Business Services Procurement & Contracting	3,022,852	0	3,022,852	16.50
78101B	BST Procurement and Contracting Positions	154,772	0	154,772	1.00
78102	DCA Business Services Finance	1,506,209	0	1,506,209	9.00
78104	DCA Business Services Countywide Strategic Sourcing	472,709	0	472,709	2.50
<b>Facilities &amp; Property Management</b>					
78200A	Facilities Director's Office	0	3,618,734	3,618,734	9.75
78200B	Facilities Administration Position	126,452	0	126,452	1.00
78201	Facilities Debt Service and Capital Fee Pass Through	0	6,345,663	6,345,663	0.00
78202A	Facilities Operations and Maintenance	0	27,531,345	27,531,345	78.50
78202B	Facilities Operations and Maintenance Position	0	123,621	123,621	1.00
78203A	Facilities Client Services	0	15,434,426	15,434,426	10.20
78203B	Facilities Client Services- Transition to Electric Powered Landscaping	100,000	0	100,000	0.00
78204	Facilities Capital Operation Costs	0	2,533,193	2,533,193	11.90
78205	Facilities Capital Improvement Program	0	23,351,461	23,351,461	0.00
78206	Facilities Capital Asset Preservation Program	0	28,649,521	28,649,521	0.00
78207	Facilities Interiors Group	0	832,403	832,403	4.40
78208	Facilities Utilities	0	6,744,220	6,744,220	0.00
78209	Facilities Lease Management	0	10,114,470	10,114,470	2.00
78210A	Facilities Strategic Planning and Projects	0	1,523,335	1,523,335	6.00
78210B	Facilities Vance Property Master Plan	0	150,619	150,619	0.00
78212	Facilities Downtown Courthouse	0	6,113,978	6,113,978	0.00
78213	Library Construction Fund	0	9,420,382	9,420,382	0.00
78214	Health Headquarters Construction	0	260,000	260,000	0.00

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Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
<b>Facilities &amp; Property Management (contd.)</b>					
78215	South East Health Center	0	600,000	600,000	0.00
78219	Behavioral Health Resource Center Capital	0	21,694,000	21,694,000	0.00
78221	MCDC Detention Electronics	0	730,674	730,674	0.00
78227	MCSO River Patrol Boathouses Capital Improvements	0	672,608	672,608	0.00
78228A	Library Capital Bond Construction	0	79,427,868	79,427,868	18.00
78228B	Library Capital Bond Construction: Operations Center	0	53,678,128	53,678,128	0.00
78228C	Library Capital Bond Construction: Midland Library	0	29,513,401	29,513,401	0.00
78228D	Library Capital Bond Construction: Holgate Library	0	26,092,067	26,092,067	0.00
78228E	Library Capital Bond Construction: North Portland Library	0	11,071,311	11,071,311	0.00
78228F	Library Capital Bond Construction: Albina Library	0	46,535,885	46,535,885	0.00
78228G	Library Capital Bond Construction: East County Flagship Library	0	124,496,139	124,496,139	0.00
78228H	Library Capital Bond Construction: Belmont Library	0	26,123,112	26,123,112	0.00
78228I	Library Capital Bond Construction: Northwest Library	0	11,010,920	11,010,920	0.00
78228J	Library Capital Bond Construction: St. Johns Library	0	8,608,633	8,608,633	0.00
78233B	Justice Center Critical Electrical System Upgrade - Bus Duct Replacement	0	7,900,916	7,900,916	0.00
78234	New Animal Services Facility	0	500,000	500,000	0.00
78235	Walnut Park Redevelopment Planning	0	200,000	200,000	0.00
<b>Information Technology</b>					
78301A	IT Innovation & Investment Projects	0	2,941,141	2,941,141	0.00
78301B	Pre-School for All Technology Solution	0	594,093	594,093	0.00
78301D	Technology Improvement Program-SQL Server Upgrade and Migration	0	51,976	51,976	0.00
78301F	Technology Improvement Program - Food Handler Replacement	0	250,000	250,000	0.00
78301G	Technology Improvement Program - Red Cap and Lawlog	0	250,000	250,000	0.00
78301H	Technology Improvement Program: SQL Server Upgrade Phase 2	0	300,000	300,000	0.00
78302	IT Planning, Projects & Portfolio Management	0	3,172,480	3,172,480	10.00
78303	IT Help Desk Services	0	1,175,809	1,175,809	7.75
78304A	IT Telecommunications Services	0	2,919,747	2,919,747	5.00
78304B	Radio System Replacement	0	1,600,000	1,600,000	0.00

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Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
<b>Information Technology (continued)</b>					
78305	IT Mobile Device Expense Management	0	2,290,987	2,290,987	1.00
78306	IT Network Services	0	4,832,558	4,832,558	7.00
78307	IT Desktop Services	0	3,283,418	3,283,418	19.50
78308	IT Asset Replacement	0	7,765,432	7,765,432	0.00
78309	IT Health and Human Services Application Services	0	2,500,612	2,500,612	6.00
78310	IT Public Safety Application Services	0	4,040,133	4,040,133	19.00
78311A	IT General Government Application Services	0	1,991,960	1,991,960	9.00
78311B	IT General Government Application Services Position	0	541,000	541,000	2.50
78312A	IT Data & Reporting Services	0	8,196,601	8,196,601	32.00
78313	IT ERP Application Services	0	4,162,604	4,162,604	7.00
78314	IT Enterprise and Web Application Services	0	5,755,648	5,755,648	15.00
78315	IT Library Application Services	0	662,909	662,909	2.00
78316	IT Shared Operating Expenses	0	15,933,009	15,933,009	4.00
78317	IT Data Center & Technical Services	0	6,370,198	6,370,198	24.75
78322	Electronic Medical Records Corrections Health Juvenile Detention	0	646,777	646,777	0.00
78323	Capital Project Management Software	0	422,470	422,470	0.00
78327	IT Cybersecurity and Data Compliance Services	0	2,736,104	2,736,104	6.00
78328	District Attorney's Case Management for Prosecutors NextGen Implementation	0	722,087	722,087	0.00
78329	Financial Data Mart	0	400,000	400,000	0.00
78330	CEDARS Replacement	0	5,000,000	5,000,000	0.00
<b>Fleet, Motor Pool, Distribution and Records</b>					
78400	Fleet Services	0	6,508,295	6,508,295	11.00
78401	Fleet Vehicle Replacement	0	10,921,339	10,921,339	0.00
78402	Motor Pool	0	1,649,164	1,649,164	2.25
78403	Distribution Services	0	2,090,528	2,090,528	6.50
78404	Records Management	0	2,338,062	2,338,062	6.00

# County Assets

fy2023 adopted budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
<b>COVID-19 &amp; American Rescue Plan</b>					
78900	ARP - Facilities Air Quality Improvements	0	800,000	800,000	0.00
78901	ARP - Staff Telework Software Bundle	0	1,473,000	1,473,000	0.00
78902	ARP - Digital Access Coordinator	<u>0</u>	<u>165,592</u>	<u>165,592</u>	<u>0.00</u>
Total County Assets		\$10,529,851	\$709,058,766	\$719,588,617	394.00

*Includes cash transfers, contingencies and unappropriated balances*





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$902,687	\$0	\$938,434	\$0
Contractual Services	\$290,861	\$0	\$80,000	\$0
Materials & Supplies	\$53,591	\$0	\$73,881	\$0
Internal Services	\$114,366	\$0	\$99,370	\$0
<b>Total GF/non-GF</b>	<b>\$1,361,505</b>	<b>\$0</b>	<b>\$1,191,685</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,361,505</b>		<b>\$1,191,685</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,291,156	\$0	\$1,183,778	\$0
<b>Total Revenue</b>	<b>\$1,291,156</b>	<b>\$0</b>	<b>\$1,183,778</b>	<b>\$0</b>

Explanation of Revenues

Cost of the Director's Office are allocated proportionately among the County's internal services. Internal service charges recover the costs associated with supporting Facilities and Property Management, Information Technology, Fleet and Distribution funds.

Significant Program Changes

Last Year this program was: FY 2022: 78000 DCA Director's Office

No COVID budget impact. Due to the pandemic, most work has transitioned to a remote setting.

In FY 2022, this program offer (78000) included a \$200,000 increase in Professional Services supported by the County Chair to begin to address a Countywide Physical Security Program. This budget has been mapped to the Workplace Security program offer (78003) in FY 2023.

**Department:** County Assets

**Program Contact:** Susan Yee

**Program Offer Type:** Support

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The goal of the Human Resources (HR) team is to support Department of County Asset (DCA) employees by recruiting; hiring; onboarding; developing; and sustaining a healthy, diverse, and inclusive workforce. The HR team demonstrates the County's values of social justice, stewardship, sustainability and innovation by providing direct employee relations and workforce equity related services for about 450 employees and contingent workers for DCA. This team is under the direction of the Human Resources Manager and reports to the DCA Director.

### Program Summary

To achieve our goal of "a healthy, diverse, and inclusive workforce", the HR team is a strategic business partner for managers and employees in numerous ways. HR staff work directly with managers on succession planning, workforce development, and managing job recruitments while ensuring compliance with the civil service process. They help monitor the timely and thorough completion of performance plans and appraisals, as well as advise managers on appropriate evaluation criteria and processes for all employees. They maintain employee information systems, data entry, complex records management and compliance, including timekeeping and required training. With respect to labor relations, the HR team interprets collective bargaining agreements and personnel rules, and participates on labor/management and bargaining teams. We work to ensure department compliance with the county's compensation and classification plans and policies.

The HR team also provides leadership, strategic planning and accountability regarding workforce diversity, equity and inclusion (DEI). To understand the unique needs and goals of DCA employees, we utilize several methods including: Countywide employee survey data, department pulse survey data, direct employee and group feedback sessions. HR staff create effective DEI strategies and tools for employees and managers, participate in the department equity action team and collaborate with the Complaints Investigation Unit (CIU) to make sure we are supporting employees most negatively impacted.

This program is an administrative program within DCA providing a full range of HR services to approximately 350 regular and limited duration employees and approximately 20 temporary and/or on-call employees of the DCA divisions, which in turn serve the other County Departments. The supported employees include 190 members of AFSCME Local 88, 16 members in IUOE Local 701 (Operating Engineers) and 25 members of IBEW Local 48 (Electrical Workers). Additionally, there are 65 executive and management employees. All DCA employees can request HR services at any time by directly contacting the HR team.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of recruitments	51	50	65	60
Outcome	Percent of recruitments that are successful (end in a hire).	80.4%	NA	76%	90%
Output	% of new & transferring regular employees that receive all performance reviews during their trial service period.	81.8%	NA	77.7%	95%

### Performance Measures Descriptions

PM #1 Output - Number of recruitments.

PM #2 Outcome - Percent of recruitments that are successful (end in a hire).

PM #3 Outcome - Percent of new and transferring regular status employees that receive all performance reviews during their trial service period.

## Legal / Contractual Obligation

Federal, state, and local laws and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability and Accountability Act, and other employment-related matters. Multnomah County Home Rule Charter including any Executive Orders, Administrative and Personnel Rules that are adopted. Three labor agreements necessitate contract compliance regarding wages, hours, working conditions and other employment-related matters.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,169,882	\$45,436	\$1,377,272	\$0
Contractual Services	\$15,000	\$0	\$15,000	\$0
Materials & Supplies	\$12,048	\$0	\$40,174	\$0
Internal Services	\$158,370	\$0	\$129,781	\$0
<b>Total GF/non-GF</b>	<b>\$1,355,300</b>	<b>\$45,436</b>	<b>\$1,562,227</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,400,736</b>		<b>\$1,562,227</b>	
<b>Program FTE</b>	7.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,355,300	\$0	\$1,457,657	\$0
<b>Total Revenue</b>	<b>\$1,355,300</b>	<b>\$0</b>	<b>\$1,457,657</b>	<b>\$0</b>

## Explanation of Revenues

Costs of the HR team are allocated proportionately among users. Internal service charges and general funds cover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds.

## Significant Program Changes

**Last Year this program was:** FY 2022: 78001 Human Resources

The staff in this program continue to routinely telework. One FTE transfer from the Library Capital Bond Program 78228A as recruitment needs for the project are completed.

**Department:** County Assets      **Program Contact:** Lisa Whedon  
**Program Offer Type:** Support      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

The Budget and Planning team provides financial planning, forecasting, and reporting services to the Department of County Assets (DCA) and development of Countywide cost allocations and recovery for DCA's internal services. Equity is incorporated throughout all phases of the budget process, from development and planning all the way through implementation, measurement, and evaluation.

### Program Summary

This program is a DCA administrative program and reports to the DCA director. Services are provided to DCA divisions, County departments, and external stakeholders. These services include providing planning and structure for the DCA funding, allocate costs equitably across the County and within DCA divisions, provide tools for budgeting and model scenarios, monitors budget to actual spend to ensure funding decisions are meeting intended targets, align with DCA and County values around equity and inclusion, and to determine if underserved populations are impacted by funding decisions. Funding decisions are discussed within DCA, the Chair's Office, Central Budget, County departments and with the Community Budget Advisory Board (CBAC).

This program coordinates Countywide annual internal service rate development and capital planning, monitor and report on internal services, Countywide asset management, capital improvement funds and large capital projects. The team also prepares monthly internal service cost allocation journal entries to recover costs from County departments and external stakeholders. Provide recommendations and data on internal cost allocation methods and strategies, capital planning and spending, and planning for long-term obligations.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Monthly and/or quarterly current year estimates meetings with Management	100%	100%	100%	100%
Outcome	Monitor and communicate actual expenditures to budget ensuring funding decisions are followed	100%	100%	100%	100%

### Performance Measures Descriptions

Monitor and communicate actual expenditures to budget to ensure funding decisions are followed. Create awareness and inform decision makers.

## Legal / Contractual Obligation

Oregon Budget Law (ORS Chapter 294), Federal Office of Management & Budget circulars A-133 and A-87, Government Accounting Standards Board statements and pronouncements, County Administrative Procedures.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
Personnel	\$1,188,015	\$0	\$1,242,960	\$0
Materials & Supplies	\$19,154	\$0	\$36,124	\$0
Internal Services	\$129,573	\$0	\$113,861	\$0
<b>Total GF/non-GF</b>	<b>\$1,336,742</b>	<b>\$0</b>	<b>\$1,392,945</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,336,742</b>		<b>\$1,392,945</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$1,336,742	\$0	\$1,387,623	\$0
<b>Total Revenue</b>	<b>\$1,336,742</b>	<b>\$0</b>	<b>\$1,387,623</b>	<b>\$0</b>

## Explanation of Revenues

Costs are allocated and recovered proportionately among the County's internal services. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds.

## Significant Program Changes

**Last Year this program was:** FY 2021: 78100 Administrative Hub Budget & Planning

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually.

<b>Department:</b>	County Assets	<b>Program Contact:</b>	Tracey Massey
<b>Program Offer Type:</b>	Innovative/New Program	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>	72056		
<b>Program Characteristics:</b>	One-Time-Only Request		

### Executive Summary

The County is implementing a Workplace Security Program to provide a multi-disciplinary approach to safety and security for our employees across the County. This one-time-only offer will provide the funding for potential improvements to infrastructure as identified through facility assessments conducted as part of the overall Workplace Security Program.

### Program Summary

The County is facing increased safety and security issues at our facilities. Employees have expressed concerns about working in the downtown corridor and other County locations due to increased violence in the community. Staff have experienced an increase in physical threats in some locations. The new Workplace Security Program will assess security risks throughout the County's facilities and identify prioritized plans to improve our risk profile. This offer will provide funding for security related capital needs, such as metal detectors, security-related equipment, minor renovations designed to enhance security, and other tangible capital investments in the County's facilities.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete four (4) building risk assessments.	NA	NA	NA	100%
Outcome	The risk profile of prioritized buildings is reduced	NA	NA	NA	100%

### Performance Measures Descriptions

Develop a written plan for use of funds based on facilities assessment to reduce risk to four prioritized buildings.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$1,000,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,000,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:



**Department:** County Assets **Program Contact:** Heidi Leibbrandt  
**Program Offer Type:** Support **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

Procurement and Contracting (P & C) team is one of the three service teams in the Department of County Assets (DCA) Business Services Division. This team works collectively with the other DCA Business Services to deliver formal, informal and cooperative procurements and their related contracts, other purchase documents, and supplier management.

### Program Summary

This program includes the administrative group responsible for consultation, oversight and direct delivery of the procurement and purchasing of goods and services, and commercial, personal services and construction contracting (including software licensing and facilities). The staff supports the procurement and contracting requests of DCA and Non-Departmental employees by processing well over 1,400 transactions per year, ranging from a few dollars to tens of millions of dollars and from a simple contract amendment to a multi-million dollar request for proposal. The majority of these requests represent needs for all departments especially in the areas of Non-Departmental Offices, Elected Officials, Facilities and Property Management and Information Technology.

The program includes; commercial, personal services, construction, lease, software maintenance and repair, and architectural contract development; negotiation; risk assessment and management; supplier/vendor management; and ongoing contract administration. This group provides contract negotiation and process development as well as oversight and specialized expertise in the development and monitoring of large construction, facilities, software and hardware contracts. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices.

This program follows WESP & Think Yes principles to ensure inclusive, transparent and equitable processes through the lifespan of public procurement and contracting activities.

This program reports to the departmental Business Services/Deputy Director.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of procurements and contracts processed	1600	1600	2080	2400
Outcome	Percentage of contract processed following established processes	100%	100%	100%	100%

### Performance Measures Descriptions

PM #1 Output– Measures the total volume of procurements, contracts, amendments, renewals, credit card transactions, and purchase orders processed by the Procurement and Contracting staff.

PM #2 Outcome – Tracks the percentage of contracts issued under established processes demonstrating adequate controls are in place to ensure best purchasing practices.

## Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Construction and Architectural/Engineering contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurement, using cooperative agreements, must adhere to state and federal laws

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,247,739	\$282,232	\$2,602,546	\$0
Contractual Services	\$0	\$0	\$4,200	\$0
Materials & Supplies	\$34,275	\$0	\$63,040	\$0
Internal Services	\$348,979	\$0	\$353,066	\$0
<b>Total GF/non-GF</b>	<b>\$2,630,993</b>	<b>\$282,232</b>	<b>\$3,022,852</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,913,225</b>		<b>\$3,022,852</b>	
<b>Program FTE</b>	16.00	1.75	16.50	0.00

Program Revenues				
Other / Miscellaneous	\$2,521,810	\$0	\$2,777,979	\$0
<b>Total Revenue</b>	<b>\$2,521,810</b>	<b>\$0</b>	<b>\$2,777,979</b>	<b>\$0</b>

## Explanation of Revenues

Costs are allocated proportionately among users: Departments of County Assets, County Management, and Non-Departmental. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of DCA divisions (Facilities, Information Technology, Fleet, and Distribution Funds), and reimburse the General Fund for these services.

## Significant Program Changes

**Last Year this program was:** FY 2022: 78101 Business Services Procurement & Contracting

Net decrease of 0.5 FTE due to a transfer-in of 0.50 FTE from program offer 78316 and transfer-out 1.0 FTE to program offer 78307.

Due to Covid19 the staff in this program were moved to routine teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat. COVID related expenses are monitored and tracked. There have been and continue to be staff supporting the Emergency Operations Center and Joint Office of Homeless Services in response to the pandemic.

**Program #78101B - BST Procurement and Contracting Positions** 7/13/2022

<b>Department:</b>	County Assets	<b>Program Contact:</b>	Heidi Leibbrandt
<b>Program Offer Type:</b>	Innovative/New Program	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>	78101		
<b>Program Characteristics:</b>			

**Executive Summary**

This program offer is for a Contract Specialist Senior position. This position will fill a critical capacity need with the Procurement and Contracting Business Services team. The goal of this positions is to address the procurement backlog of contract renewals, as well as, the growth of IT contracting needs related to Emergency Operations, Preschool for All (PFA), Supportive Housing Services (SHS), American Rescue Funding (ARPA) and other new and emerging programmatic needs.

**Program Summary**

The work of the Procurement and Contracting Business Services team supports the Department of County Assets and Non-departmental contracting needs. Contracting staff have reached capacity and contracts are backlogged due to the increasing demand of contracting and procurement services. This position addresses this backlog of work caused by increased software and procurement requests across the County, and large new initiatives related to PFA, SHS, ARPA and other new and emerging programmatic IT technologies and needs.

The goal for this position is to address the pending contracting queue and to shorten the turnaround time for contract renewals and new work. This is critical to progressing information technology and facilities related projects. In addition, this position will address the added capacity with DCA's own division contracting needs. This program follows the Work Equity and Strategic Plan (WESP) and Think Yes principles to ensure inclusive, transparent and equitable processes through the lifespan of public procurement and contracting activities.

Performance Measures					
Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hire and onboard one position within the Business Services Procurement and Contracting program	N/A	N/A	N/A	1
Outcome	Reduce pending/ queued contracts and procurement	N/A	N/A	N/A	25%

**Performance Measures Descriptions**

Hire and onboard one position in DCA Contract and Procurement Division to reduce backlog in the contracts queue.

## Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Construction and Architectural/Engineering contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurement, using cooperative agreements, must adhere to state and federal laws

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$154,772	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$154,772</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$154,772</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

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

## Explanation of Revenues

This position will be funded with one-time-only General Fund and ongoing cost will be incorporated into the Department of County Assets internal service recovery.

## Significant Program Changes

Last Year this program was:

<b>Department:</b>	County Assets	<b>Program Contact:</b>	Patrick Williams
<b>Program Offer Type:</b>	Support	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>			
<b>Program Characteristics:</b>			

**Executive Summary**

The Department of County Assets (DCA) Business Services Finance team is one of the three service teams in the DCA Business Services Division. This team provides accounts receivable, accounts payable, capital project accounting, grant accounting, travel arranging and reconciliation, procurement card management services, and general accounting support to the DCA and to Non-Departmental County agencies and offices.

**Program Summary**

This program supports DCA and Non-Departmental offices with administrative services which include capital project accounting and administration, accounts receivable, accounts payable, grant accounting, travel arranging and reconciliation, procurement card management services, and general accounting support. This program reports to the departmental Business Services/Deputy Director.

Support also includes collaboration with departmental partners in the review, modification, and implementation of Administrative Procedures, County policies, and established fiscal processes to help ensure barriers for small, locally owned organizations are removed when conducting business with the County by balancing risk with fairness and equity. We also strive to remove barriers to County employees when travelling on County business, using County issued credit cards, and all other administrative processes and functions.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimate</b>	<b>FY23 Offer</b>
Output	Maintain quarterly aged receivable balance below \$100,000.	\$191,677	\$100,000	\$174,000	100,000
Outcome	Percent of invoices entered and paid within standard net 30	88%	88%	82%	90%

**Performance Measures Descriptions**

PM1 - This measure will show we are collecting from agencies in a timely manner and help improve the County's overall cash position.

PM2 - This measure will show we are entering in invoices and paying our vendors in a timely manner.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,247,059	\$0	\$1,322,016	\$0
Materials & Supplies	\$14,297	\$0	\$16,800	\$0
Internal Services	\$135,896	\$0	\$167,393	\$0
<b>Total GF/non-GF</b>	<b>\$1,397,252</b>	<b>\$0</b>	<b>\$1,506,209</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,397,252</b>		<b>\$1,506,209</b>	
<b>Program FTE</b>	9.00	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,174,647	\$0	\$1,226,449	\$0
<b>Total Revenue</b>	<b>\$1,174,647</b>	<b>\$0</b>	<b>\$1,226,449</b>	<b>\$0</b>

Explanation of Revenues

Costs are allocated proportionately among users: County internal services and the Department of County Assets. The General Fund supports charges apportioned to the non-departmental agencies. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2022: 78102 Business Services Finance

Due to COVID the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. COVID related expenses are monitored and tracked. There have been and continue to be many staff supporting the Emergency Operations Center and Joint Office of Homeless Services in response to the pandemic.

In FY 2022, 2 Finance Specialists 2 positions were reclassified to Finance Specialist Sr. which increased personnel costs.

**Department:** County Assets **Program Contact:** Tony Dornbusch

**Program Offer Type:** Support **Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Strategic Sourcing team is one of the three service teams in the Department of County Assets (DCA) Business Services Division. The team facilitates the consolidation of the County's purchasing power to find the best possible values in the marketplace, while adhering to County values. The seven step Strategic Sourcing practice is anchored in the identification of requirements and risks to the County, as well as adherence to County values and compliance with governing laws. The Seven Steps of Strategic Sourcing also includes a robust analysis of equity, economic, and environmental impacts and considerations. The Strategic Sourcing unit reports to the departmental Deputy Director.

**Program Summary**

Strategic Sourcing practices follow a holistic approach for the selection and sourcing of goods and services necessary to meet the requirements of an organization's operations. This effort includes several key tenets or procurement best practices: (1) Consolidating spend across all buyers with a small number of supplier partners so that the best prices can be achieved, (2) Considering the total life cycle cost of a product and service (not just the purchase price) when making a procurement decision, (3) Building mutually beneficial strategic partnership relationships with key suppliers, (4) Leveraging the capabilities and services of supplier partners to reduce internal operating costs, and (5) Leveraging technology to reduce operating costs, better manage spend and achieve better prices

Strategic Sourcing initiatives primarily support the acquisition of goods and services purchased Countywide. Support also includes collaboration with departmental partners in the review of Administrative Procedures and the implementation of best practices as necessary, in support of strategic sourcing initiatives. The Strategic Sourcing team chairs the County's Strategic Sourcing Council, which identifies and prioritizes initiatives based upon risk, value and impact across the County.

Based upon recent experiences with Emergency responses to fires, the pandemic, and sheltering requirements, in addition to a greater focus on Diversity, Equity and Inclusion, the focus of Strategic Sourcing and the associated performance measures are evolving to better align with the County's direction and strategies to respond to events encountered and values held by the County. In addition, current events, such as responses to emergencies, and other situations such as large influxes of funding, or spending on major construction projects can significantly impact the spend under Strategic Sourcing managed contracts, which may cause large fluctuations in the percentage of spend under Strategic Sourcing.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of strategic sourcing contracts reviewed and amended for emergency operations priority.	NA	80%	10%	60%
Outcome	Dollars spent under Strategic Sourcing Managed Contracts as a percentage of non-personnel dollars in th	NA	1.65%	1.59%	1.65%

**Performance Measures Descriptions**

PERFORMANCE MEASURE #1 - OUTPUT: Percentage of Strategic Sourcing initiatives/contracts now containing language to provide priority to County Programs during responses to emergencies.

PERFORMANCE MEASURE #2 - OUTCOME: The total amount spent under Strategic Sourcing Initiatives/Contracts as a percentage of the total amount of Non-personal services (i.e. excluding Health and Human Services) spent across the County.

## Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$345,091	\$0	\$422,822	\$0
Materials & Supplies	\$4,820	\$0	\$4,033	\$0
Internal Services	\$46,761	\$0	\$45,854	\$0
<b>Total GF/non-GF</b>	<b>\$396,672</b>	<b>\$0</b>	<b>\$472,709</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$396,672</b>		<b>\$472,709</b>	
<b>Program FTE</b>	2.25	0.00	2.50	0.00

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

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2022: 78104 Business Services Countywide Strategic Sourcing

Increase of 0.25 FTE due to a transfer of allocation from program offer 78316.

Due to Covid19 the staff in this program were moved to routine teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat



**Department:** County Assets

**Program Contact:** Dan Zalkow

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

DCA's Facilities and Property Management (FPM) Division Director's Office provides accountable leadership to connect, elevate, and be of service to the Division's work units, including client services, operations & maintenance, strategic planning, and project delivery. FPM administration includes ensuring that work to design, construct, renovate, operate, maintain, acquire and lease facilities is done with high quality, excellent service and equitable outcomes at the forefront of all decisions. As stewards of taxpayer's dollars, making good financial decisions is a high priority while also prioritizing the environmental and social impact of decisions. The FPM team strives to ensure County facilities are welcoming, safe and accessible.

**Program Summary**

The FPM Director's Office provides oversight and guidance on the acquisition, operation, and maintenance of County-owned and County-leased properties, and planning and construction projects. We ensure that thoughtful decisions are made to ensure that buildings are in good condition and are welcoming to all occupants and visitors. We ensure that design and construction projects are implemented and delivered with high quality, effective management and a collaborative approach.

The Director's Office leverages the County's Workforce Equity Strategic Plan and DCA's Strategic Plan to guide its efforts to create a work environment where everyone feels that they belong. Teams are supported in their work to work respectfully, professionally and well with all County departments and programs. We use our core values of equity, collaboration, innovation, and integrity when making recommendations on real estate and facilities issues. Our technology and systems analytics teams centralize and maintain all critical building information, coordinate technology systems, administer division-wide process improvement projects, and provide data and metrics so managers can measure success and see how the work they do matters.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of goals among 10 where significant progress is made in the division's DEI Readiness Action Plan	N/A	8	5	10
Outcome	Improvement in average employee engagement score over the previous year.	N/A	N/A	N/A	50%

**Performance Measures Descriptions**

PM #1 - FPM's DEI Readiness Action Plan includes ten areas of focus developed that support the County's DEI goals.

PM #2 - Improvement in average employee engagement score over the previous year. Measures employee engagement through a monthly one-question survey.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,559,165	\$0	\$1,616,063
Contractual Services	\$0	\$511,125	\$0	\$11,570
Materials & Supplies	\$0	\$64,906	\$0	\$147,571
Internal Services	\$0	\$1,838,569	\$0	\$1,843,530
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,973,765</b>	<b>\$0</b>	<b>\$3,618,734</b>
<b>Program Total:</b>	<b>\$3,973,765</b>		<b>\$3,618,734</b>	
<b>Program FTE</b>	0.00	9.75	0.00	9.75

Program Revenues				
Beginning Working Capital	\$0	\$500,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Facilities Operating Fund programs such as this are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers. The prior year's budget included \$500K of reserves from Beginning Working Capital allocated to a TRIRIGA building systems upgrade which is to be completed in FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78200 Facilities Director's Office

Contractual services are reduced by \$500k with the removal of a TRIRIGA building system software upgrade funded out of reserves and to be completed in FY 2022.

**Department:** County Assets **Program Contact:** Dan Zalkow

**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted

**Related Programs:** 78200A

**Program Characteristics:**
**Executive Summary**

The DCA's Facilities and Property Management (FPM) Division Director's Office is requesting an Administrative Analyst Senior to oversee division-wide administrative, communication and support functions, and oversee service contracts (e.g. custodial, security, landscaping). The goal of this positions is to improve communications with both FPM staff as well as customers.

**Program Summary**

This is a key position in the new FPM organizational structure developed by the FPM Director to enhance responsiveness and service to all County programs. The position will improve communications with both FPM staff as well as customers. The position will provide oversight for FPM contracts. This additional position will provide increase operational efficiency, support program across the County and support employee engagement in alignment with our equity strategy and WESP goals.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hire and onboard position	N/A	N/A	N/A	1
Outcome	Improve communication, coordination, and oversight of contracts	N/A	N/A	N/A	80%

**Performance Measures Descriptions**

Position's responsibilities are intended to improve FPM's service levels.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$126,452	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$126,452</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$126,452</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

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

Explanation of Revenues

This position will be funded with one time only General Funds and ongoing cost will be incorporated into the Department of County Assets internal service recovery.

Significant Program Changes

Last Year this program was:

**Department:** County Assets      **Program Contact:** Cindy Forsythe  
**Program Offer Type:** Internal Service      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

Facilities and Property Management (FPM) manages the Countywide building portfolio allocations for debt and capital cash transfer expenses based on occupancy data. This program offer is an accounting pass-through for the County departments and external tenants' capital fees paid to the Facilities Capital Improvement (78205), Facilities Asset Preservation (78206) and County Debt Service (10026) programs.

### Program Summary

FPM collects payments from departments for Series 2017 debt. The outstanding debt issues have funded a number of capital improvements and acquisitions. All binding obligations were confirmed by the Chief Financial Officer and approved by the Board of County Commissioners. In FY 2023 debt payments support the new Central Courthouse, the Gladys McCoy Health Headquarters and Department of Community Justice (DCJ) East Campus.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Percent accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

### Performance Measures Descriptions

Output: FPM provides accurate billing for debt service and capital fee pass through expenses

Outcome: FPM ensures accurate compilation and allocation of occupancy data for departmental reporting and response to internal and external information requests.

## Legal / Contractual Obligation

Principal and interest on the full faith and credit obligations, capital leases and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Internal Services	\$0	\$5,977,731	\$0	\$5,980,481
Cash Transfers	\$0	\$330,334	\$0	\$365,182
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,308,065</b>	<b>\$0</b>	<b>\$6,345,663</b>
<b>Program Total:</b>	<b>\$6,308,065</b>		<b>\$6,345,663</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,945,698	\$0	\$5,948,436
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,945,698</b>	<b>\$0</b>	<b>\$5,948,436</b>

## Explanation of Revenues

Facilities Operating Fund programs such as this are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

## Significant Program Changes

Last Year this program was: FY 2022: 78201 Facilities Debt Service and Capital Fee Pass Through

**Department:** County Assets **Program Contact:** Dan Zalkow

**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted

**Related Programs:**

**Program Characteristics:**

### Executive Summary

The Facilities' Operations and Maintenance (O&M) Program includes the operation, maintenance, and repair of County properties, including mechanical, electrical and structural systems. The goal is to provide well maintained, sustainable and safe facilities, ensuring all regulatory codes and mandates are met, that meet the needs of all people who reside, work in or visit County facilities. To achieve this, the O&M teams include a diverse workforce and apply the lens of equity and inclusion to build collaborative teams, incorporate continuous review and improvement of policies, procedures and "Think Yes" problem solving methodology. Decisions are made to improve the quality of the County's building portfolio, extend the life of buildings, reduce the environmental footprint, and improve the safety and health of all facilities.

### Program Summary

The O&M Program consists of multiple trade groups who cover the 24/7 year-round activities necessary to effectively maintain the County's diverse facility portfolio. Staff complete two types of maintenance activities: proactive and reactive work. Examples of proactive activities include changing filters on HVAC units, generator run tests, roof inspections, fire/life system testing, and video and building systems maintenance. These activities reduce the need for capital improvements, reduce the number of unscheduled shutdowns, and extend the life of equipment. Reactive work activities including making small repairs, and addressing more significant issues such as a failed boiler, air handler, power distribution system, electronic system, plumbing system, building security or access, or other building structure or system components. The O&M teams also identify and prioritize short term and long term capital planning projects. For the last two years, COVID-19 has impacted how O&M has functioned; some buildings were scaled down in operation due to limited staff while shelters were added in expeditious fashion. COVID-19 also affected the ability to procure materials and hire contractors. O&M staff are available 24/7 and respond to electronic requests through the TRIRIGA system, and requests through the Dispatch Center.

The O&M program goals are to properly and safely operate and maintain facilities, conserve energy and resources through the optimization of more efficient equipment and systems, provide welcoming, safe, and functional facilities to effectively serve County stakeholders and all populations that the County serves. Work prioritization is made based on safety, equity and operational needs.

The O&M Program endeavors to align with County Department and stakeholder values to provide facilities that serve all populations served by County departments at all times, including during severe weather and disaster events, using a "Think Yes" approach.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Preventive Maintenance Work Order Costs as a percent of Total Maintenance Work Order Costs	39%	N/A	40%	45%
Outcome	Customer Satisfaction surveys with a result of "very satisfied" out of 100%	73%	95%	85%	90%

### Performance Measures Descriptions

PM#1 - Refined metric: Change in output based on work order costs vs number of tasks. The percentage of proactive maintenance work orders demonstrates the level of effort on proactive monitoring and maintenance of building systems. Focus on preventive maintenance maximizes life cycle and reduces cost of breakdown repair.

PM #2 - Customer satisfaction surveys: Percentage of submitted customer reviews marked "very satisfied" out of 100%

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$11,174,320	\$0	\$11,910,010
Contractual Services	\$0	\$353,465	\$0	\$318,808
Materials & Supplies	\$0	\$13,397,783	\$0	\$13,193,367
Internal Services	\$0	\$1,945,471	\$0	\$2,109,160
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$26,871,039</b>	<b>\$0</b>	<b>\$27,531,345</b>
<b>Program Total:</b>	<b>\$26,871,039</b>		<b>\$27,531,345</b>	
<b>Program FTE</b>	0.00	76.50	0.00	78.50

Program Revenues				
Other / Miscellaneous	\$0	\$37,402,011	\$0	\$39,624,853
Beginning Working Capital	\$0	\$951,000	\$0	\$431,732
Service Charges	\$0	\$993,661	\$0	\$1,053,157
<b>Total Revenue</b>	<b>\$0</b>	<b>\$39,346,672</b>	<b>\$0</b>	<b>\$41,109,742</b>

Explanation of Revenues

Facilities Operating Fund programs such as this are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers. In FY 2023, \$350K of reserves revenue funds an OSHA mandated HVAC systems pipe-labeling project and \$121K of prior years' one-time only funding for Security programming is carried over.

Significant Program Changes

Last Year this program was: FY 2022: 78202 Facilities Operations and Maintenance

- One FTE Building Automation Specialist (BAS) is added to allow adequate coverage for FPM's one BAS with increased building portfolio.
- One FTE Carpenter is added to meet demands of increased building portfolio with Joint Office Expansions.



**Program #78202B - Facilities Operations and Maintenance Position** 7/13/2022

**Department:** County Assets **Program Contact:** Dan Zalkow  
**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted  
**Related Programs:** 78202A  
**Program Characteristics:**

**Executive Summary**

The Facilities’ Operations and Maintenance (O&M) Program includes the operation, maintenance, and repair of County properties, including mechanical, electrical and structural systems. The Facilities Specialist 2 position will serve as the coordinator of maintenance work for JOHS & EM (50%) and for urgent work across the County (50%) that requires more than one trade. The goal is to provide well maintained, sustainable and safe facilities, ensuring all regulatory codes and mandates are met, that meet the needs of all people who reside, work in or visit County facilities. This position will facilitate and coordinate as a liaison between clients and trade groups.

**Program Summary**

The Facilities’ Operations and Maintenance (O&M) Program includes the operation, maintenance, and repair of County properties, including mechanical, electrical and structural systems. The Facilities Specialist 2 position will serve as the coordinator of maintenance work for JOHS & EM (50%) and for urgent work across the County (50%) that requires more than one trade. The goal is to provide well maintained, sustainable and safe facilities, ensuring all regulatory codes and mandates are met, that meet the needs of all people who reside, work in or visit County facilities. Maintenance delays occur too often for urgent work and work that involves more than one trade and where coordination is needed, work that would be coordinated by this position.

This additional position will provide the needed resources to sustain current service levels and address the increase in new and additional work; getting service out to clients in a timely manner. This will help us better respond to the most prominent needs and disparities in our community.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hire and onboard position	N/A	N/A	N/A	1
Outcome	Increased capacity to meet JOHS, Emergency Management and DCA's needs	N/A	N/A	N/A	N/A

**Performance Measures Descriptions**

Position's responsibilities are intended to improve FPM's service levels.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$123,621
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$123,621</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$123,621</b>	
<b>Program FTE</b>	0.00	0.00	0.00	1.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$123,621
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$123,621</b>

Explanation of Revenues

This position is funded one-time-only by the General Fund and ongoing cost will be incorporated into the Department of County Assets internal service recovery.

Significant Program Changes

Last Year this program was:

**Department:** County Assets

**Program Contact:** Jeff Lewis

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Facilities Client Services program provides property management services to over 150 buildings and approximately 3.8 million square feet of County facility space and is the customer service interface between Facilities and County programs. The program's goal is to ensure that our buildings are properly managed and our clients are engaged in facilities-related activities. The property managers coordinate project planning work, address property issues, and ensure collaboration, communication and coordination with program representatives for optimal service delivery. Decisions related to what projects are handled and when are based on building system life cycle, safety, building conditions, and equity priorities. The Client Services program strives to serve all programs equitably to help them support all populations whom they serve.

### Program Summary

Facilities' Property Managers ensure that all County building users have a single, visible, and accessible point of contact for property and building services. The County's property portfolio is dispersed by department or program and each Property Manager has direct oversight of their respective building portfolios. The Property Manager is responsible for coordinating routine building activities (such as janitorial service, security, and window washing) and ensuring that repairs and/or maintenance projects are completed. The goal is to ensure buildings are safe and welcoming and that quality services are delivered safely, accessibly, and effectively to all County employees, customers, and residents. The Property Managers enhance Facilities' relationship with programs by collaborating, communicating, and coordinating with clients well.

This Program administers approximately \$11 million of contracted services, ensuring high quality vendor performance and accurate billing. They are also responsible for helping to identify and prioritize needed building improvements delivered through the Capital Improvement Funds. These recommendations are typically based on building system life; safety, fire and life regulations; and building conditions. They are always in coordination with programmatic needs, using an equity lens in the decision-making process. The team assists with the coordination of the annual assessment of all Capital facility needs and helps to develop a specific strategy consistent with available funding, which permits the completion of improvements in a carefully planned approach. Property Managers respond to emergencies and coordinate after-hours access to buildings by contractors, community groups, or others.

The team contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services. QRFs hire individuals who may otherwise not have gainful employment.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of Annual Customer Expectation Surveys with "Very Satisfied" score.	60%	90%	65%	70%
Outcome	Percent public procurement compliance for contracted services.	100%	100%	100%	100%

### Performance Measures Descriptions

PM#1 - Facilities customers are emailed a link for a Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement. Goal is to have at least 70% of surveys return as "very satisfied" from client contact.

PM#2 - All procurement activities for contracted services are in compliance with statutory mandates and contracting rules.

## Legal / Contractual Obligation

The Facilities Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
Personnel	\$0	\$1,550,178	\$0	\$1,735,448
Contractual Services	\$0	\$10,089,001	\$0	\$12,665,428
Materials & Supplies	\$0	\$670,443	\$0	\$678,061
Internal Services	\$0	\$343,221	\$0	\$355,489
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$12,652,843</b>	<b>\$0</b>	<b>\$15,434,426</b>
<b>Program Total:</b>	<b>\$12,652,843</b>		<b>\$15,434,426</b>	
<b>Program FTE</b>	0.00	9.20	0.00	10.20

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$4,999,708	\$0	\$6,815,223
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,999,708</b>	<b>\$0</b>	<b>\$6,815,223</b>

## Explanation of Revenues

Facilities Operating Fund programs such as this are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

## Significant Program Changes

**Last Year this program was:** FY 2022: 78203 Facilities Client Services

- Contractual services increased due services at the new courthouse and enhanced security services.
- 1 FTE Property Manager added to address increased building portfolio with Joint Office expansions.

**Department:** County Assets **Program Contact:** Dan Zalkow  
**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted  
**Related Programs:** 780203A  
**Program Characteristics:**

### Executive Summary

In an effort to reduce our carbon footprint, this program offer is will allow Facilities and Property Management (FPM) to fully transition away from gas powered leaf blowers to electric within our landscaping contracted services. This is in alignment with the Climate Action Plan with a goal to reduce greenhouse gas emissions to eighty percent in 2050.

### Program Summary

There is a consensus among the world's leading scientists that climate change caused by human emission of greenhouse gases is among the most significant problems facing the world today and potentially poses the greatest economic, environmental, and social challenge of the 21st century. Documented impacts of global warming include but are not limited to increased occurrences of extreme weather events (Le., droughts and floods), adverse impacts on plants and wildlife habitats, threats to global food and water supplies - all of which have an economic and health impact on communities and their local governments.

In partnership with our landscaping vendors, FPM will fully transition away from gas powered leaf blowers to electric leaf blowers. This is in alignment with the Climate Action Plan with a goal to reduce greenhouse gas emissions to eighty percent in 2050.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Amend contract with landscaping company.	N/A	N/A	N/A	100%
Outcome	Fully transition away from gas powered leaf blowers	N/A	N/A	N/A	100%

### Performance Measures Descriptions

Successfully working with landscaping contractor is key to successfully achieving this outcome.

## Legal / Contractual Obligation

Legal/ Contractual Obligations

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$100,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$100,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	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 funded with one-time-only General Funds and ongoing cost will be incorporated into the Department of County Assets internal service recovery.

## Significant Program Changes

Last Year this program was:

**Department:** County Assets      **Program Contact:** Greg Hockert  
**Program Offer Type:** Internal Service      **Program Offer Stage:** As Adopted  
**Related Programs:** 78205, 78206, 78213  
**Program Characteristics:**

**Executive Summary**

The Facilities Capital Improvement section manages the County's long-term improvement and replacement plan for the major building systems in County-owned buildings. The program houses the personnel and operating costs associated with the Capital Improvement Program, prioritizes work with available resources and provides management and oversight of all the required improvements, construction, renovation, and capital maintenance work in buildings. Decisions are based on the priorities of life, safety, fire, and equity.

**Program Summary**

This program provides project management services including planning, design, and construction. Project Managers ensure compliance with policies and statutory requirements including Federal, State and local regulations, Green Building Initiatives, and Diversity and Equity goals. They incorporate sustainable practices in accordance with County policies, County Design Standards, and the Climate Action Plan. Project managers are also responsible for coordinating construction activities with building users (both internal and external users), consultants, and contractors, and are a resource for improving services to the community. The result is buildings that are functional, maintainable, and accessible to ensure continued operations.

Project Managers assure that County capital projects are completed as planned and within their approved budgets. The Project Manager duties, in addition to Capital Improvement Program projects (CIP, Asset Preservation, and Library District) include coordinating service request work from departments, while taking into account the needs of operating programs and the need to accomplish work in a cost effective manner.

This program supports clients internal to Multnomah County to ensure the physical environment supports Multnomah County needs. This program strives to fund projects that are equitable across County Departments and facility portfolio, plus following strong allocation of project funds to diverse local vendors. The majority of the funding for this offer comes from the Capital Improvement Program (CIP), Asset Preservation (AP), and Library Construction Fund fees. However, this group also supports client-funded projects.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of new projects added to the Capital Projects portfolio.	N/A	N/A	57	40
Outcome	Percent of active projects planned for completion during a fiscal year that are actually completed in that fiscal year	71%	68%	70%	75%

**Performance Measures Descriptions**

PM #1: Number of new capital projects added to the Capital 5-year plan portfolio to be implemented and managed by FPM project managers in the fiscal year. Note a decline in projects reflects a concerted effort to combine multiple requested projects that can be managed as one project within a building.  
 PM #2: Percent of active projects scheduled to be completed during a fiscal year that are actually completed in that fiscal year.

## Legal / Contractual Obligation

There are a number of projects carrying over into FY 2023 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,111,966	\$0	\$1,140,351
Materials & Supplies	\$0	\$80,626	\$0	\$88,800
Internal Services	\$0	\$1,104,074	\$0	\$1,304,042
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,296,666</b>	<b>\$0</b>	<b>\$2,533,193</b>
<b>Program Total:</b>	<b>\$2,296,666</b>		<b>\$2,533,193</b>	
<b>Program FTE</b>	0.00	10.90	0.00	11.90

Program Revenues				
Other / Miscellaneous	\$0	\$789,070	\$0	\$1,717,800
<b>Total Revenue</b>	<b>\$0</b>	<b>\$789,070</b>	<b>\$0</b>	<b>\$1,717,800</b>

## Explanation of Revenues

This program is primarily funded by the Asset Preservation (2509) funds.

AP Fees: \$1,717,800

## Significant Program Changes

**Last Year this program was:** FY 2022: 78204 Facilities Capital Operation Costs

- 1.00 FTE Project Manager added in FY 2023 to support execution of the AP, CIP, and LIB5-year capital improvement plan.
  - Other FTE changes are reflection of reallocation of resources within FPM
  - Due to COVID19 the staff in this program were moved to primarily teleworking instead of reporting to the office.
- Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Projects have slowed due to shortages on materials, longer lead times, slower trade production due to physical distancing requirements, and longer times to gain permits and other reviews by Authorities having Jurisdiction.



**Department:** County Assets      **Program Contact:** Greg Hockert  
**Program Offer Type:** Internal Service      **Program Offer Stage:** As Adopted  
**Related Programs:** 78204, 78206, 78213  
**Program Characteristics:**

**Executive Summary**

The Capital Improvement Program actively monitors, upgrades, and improves the County's portfolio of Tier II and III buildings. The program preserves the County's assets by investing in improvements that maintain building values and provide accessible, maintainable, functional, and energy efficient facilities for the operating programs. Decisions are based on these priorities: life, safety, fire, and equity. The majority of the funding for this offer comes from the fees from Capital Improvement Program fees (CIP), but also from projects funded by One-Time-Only offers, grants, and client funded projects.

**Program Summary**

The Capital Improvement Program (CIP) provides funding for the annual 5-year Capital Plan that focuses on the County's primary owned Tier II and III buildings. A Tier II building is one that is a desirable part of the County's long-term portfolio but has significant deferred maintenance needs which must be addressed. A Tier III building is one that is not economical or is impractical to bring to County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible. The plan works in conjunction with the Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities over a 10 year horizon.

The program allows Capital fees, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix that prioritizes fire, life, safety, maintainability, equipment life cycle, and equity. The program looks for project efficiencies that benefit the maintenance staff, building users, and extend the useful life of the building. This program's funds following strong allocation of project funds to diverse local vendors.

The 5-year CIP Plan sets clear goals to distribute project funds equitable across County Departments and buildings. The plan fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users.

An in-progress update to the Facilities Asset Strategic Plan (FASP) will also impact future capital needs. Efforts are underway County-wide to work on our building portfolio's recapitalization needs, which the current 8% annual CIP revenue increases are not adequate to address.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of new projects added to the Capital Improvement Program projects portfolio	N/A	N/A	20	6
Outcome	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	60%	70%	70%	75%

**Performance Measures Descriptions**

PM #1: Number of new capital projects added to the Capital Improvement Program (CIP) 5-year plan portfolio to be implemented and managed by FPM project managers in the fiscal year. Note a decline in projects reflects a concerted effort to combine multiple requested projects that can be managed as one project within a building.

PM #2: Percent of active projects scheduled to be completed during a fiscal year that are actually completed in that fiscal year.

## Legal / Contractual Obligation

There are a number of projects carrying over into FY 2023 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$19,699,327	\$0	\$22,713,218
Materials & Supplies	\$0	\$0	\$0	\$116,400
Capital Outlay	\$0	\$138,179	\$0	\$521,843
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$19,837,506</b>	<b>\$0</b>	<b>\$23,351,461</b>
<b>Program Total:</b>	<b>\$19,837,506</b>		<b>\$23,351,461</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,899,767	\$0	\$12,425,892
Financing Sources	\$0	\$159,708	\$0	\$171,068
Interest	\$0	\$150,000	\$0	\$75,000
Beginning Working Capital	\$0	\$10,422,382	\$0	\$10,523,424
Service Charges	\$0	\$205,649	\$0	\$156,077
<b>Total Revenue</b>	<b>\$0</b>	<b>\$19,837,506</b>	<b>\$0</b>	<b>\$23,351,461</b>

## Explanation of Revenues

Fund 2507 Capital Improvement Program:  
 BWC \$9.5 Million from Project Carryover; \$0.5 Million from Asset Replacement program offer  
 IG City of Portland share of Justice Center Projects \$0.1 Million  
 Intl Svc Reimbursement CIP Fee from County Occupants \$4.1 Million  
 Cash Transfer Revenue from External Clients \$0.2 Million  
 Other Revenue \$8.2 Million from Client Funded Projects  
 Interest Income \$0.1 Million

## Significant Program Changes

**Last Year this program was:** FY 2022: 78205 Facilities Capital Improvement Program

Due to COVID19 the staff in this program were moved to hybrid teleworking instead of reporting to the office each day. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and some followed up in person. Many projects are slowed due to difficulty in material availability, shipping delays, other agency review delays. Over 50% turnover of staff has slowed progress and pace of project completion. Restarting project that may have paused or been completely stopped should improve project turnover in the future fiscal year.

Protests have paused several projects at downtown facilities due to access and safety of personnel.

**Department:** County Assets **Program Contact:** Greg Hockert  
**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted  
**Related Programs:** 78204, 78205, 78213  
**Program Characteristics:**

**Executive Summary**

The Asset Preservation (AP) Program is designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the County's Tier I buildings safe, reliable, maintainable, functional, and efficient for the operating programs. Decisions are based on these priorities: life, safety, fire, and equity. The majority of the funding for this offer comes from the fees from Asset Preservation (AP) fees.

**Program Summary**

The Asset Preservation Program (AP) provides funding for the annual 5-year Capital Plan that focuses on the County's primary owned Tier I buildings. A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning, and maintainable. The program prolongs building life and provides the County with assets that are worth their market value. It includes planned upgrades in equipment and systems intended to meet changing building needs.

The AP program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. The AP Program is managed via the annual 5-year Capital Plans that focus on short-term requirements that are integrated with the long-term Facilities Asset Strategic Plan (FASP). The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings. The 5-year CIP Plan sets clear goals to distribute project funds equitable across County Departments and buildings. The plan fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users.

The program allows Capital fees, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix that prioritizes fire, life, safety, maintainable, and equity. The program looks for project efficiencies that benefit the building users and extend the useful life of the building plus a strong allocation of project funds to diverse local vendors. Implementation of the Facilities Asset Strategic Plan (FASP) will also impact future capital needs.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of new projects added to the Asset Preservation portfolio	N/A	N/A	28	22
Outcome	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	61%	70%	70%	75%

**Performance Measures Descriptions**

PM #1: Number of new capital projects added to the Asset Preservation (AP) portfolio to be implemented and managed by FPM project managers in the fiscal year. Note a decline in projects reflects a concerted effort to combine multiple requested projects that can be managed as one project within a building.

PM #2: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.

## Legal / Contractual Obligation

There are a number of projects carrying over into FY 2023 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
Contractual Services	\$0	\$24,188,920	\$0	\$28,649,521
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$24,188,920</b>	<b>\$0</b>	<b>\$28,649,521</b>
<b>Program Total:</b>	<b>\$24,188,920</b>		<b>\$28,649,521</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$8,368,003	\$0	\$8,314,398
Financing Sources	\$0	\$170,626	\$0	\$194,114
Interest	\$0	\$200,000	\$0	\$100,000
Beginning Working Capital	\$0	\$16,957,795	\$0	\$20,856,303
Service Charges	\$0	\$92	\$0	\$99
<b>Total Revenue</b>	<b>\$0</b>	<b>\$25,696,516</b>	<b>\$0</b>	<b>\$29,464,914</b>

## Explanation of Revenues

BWC from Routine Project Carryover \$20.8 Million  
Intl Svc Reimbursement AP Fee from County Occupants \$8.3 Million  
Cash Transfer Revenue from External Clients \$0.2 Million  
Interest Income \$0.1 Million

## Significant Program Changes

**Last Year this program was:** FY 2022: 78206 Facilities Capital Asset Preservation Program

This offer increases BWC due to more projects having beginning working capital carryover.

Due to COVID19 the staff in this program were moved to hybrid teleworking instead of reporting to the office each day. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and some followed up in person. Projects are slowed due to difficulty in material availability, shipping delays, other agency review delays. Over 50% turnover of staff has slowed progress and pace of project completion. Restarting project that may have paused or been completely stopped should improve project turnover in the future fiscal year.

**Department:** County Assets **Program Contact:** Greg Hockert

**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Facilities Interiors Group provides collaboratively planned interior spaces and furniture for County buildings, employees, and the public that promote County values with emphasis on trauma-informed designs that are equitable, and which include a “Think Yes!” customer service approach to each client interaction. The goal of this program is to create and manage interior standards consistently for physical environments that exemplify safety, accessibility, and belonging while providing continued improvement to operational needs. The bulk of the cost of the program is recovered through costs settling to the departments requesting the service on an as-needed basis. Service is requested through the TRIRIGA Asset Management/Work Order system.

**Program Summary**

This program coordinates the moving, adding or changing of systems furniture and interior spaces throughout the County, as well as the inventorying of surplus systems furniture for later re-use. The team manages the coordination of major and minor moves, as well as delivering project management services for interior building renovations requested by County programs.

The team consists of project managers knowledgeable in systems furniture, space planning, interior design, and tenant improvements. The team was instrumental in developing the Workplace Modernization Initiative adopted by the Board of County Commissioners and coordinates the selection of interior finishes and furnishings for operational needs to ensure continued access to County services. This team conducted instrumental work in researching, developing and coordinating County standards during the COVID-19 interior space changes.

The team provides collaboratively planned interior spaces and furniture for County buildings, employees, and the public that promote County values with emphasis on trauma-informed design that are equitable, and bringing a “Think Yes!” customer service to each client interaction. The goal of this program is to create and manage interior standards consistently for physical environments that exemplify safety and belonging while aiding the work in the County. Client service is requested through the TRIRIGA Asset Management/Work Order system.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Customer Service Satisfaction survey average score	4.7	4.6	4.7	4.8
Outcome	Customer Journey Experience survey participation	N/A	N/A	30%	100%

**Performance Measures Descriptions**

PM#1: Ongoing Customer Service Satisfaction surveys with scoring system from 1 - 5. Goal is to have an average of 4.8 on a 5-point scale.

PM#2: The percentage of clients participating the customer satisfaction survey after project completion. Currently 30% of customers completed the survey; goal is 100%. This exercise is to create empathy and understanding of the client experience as they purchase furniture to increase efficiencies for our clients.

## Legal / Contractual Obligation

There are a number of projects carrying over into FY 2022 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$689,274	\$0	\$715,179
Contractual Services	\$0	\$1,500	\$0	\$10,560
Materials & Supplies	\$0	\$12,900	\$0	\$13,416
Internal Services	\$0	\$62,531	\$0	\$93,248
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$766,205</b>	<b>\$0</b>	<b>\$832,403</b>
<b>Program Total:</b>	<b>\$766,205</b>		<b>\$832,403</b>	
<b>Program FTE</b>	0.00	4.40	0.00	4.40

Program Revenues				
Other / Miscellaneous	\$0	\$496,712	\$0	\$404,855
<b>Total Revenue</b>	<b>\$0</b>	<b>\$496,712</b>	<b>\$0</b>	<b>\$404,855</b>

## Explanation of Revenues

Facilities Operating Fund programs such as this is supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

## Significant Program Changes

**Last Year this program was:** FY 2022: 78207 Facilities Interiors Group

Due to COVID-19 the staff in this program were moved to primarily teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Many manufacturing vendors shut down or are not operating at 100%. This include systems furniture manufacturers. We saw an increase in lead times associated with furniture purchases. In addition, with fewer individuals in the office environment, service requests have been reduced. We anticipate work to increase with "ramp up" activities as different divisions start returning to the office environment in a safe manner. Permanent shifts in programs' office functionality could increase this group's challenges depending on what adaptations are requested.

**Department:** County Assets                                      **Program Contact:** Cindy Forsythe  
**Program Offer Type:** Internal Service                                      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

The Facilities Utility Program accounts for utility costs incurred at County facilities including electricity, natural gas, water, sewer and garbage/recycling. The program goal is to provide oversight and suggestions to reduce energy and water consumption by 3% per year. Our goal is aligned with County policies aimed at reducing carbon emissions in operations. Expenses are passed through to County Departments as a building-specific utility charge based on occupancy. DCA recognizes that climate change can have a disproportionate impact on those who can least afford to prepare or react. Our efforts in this program to reduce carbon emissions reflect the County’s mission to serve vulnerable populations.

### Program Summary

The purpose of this program is to provide utilities to County spaces as required to deliver public services. It includes lighting at all of our libraries, heating and cooling at all of our health offices, water for our kitchens in detention facilities, and refuse services at our homeless shelters. The program pays the invoices for electricity, natural gas, water/sewer and refuse/recycling services that are delivered by public utility companies to County facilities. These utilities are required for our Departments to operate their programs, and the utility bills are passed through to them as a function of their occupancy at the site where utilities are provided. County clients and employees access these resources when they visit or work in one of our buildings. If the program were not funded, we would not be able to operate County facilities.

Facilities and Property Management (FPM) provides oversight of the program to ensure utilities are delivered at an appropriate level to meet program needs. Utility rates fluctuate from year to year based on the availability of energy resources, and the amount of resources needed to serve public functions. Utility rates increase at levels that have been similar to the cost of inflation over time. For this program, Facilities has implemented a goal to reduce electricity, natural gas, water and garbage consumption by 3% per year, which helps to mitigate utility rate increases and address equity and sustainability initiatives. There are multiple County policies that address carbon emissions and climate change:

- >Climate Action Plan
- >100 by 50 Resolution
- >Fossil Fuel Free Facilities
- >Green Building Policy
- >Energy Policy

FPM implements energy and water efficiency projects in collaboration with building occupants to reduce consumption and achieve Climate Action Plan goals. The Board of County Commissioners resolved to purchase 100% of electricity through renewable energy sources, consequently the FY 2023 utility rates continue to include the cost of purchasing renewable energy credits.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Energy Use Intensity (kBtu/Sqft/year)	65	69	67	65
Outcome	Percent reduction in carbon emissions (metric tonnes CO2e)	4.5%	3%	5%	3%

### Performance Measures Descriptions

**Output:** Energy Use Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency.

**Outcome:** The Department of County Assets established a goal to reduce greenhouse gas emissions by 3% annually.

## Legal / Contractual Obligation

Contractual obligations with Trash/Recycling companies.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
Materials & Supplies	\$0	\$6,200,000	\$0	\$6,744,220
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,200,000</b>	<b>\$0</b>	<b>\$6,744,220</b>
<b>Program Total:</b>	<b>\$6,200,000</b>		<b>\$6,744,220</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$5,403,147	\$0	\$5,944,769
Service Charges	\$0	\$1,112	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,404,259</b>	<b>\$0</b>	<b>\$5,944,769</b>

## Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

## Significant Program Changes

Last Year this program was: FY 2022: 78208 Facilities Utilities



**Department:** County Assets **Program Contact:** Scott Churchill  
**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Lease Management team supplements the County's owned real estate portfolio with leased space to ensure County Departments can deliver programs and services effectively and efficiently to their clients and the community. In addition, lease management is responsible for leasing excess County building space to external clients to reduce vacancy impacts on County operations. These revenue leases supplement operations and help offset maintenance expenses. The priority is to lease to outside entities that complement existing County programs and services.

**Program Summary**

The Lease Management program is responsible for approximately 500,000 square feet, or 13%, of the County's portfolio. Lease Management works directly with departments to identify their space needs based upon existing and future program requirements, logistics, operating efficiencies, adjacency opportunities and schedules. Working strategically with Departments to assess future space needs, the staff identifies potential County-owned space and leasing options. The team evaluates lease requirements and space needs three to five years in advance to effectively position the Departments' needs and the overall County portfolio.

In addition, working with the Departments in assessing options, Lease Management negotiates lease terms, obtains pertinent public permits, manages landlord disputes and proactively coordinates lease renewals. The program also provides operational support including Board approvals, lease representation, documentation, administration, legal coordination and enforcement. Team members manage leases to the highest professional standards to ensure full compliance and protection of the County's interest.

To reduce vacancy rates and generate revenues that reduce overall rates, Lease Management also works with Departments to evaluate existing and potential vacant space to maximize space utilization. Excess space may be leased to external programs including community service organizations, government agencies and private entities. Various Programs are considering reducing their "Bricks and Mortar" footprint in buildings and Lease Management and Strategic Planning will support this effort by studying sublease and space use reduction options.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Lease abstracts completed and shared with stakeholders	N/A	N/A	45	35
Outcome	Lease renewal evaluations to be done in-house	N/A	N/A	20%	85%

**Performance Measures Descriptions**

PM #1 - Number of lease abstracts completed. Lease abstracts will allow minority landlords to become more competitive, property managers and operations & maintenance staff to easily identify cost responsibilities. This is a new metric.  
 PM #2 - PM#2 - Leasing team to complete client assessment evaluation in house as opposed to utilizing contract services, saving County funds. This is a new metric.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$287,301	\$0	\$300,121
Contractual Services	\$0	\$55,419	\$0	\$57,273
Materials & Supplies	\$0	\$9,018,697	\$0	\$9,731,298
Internal Services	\$0	\$26,464	\$0	\$25,778
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$9,387,881</b>	<b>\$0</b>	<b>\$10,114,470</b>
<b>Program Total:</b>	<b>\$9,387,881</b>		<b>\$10,114,470</b>	
<b>Program FTE</b>	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$9,304,330	\$0	\$10,056,785
Service Charges	\$0	\$961,155	\$0	\$1,187,992
<b>Total Revenue</b>	<b>\$0</b>	<b>\$10,265,485</b>	<b>\$0</b>	<b>\$11,244,777</b>

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2022: 78209 Facilities Lease Management

The FY 2023 Budget adds Whitaker Way and Arbor Lodge (Joint Office of Homeless Services), Multnomah County Sheriff's Office Portland Portal, EOC Operations and Arcoa (Library Bond Program) leases.

**Department:** County Assets **Program Contact:** Scott Churchill  
**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted  
**Related Programs:** 78210B, 78212, 78214, 78215, 78219, 78221, 78233  
**Program Characteristics:**

### Executive Summary

The Strategic Planning and Projects Program is responsible for developing, implementing, and tracking performance against the Facilities Asset Strategic Plan. The program delivers large scale facilities construction projects, evaluates and recommends strategic portfolio opportunities, including acquisitions, dispositions, major project development, renovations, and strategic programming. We ensure that the projects match current organizational priorities. Funding decisions for this group are made in cooperation with the rest of DCA, other County Departments, the Chair's Office, and the Central Budget Office. We use the County's Equity Lens to create high quality, inclusive and equitable projects.

### Program Summary

The Facilities Strategic Planning and Projects Program is responsible for project management for new or major redevelopment of construction and/or repair projects, engineering design and alterations for complex, multi-use, public facilities; real estate development; property disposition and acquisition; and pre-development and evaluation of major portfolio projects. This includes performing complex feasibility studies, risk management, public process and other management functions. In FY 2023, the Strategic Planning team will support the Library Capital Bond Projects Team through providing major projects expertise and real estate site analysis.

This team's portfolio includes: new construction of the new Gladys McCoy building and the Downtown Courthouse; major renovation projects such as the Behavioral Health Resources Center, the Southeast Health Center, the MCSO Portland Portal, and Arbor Lodge; Justice Center major systems replacement of the Detention Electronics and an initial study for replacing the Bus Duct; and long-term use evaluations, such as the Vance Park and Walnut Park feasibility studies.

This program also performs the ongoing efforts relating to the Board-adopted Facilities Asset Strategic Plan (FASP). Phase II of the FASP completed an assessment of potential renovation, modernization and seismic needs to determine the cost/benefit ratio of specific investments in the portfolio. For Phase III of the FASP, Department Director meetings will take place for better alignment with altered use of office space to provide welcoming, safe, and accessible facilities.

Without this Program, there would be a lack of strategic planning to define, program, acquire and deliver critical Facilities projects, and to ensure that projects are delivered to the Departments that service the County's residents and visitors most in need. This team aligns the goals of Departments, customers and organizations with work being evaluated and planned to equitably serve the community at large and is an available and accessible resource to all Departments within the County.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Major projects completed in current fiscal year	N/A	N/A	2	5
Outcome	% of projects completed within or close to the desired scheduled date	N/A	N/A	50%	100%

### Performance Measures Descriptions

PM #1 - Completion of major projects in current fiscal year, FY 2022 and FY 2023.  
 PM #2 - Percentage of major projects completed within or close to the desired schedule.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,084,096	\$0	\$1,117,035
Contractual Services	\$0	\$272,226	\$0	\$283,115
Materials & Supplies	\$0	\$6,070	\$0	\$6,313
Internal Services	\$0	\$125,640	\$0	\$116,872
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,488,032</b>	<b>\$0</b>	<b>\$1,523,335</b>
<b>Program Total:</b>	<b>\$1,488,032</b>		<b>\$1,523,335</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$689,296	\$0	\$676,794
<b>Total Revenue</b>	<b>\$0</b>	<b>\$689,296</b>	<b>\$0</b>	<b>\$676,794</b>

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2022: 78210A Facilities Strategic Planning and Projects

**Department:** County Assets **Program Contact:** Scott Churchill  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

### Executive Summary

In FY 2018 the County authorized one-time-only (OTO) funds to survey the Vance Property in order to support development of a long term Master Plan. Department of Community Services (DCS) Planning and County Leadership along with Department of County Assets (DCA) Facilities and Property Management (FPM) formed a steering committee earlier in FY 2018 in order to build a Roadmap of Master Planning efforts to date and outline next steps. The Vance Vision will be presented in FY 2022. This work includes community engagement to center the voices of the underrepresented and to provide recommendations for development on these properties. Efforts to further community engagement, explore development potential and site conditions will continue in FY 2023.

### Program Summary

This Vance Property Master Plan program offer includes environmental site technical studies to continue a master planning process. It will lead to enhanced development options which make better use of the former quarry and the associated park portion on the west side of the property. Technical work completed to date include an ALTA Survey, gas and water monitoring, landfill waste field investigations, and installation of additional ground water monitoring stations.

The goal of the plan is to develop a structured process with a clear framework for creating a set of options and recommendations for any future development or disposition of the County-owned parcels in this area. The plan will consider the needs of DCS, including infrastructure, service provision, and present and future division land use needs, as well as any financial impact to the Road fund. In addition, we are working closely with the City of Gresham to assess the park portion of the Vance Property along the western edge in order to determine best usage and future options. DCS continues to work closely with internal stakeholders, external partners and stakeholders to evaluate the future options for this property. The Project Leadership Team includes members from the Governor's Regional Solutions team, County Leadership, METRO, City of Gresham, DCS, MCHD, and FPM.

Through a formal solicitation, Cascadia Partners and their team was hired to provide Master Planning Services toward this effort that includes programming, community engagement, financial analysis, feasibility analysis, and technical advice on creating development options for this property. This Vance Vision will be presented in FY2022. Efforts to further community engagement, explore development potential and site conditions will continue in FY 2023.

The intent of the engagement process is to center the voices of underrepresented and marginalized communities about their vision for the Vance Properties as well as hear from County staff about what potential county needs could be accommodated on the site. Based on alignment with County policies and goals and community benefit, the team will provide guidance on future implementation of the various options.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Determine viability of proposed development options	N/A	N/A	N/A	100%
Outcome	Report to advise what development options to pursue	N/A	N/A	N/A	100%

### Performance Measures Descriptions

**PM #1 Output**—Determine viability of proposed development options; findings and recommendations from the community engagement.  
**PM #2 Outcome**—Report to advise on what development options to pursue; present recommendations on future property development

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$164,000	\$0	\$150,619
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$164,000</b>	<b>\$0</b>	<b>\$150,619</b>
<b>Program Total:</b>	<b>\$164,000</b>		<b>\$150,619</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$40,000
Beginning Working Capital	\$0	\$164,000	\$0	\$110,619
<b>Total Revenue</b>	<b>\$0</b>	<b>\$164,000</b>	<b>\$0</b>	<b>\$150,619</b>

Explanation of Revenues

This program is funded by \$110,619 of unspent prior years' one-time-only General Fund and \$40,000 of Metro grant funding.

Significant Program Changes

Last Year this program was: FY 2022: 78210B Facilities Vance Property Master Plan

**Department:** County Assets **Program Contact:** Scott Churchill

**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted

**Related Programs:**

**Program Characteristics:**

### Executive Summary

The new Central Courthouse replaced the 100 year old previous courthouse. The new courthouse incorporates the current standards in courthouse design and construction, energy efficiency as well as operational and maintenance efficiency.

### Program Summary

The former Multnomah County Downtown Courthouse was functionally obsolete and was sold. DAY CPM has been acting as the Owner's Representative to assist the County in delivering the new Courthouse Construction project.

The County procured the services of the SRG who partnered with CGL Ricci Greene as the project architect to perform the design, and Hoffman Construction to construct the courthouse using the CM/GC (Construction Manager/General Contractor) method. The architectural design team completed the design of the courthouse with input from various users and stakeholders. During the design phase the architect and CM/GC collaborated on the design to meet the project values and goals. The CM/GC prepared detailed cost estimates during the design phase and finalized a Guaranteed Maximum Price in September 2017. The project was Substantially Complete on December 11, 2020. Operational workflow testing and Final Occupancy Certification took place following Substantial Completion. Occupancy by the Courts took place on October 6, 2020. The Project has completed the warranty period and there are a few minor items left to close out with Hoffman. The County is reviewing final Change Order Requests and working on the Project Closeout phase of the project which will extend into FY 2023. A Parking lot for the Sheriff's Transport vehicles on an existing surface parking area near the Courthouse will be renovated by Cedar Mills.

The Courthouse and Health Department Headquarters projects set a new regional standard for workforce diversity through an active Project Labor Agreement.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete project closeout	N/A	100%	100%	100%
Outcome	MCSO Transport Lot completed and operational	N/A	N/A	50%	100%
Outcome	Project financial closeout	N/A	N/A	50%	100%

### Performance Measures Descriptions

PM #1 Output: Completed project closeout  
 PM #2 Outcome: MCSO transport lot completed and operational  
 PM #3 Outcome: Project financial closeout.

## Legal / Contractual Obligation

• ORS 1.185 County to provide courtrooms, offices and jury rooms. (1) The county in which a circuit court is located or holds court shall:

(a) Provide suitable and sufficient courtrooms, offices and jury rooms for the court, the judges, other officers and employees of the court and juries in attendance upon the court, and provide maintenance and utilities for those courtrooms, offices and jury rooms.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$6,078,931	\$0	\$6,053,978
Internal Services	\$0	\$0	\$0	\$60,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,078,931</b>	<b>\$0</b>	<b>\$6,113,978</b>
<b>Program Total:</b>	<b>\$6,078,931</b>		<b>\$6,113,978</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$6,078,931	\$0	\$6,113,978
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,078,931</b>	<b>\$0</b>	<b>\$6,113,978</b>

## Explanation of Revenues

• \$6.1 million working capital carryover from FY 2022.

## Significant Program Changes

Last Year this program was: FY 2022: 78212 Facilities Downtown Courthouse

Project closeout to be completed in FY 2023.



**Department:** County Assets **Program Contact:** Greg Hockert

**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted

**Related Programs:** 78204

**Program Characteristics:**

**Executive Summary**

The Library Construction (Capital) Fund is a Capital Program designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the Library District’s buildings safe, accessible, reliable, maintainable, functional, and efficient. Decisions are based on these priorities: life, safety, fire, and equity. The majority of the funding for this offer comes from the fees from Library District Construction (LIB) fees.

**Program Summary**

The Library Construction (Capital) Fund program creates accessible, functional and energy efficient facilities that provide Library services to the community. The program focuses on the owned buildings occupied by the Library District and provides the funding to complete capital projects within these buildings. Capital funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. It creates more functional and maintainable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The Library District Capital Plan is managed via the annual 5-year Capital Plan that focuses on short-term requirements that are integrated with the long-term Library District facility needs. The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Libraries over three decades and then prioritizes and schedules needed work in the future. This allows the Library Capital fund to be invested based on priority, and optimizes return on investment. The program allows Capital fees, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix that prioritizes fire, life, safety, maintainable, and equity. The program looks for project efficiencies that benefit the building users and extend the useful life of the building plus a strong allocation of project funds to diverse local vendors.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimate</b>	<b>FY23 Offer</b>
Output	Number of new projects added to the Library Construction Fund portfolio	N/A	N/A	9	12
Outcome	Percent of projects planned for completion in a fiscal year that are completed that fiscal year.	47%	70%	70%	75%

**Performance Measures Descriptions**

PM #1: Number of new capital projects added to the Library Construction Fund portfolio to be implemented and managed by FPM project managers in the fiscal year. Note a decline in projects reflects a concerted effort to combine multiple requested projects that can be managed as one project within a building.

PM #2: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.

## Legal / Contractual Obligation

There are a number of projects carrying over into FY 2023 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$7,507,807	\$0	\$9,420,382
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$7,507,807</b>	<b>\$0</b>	<b>\$9,420,382</b>
<b>Program Total:</b>	<b>\$7,507,807</b>		<b>\$9,420,382</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,070,758	\$0	\$3,217,864
Interest	\$0	\$50,000	\$0	\$50,000
Beginning Working Capital	\$0	\$4,387,049	\$0	\$6,152,518
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,507,807</b>	<b>\$0</b>	<b>\$9,420,382</b>

## Explanation of Revenues

BWC Estimated carry forward of ongoing projects \$6.1 Million  
 Capital Fee on Owned Library Buildings \$3.2 Million  
 Interest Income \$0.05 Million

## Significant Program Changes

**Last Year this program was:** FY 2022: 78213 Library Construction Fund

This offer increases BWC due to more projects having beginning working capital carryover.

Due to Covid19 the staff in this program were moved to primarily teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Few projects have been cancelled or completely stopped due to Covid19. However, many projects are slowed due to difficulty in material availability, shipping delays, other agency review delays.

**Department:** County Assets **Program Contact:** Scott Churchill  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

This project constructed a new headquarters and clinic facility for the Multnomah County Health Department in the Old Town/Chinatown Neighborhood of Portland. The facility is approximately 157,000 square feet and located on the easterly half of the block U immediately adjacent to the Bud Clark Commons building. The project team focused on delivering a well-functioning, flexible building for County operations that is welcoming to clients. The building is an attractive and durable asset which complements the neighborhood. The Gladys McCoy Building opened in April 2019. Remaining funds will be used to renovate two rooms on the 3rd floor to negative pressure rooms.

### Program Summary

The Gladys McCoy building is the headquarters for the Multnomah County Health Department. It is an approximately 157,000 gross square foot, nine story structure located on the easterly portion of a block in Portland's Central City. The building has a public entry sequence fronting on NW 6th Avenue & NW Hoyt St. Major elements at the ground floor are an Emergency Preparedness and Response center; a pharmacy; a vaccine depot; a loading dock and related service functions and a security desk. The upper eight floors house a variety of Health Department functions: Office of the Director; Deputy Director; Business, Financial & Quality Services; Community Health Services; Director of Nursing; Health Officer; Human Resources & Workforce Development; Integrated Clinical Services; Laboratory services; Communicable Disease services; and Public Health & Community Initiatives. Clinics are located on lower floors to facilitate public access; work spaces are located on upper floors. Vertical circulation, restrooms for public use and staff use, break rooms, mechanical rooms, and other ancillary program spaces are distributed throughout the building.

Design Review was approved on November 10, 2016. The Board of County Commissioners approved Resolution 2016-115 on November 10, 2016 to authorize the Early Work Package. The Ground Breaking Ceremony was held on December 14, 2016 and 100% construction documents were delivered on January 13, 2017. Construction began on February 17, 2017 and the Board of County Commissioners approved the resolution 2017-051 on June 15, 2017 to authorize the GMP amendment with JE Dunn Construction. The steel structure has been completed and a topping ceremony was held December 6, 2017. Construction was completed in FY 2019. Project construction audit was completed in FY 2021.

The old Health Department Headquarters had reached the end of its useful operational life. New lab technology, current infection control standards and contemporary clinic environments using current state of the art HVAC, Lighting and Environmental control systems brings an equitable health treatment experience for the County's underserved population.

Remaining funds will be used to renovate two rooms on the 3rd floor to negative pressure rooms.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Construction of Gladys McCoy building complete	100%	100%	100%	100%
Outcome	Health Department can deliver services from this location	N/A	100%	100%	100%
Outcome	Completion of project construction audit	N/A	100%	100%	N/A

### Performance Measures Descriptions

- Output #1: Complete the construction of the Gladys McCoy Building.
- Outcome #2: Health Department can deliver services from this location.
- Outcome #3: Audit of project construction costs and contract compliance to be completed by independent external auditor.

## Legal / Contractual Obligation

IGA with Portland Development Commission (PDC) granting funds to the County for the subject project construction.  
IGA with Portland Housing Bureau (PHB) granting property to the County for the subject project construction.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$600,000	\$0	\$260,000
Cash Transfers	\$0	\$1,000,000	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,600,000</b>	<b>\$0</b>	<b>\$260,000</b>
<b>Program Total:</b>	<b>\$1,600,000</b>		<b>\$260,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$1,600,000	\$0	\$260,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,600,000</b>	<b>\$0</b>	<b>\$260,000</b>

## Explanation of Revenues

\$260K working capital carryover from FY 2022.

## Significant Program Changes

Last Year this program was: FY 2022: 78214 Health Headquarters Construction



**Program #78215 - South East Health Center**

7/13/2022

**Department:** County Assets **Program Contact:** Scott Churchill  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:** 78210A  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The South East Health Center program offer addressed building structural deficiencies for the South East Health Clinic (SEHC) located at 3653 SE 34th Avenue. The project removed and replaced the deteriorated major structural beams supporting the west wings of the SEHC, along with the failed exterior siding and original building windows with fire resistant fiber cement panel siding and energy efficient windows. In addition, the Dental & Primary Care front desk locations were remodeled to provide a single Universal Front Desk serving both clinics and two new office areas were created, one for the Dental Supervisor and one as a copy room that will serve both clinics.

**Program Summary**

The SEHC provides medical, dental, and pharmacy services to the community, along with Health Department staff office space and assorted community activities in the Lower Level meeting areas. In January of 2018 a gap between the floor and the exterior wall was discovered. After extensive investigation, it was determined that the major glulam (wood) beams supporting the first floor West wings, north and south exterior walls had deteriorated to 50% of their original structural capacity due to moisture damage from years of water infiltration through the failed building exterior siding. These beams were temporarily being shored, to protect the safety of patients, visitors and staff within the building while the structural beams were being replaced. These structural beams were replaced along with the existing Exterior Insulation and Finish System (EIFS) that failed and caused the present structural deficiencies.

Carleton Hart Architects (CHA) led the project with ABHT Structural Engineering providing structural design for the replacement of the deteriorated glulam beams. Architectural upgrades included new energy efficient windows to ensure proper flashing to prevent future water intrusion, in conjunction with the replacement of the failed EIFS siding with fiber cement panel siding on the west wing of the building that will provide long lasting durable service for the life of the building. A large effort has been made by the Health Department and Facilities & Property Management to keep as much of the multi-department clinic open and serving the local underserved population while undergoing these significant construction repairs. The pharmacy remained open for patient services throughout the project's construction, continuing to serve our patient population on a daily basis.

This project is scheduled to be completed in FY 2023.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Project closeout and permitting completed	N/A	N/A	80%	100%
Outcome	All financial settlements completed	N/A	N/A	80%	100%

**Performance Measures Descriptions**

- PM#1 - All project closeout documents, CAD files, and permit files completed and submitted to Building Data Management Center.
- PM#2 - All financial settlements from general contractors and subcontractors received and paid in full.

## Legal / Contractual Obligation

In 2014 the FQHC received a service expansion grant to expand services at the SEHC. Any change in hours/location must be approved by both the CHC and HRSA. Board approved FAC-1 on May 14, 2020.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
Personnel	\$0	\$72,800	\$0	\$0
Contractual Services	\$0	\$2,847,200	\$0	\$600,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,920,000</b>	<b>\$0</b>	<b>\$600,000</b>
<b>Program Total:</b>	<b>\$2,920,000</b>		<b>\$600,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Financing Sources	\$0	\$2,420,000	\$0	\$0
Beginning Working Capital	\$0	\$500,000	\$0	\$600,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,920,000</b>	<b>\$0</b>	<b>\$600,000</b>

## Explanation of Revenues

\$600K working capital carryover from FY 2022.

## Significant Program Changes

Last Year this program was: FY 2022: 78215 South East Health Center

**Department:** County Assets      **Program Contact:** Scott Churchill  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The Behavioral Health Resource Center (BHRC) program offer addresses an on-going housing emergency. Thousands of people in Multnomah County and the Metro region are facing housing instability and, increasingly, experiencing homelessness. Those experiencing behavioral health issues often face additional barriers to accessing shelter and housing and participating in services. Currently, services and facilities specifically serving this population are limited. The renovation and build-out of the County-owned building at Southwest 333 Park Avenue and adjacent parcel of land will greatly support the need for these services and programs.

**Program Summary**

The Multnomah County Health Department, in collaboration with our community partners, have identified the need in our community for a centrally located, dedicated behavioral health resource center providing services during the day, overnight shelter, and transitional housing to serve the growing number of people with disabling conditions, including behavioral health issues such as mental illness and substance use disorders who experience homelessness.

An executive project team was assembled to review the feasibility of purchasing the property at 333 SW Park Avenue and the adjacent parking lot on SW Oak Street. Through a series of feasibility analyses, the site was identified as an excellent location with a flexible interior and exterior space for this specific purpose. Additional analysis regarding the project delivery led to the path of renovating the current building for the new center. The Project Management Team (PMT) was formed with members including Multnomah County Mental Health & Addiction Services (MHASD), Facilities & Property Management (FPM), The Klash Group, Carleton Hart Architecture (CHA), and Mortenson Construction.

The PMT completed the programming and design for the new Behavioral Health Resource Center (BHRC). The project received Portland Design Commission approval in December 2020 and construction documents were prepared. The PMT prepared the FAC-1 Design and Construction Plan that describes the features of the BHRC, sets the project budget at \$26M, and contains the construction schedule for the renovation of the building and construction of the plaza. The Board-Approved the construction of the BHRC in Resolution 2021-032.

This project will be a dedicated facility to support the increasing number of people experiencing homelessness and behavioral health issues. These issues affect populations of color disproportionately. This center will be the first of its kind targeting this underserved population. BHRC will be ready for occupancy in the fall of 2022 (FY 2023).

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Construction of Behavioral Health Resource Center complete	N/A	80%	90%	100%
Outcome	Behavioral Health Resource Center open to the public	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

- PM-1 Construction of Behavioral Health Resource Center (BHRC) completed.
- PM-2 Behavioral Health Resources Center open to the public to provide critically needed services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$14,574,521
Internal Services	\$0	\$0	\$0	\$21,750
Debt Service	\$0	\$0	\$0	\$7,097,729
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,694,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$21,694,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$12,670,000
Interest	\$0	\$0	\$0	\$24,000
Beginning Working Capital	\$0	\$0	\$0	\$9,000,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,694,000</b>

Explanation of Revenues

- \$9 million working capital carryover from FY 2022
- \$10 million from State of Oregon Grant
- \$2.67 million from Federal Earmark
- \$24,000 interest earnings

Significant Program Changes

Last Year this program was: FY 2022: 78219 Behavioral Health Resource Center Capital

Project is planned to be fully funded and internal service loan fully paid in FY 2023. Project completed in FY 2023.



**Department:** County Assets      **Program Contact:** Scott Churchill  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Multnomah County Detention Center (MCDC) / Justice Center, located in downtown Portland, is a 16-story building with 2 sublevels, of which 9 floors are operated as a jail. The security electronics were overhauled in 2006, when new PLC's (Programmable Logic Controllers) and touch panels (operator interfaces) were installed, along with a new fire alarm system and a small video system upgrade. Since then, due to changes in technology the analog intercom and video systems are becoming difficult to support. New technologies available will lower cost while improving the operation, maintainability, and safety of the facility. Decisions are made on these priorities: fire, life, safety, and equity. This program is supported primarily through OTO General funds with additional funds from CIP Fund 2507.

**Program Summary**

This project is currently in construction and is expected to reach substantial completion in FY 2022 Q4. Under this project, the intercom and video surveillance systems at MCDC at the Justice Center will be upgraded to newer technologies, utilizing the same equipment and brands that were recently installed in the other County detention facilities and have become County standard. This project will identify areas with inadequate video coverage and add new cameras and technologies to ensure compliance with the current PREA Standards. Additionally, this will extend the lifetime of the security electronics for another 15-20 years with appropriate maintenance and software upgrades. This project works closely with MCSO Staff, FPM Electronic Services, and other relevant internal trades.

This project will replace 6 different systems: Intercom system, video surveillance system, PLC/Touchscreen systems, Access Control system, administrative intercom phone system, and the Genetic IP-based video management system (VMS). A network of digital encoders will be installed on each floor, which will convert the existing analog camera signal to an IP-based signal, which is then routed to the servers and the associated touchscreen workstation viewing monitors. New PC-based workstations will be provided at each touchscreen station to allow the operator to view the associated cameras for the operator's area of responsibility, controlled by the operator's touchscreen workstation. Images will be brought up automatically in response to intercom, door operations, or alarms, or the operator can manually select single camera viewing, or a combination of different multiple-camera views.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimate</b>	<b>FY23 Offer</b>
Output	Prioritized order for system implementation	1	1	1	1
Outcome	Percent of systems successfully implemented	50%	100%	100%	100%

**Performance Measures Descriptions**

PM #1: Prioritized order for system implementation  
 PM #2: Anticipated that 100% of the systems implementation will be completed in FY 2022.

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
Contractual Services	\$0	\$274,400	\$0	\$730,674
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$274,400</b>	<b>\$0</b>	<b>\$730,674</b>
<b>Program Total:</b>	<b>\$274,400</b>		<b>\$730,674</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$0	\$0	\$570,674
Beginning Working Capital	\$0	\$274,400	\$0	\$160,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$274,400</b>	<b>\$0</b>	<b>\$730,674</b>

## Explanation of Revenues

This program offer is funded by Beginning Working Capital and service reimbursement revenue.

## Significant Program Changes

**Last Year this program was:** FY 2022: 78221 MCDC Detention Electronics

Additional funding was provided in FY 2022 of \$1.8 million due to COVID restrictions and complexities in security access to the Justice Center building. This project should be substantially complete by the end of FY 2022.

**Department:** County Assets **Program Contact:** Greg Hockert

**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

This MCSO River Patrol Boathouses Capital Improvements program offer will fund high priority fire, life, safety repairs to the Multnomah County Sheriff Office (MCSO) River Patrol boathouses and related facilities. These repairs will address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structure. In FY 2019, MCSO restarted contributions to the Capital Improvement Fund (CIP) for future capital needs. Decisions are made on the priorities of fire, life, safety, and equity. Funds for this program are supplied primarily through One-Time-Only (OTO) General Funds with some financial support from Capital Improvement Fund 2507.

**Program Summary**

This carryover project is currently in bidding and jurisdictional review, and the most critical work is currently under construction. All construction work is expected to be completed and the project closed out in FY 2024.

A study was commissioned by Facility and Property Management (FPM) and completed in February 2018 to determine the scope of deferred maintenance required for the MCSO River Patrol boathouses, docks, and ramps; eight structures in total. Deferred maintenance in the amount of at least \$2.5 million was identified by the contracted architecture/engineering firm. Of the \$2.5 million, approximately half is considered to be essential to address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structures. We currently have an imminent danger correction notice for all Columbia River Patrol boathouses from an electrical inspector to prevent Electrical Shock Drowning (ESD).

Structures identified that need improvements are: B496 Willamette River Boathouse and ramp/landing; B307 Columbia River Gleason Landing River Patrol, B493 Boathouse 1, B494 Boathouse 2, and B495 Boathouse 3, and the fueling dock; B309 Columbia River Chinook Landing Boathouse; and the B499 Columbia River Bonneville Boathouse.

It was determined in FY 2020 that it would be more fiscally responsible to purchase replacement structures (instead of repair) for B493 Gleason Landing Boathouse 1 and B309 Columbia River Chinook landing Boathouse. Fund 2507 is contributing funds to this project in FY2022 to complete the Tier 2 and Tier 3 priorities identified in the February 2018 assessment. FY 2022 Funds will be sufficient to complete the renovation and upgrades to B499 Columbia River Bonneville Boathouse, B496 Willamette River Boathouse, and upgrades the fuel dock.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete essential deferred maintenance boathouses	40%	100%	75%	100%
Outcome	MCSO boathouses/floating buildings meet minimum code and safety compliance	50%	100%	40%	40%
Output	Complete tier 2 and tier 3 deferred maintenance on boathouses	N/A	50%	50%	100%

**Performance Measures Descriptions**

PM#1 Output: Complete essential deferred maintenance on MCSO River Patrol boathouses/buildings/ramps/docks in order to reduce the ongoing rapid deterioration of the assets. This will be complete with the exception of the Bonneville Boathouse repairs.

PM#2 Outcome: MCSO boathouses/floating buildings meet minimum code and safety compliance. All boathouses will meet current code with the exception of Gleason Boathouse 1 and 2 and Chinook Boathouse.

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023. An imminent danger correction notice for all Columbia River Patrol boat houses from electrical inspector to prevent Electrical Shock Drowning (ESD).

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$1,682,717	\$0	\$672,608
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,682,717</b>	<b>\$0</b>	<b>\$672,608</b>
<b>Program Total:</b>	<b>\$1,682,717</b>		<b>\$672,608</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$257,691	\$0	\$0
Beginning Working Capital	\$0	\$1,425,026	\$0	\$672,608
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,682,717</b>	<b>\$0</b>	<b>\$672,608</b>

## Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

## Significant Program Changes

**Last Year this program was:** FY 2022: 78227 MCSO River Patrol Boathouses Capital Improvements

Due to COVID19 this project has slowed due to shortages on materials, longer lead times, lack of interested marine vendors, and other agency reviews, particularly permitting restriction from NOAA and US Army Corp of Engineers.

**Department:** County Assets                      **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing Operating Program                      **Program Offer Stage:** As Adopted  
**Related Programs:** 78228B through 78228J  
**Program Characteristics:**

**Executive Summary**

In 2020 voters approved the Library Capital Bond Program (LCBP) bond measure 26-211 to expand and modernize library spaces and balance library service more fairly across Multnomah County, increasing access and services to members of our community, addressing the needs of many marginalized and disadvantaged populations.

**Program Summary**

The bond program will increase total space in the current set of library buildings by about 50%. Each new library project will begin with a robust community engagement and input process to determine the design. Bond activities started in FY 2021 and are anticipated to continue through FY 2027. The overall program includes:

- Enlarge and update seven (7) branch libraries, including Albina Library, Belmont Library, Holgate Library, Midland Library, North Portland Library, Northwest Library, and St. Johns Library.
- Build a Flagship library in East Multnomah County
- Broadband support in all public branches
- Establish an Operations Center
- Provide light touch updates and efficiencies to public areas of all remaining library branches

The LCBP formed a Program Management Office (PMO) composed of staff from the Library and Department of County Assets (DCA) to provide accountability and oversight to deliver on the bond measure. The PMO reports to Executive Sponsors, an Executive Stakeholder Committee, a Community Oversight Committee, and the Board of County Commissioners for direction and accountability.

The program will support the Library's pillars and priorities. All aspects of this work shall center equity, diversity and inclusion, key values of DCA and the Library. Each project will have COBID (Certification Office for Business Inclusion and Diversity) certified firm goals, workforce diversity goals, and apprenticeship goals. [Link to Library Bond Website.](https://multcolib.org/library-building-bond/capital-planning-project-principles)  
<https://multcolib.org/library-building-bond/capital-planning-project-principles>

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Develop and maintain a three-year project plan to achieve the bond sale requirements.	N/A	1	1	1
Outcome	Provide regularly scheduled updates to the Board of County Commissioners	N/A	N/A	N/A	4
Output	Percentage of assigned dollars expended on efficiency and light touch projects.	NA	NA	NA	20%

**Performance Measures Descriptions**

- P1 - Output: This measure addresses a requirement of the bond financing. Includes a baseline spend down plan and a quarterly updated spend down plan.
- P2 - Outcome: This measure addresses establishing a solid project management reporting methodology for the program. It anticipates presenting to BCC 4x in a fiscal year
- P3 - Output: This measure captures the % of assigned dollars expended of light touch and efficiency (Refresh) projects

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
Personnel	\$0	\$4,199,265	\$0	\$620,116
Contractual Services	\$0	\$380,951,116	\$0	\$26,703,865
Materials & Supplies	\$0	\$780	\$0	\$0
Internal Services	\$0	\$0	\$0	\$444,599
Unappropriated & Contingency	\$0	\$50,738,635	\$0	\$51,659,288
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$435,889,796</b>	<b>\$0</b>	<b>\$79,427,868</b>
<b>Program Total:</b>	<b>\$435,889,796</b>		<b>\$79,427,868</b>	
<b>Program FTE</b>	0.00	18.00	0.00	18.00

<b>Program Revenues</b>				
Beginning Working Capital	\$0	\$436,041,796	\$0	\$79,427,868
<b>Total Revenue</b>	<b>\$0</b>	<b>\$436,041,796</b>	<b>\$0</b>	<b>\$79,427,868</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

## Significant Program Changes

**Last Year this program was:** FY 2022: 78228 Library Capital Bond Construction

Transfer 1.0 FTE to Program Offer 78001 Human Resources. This is a positional transfer only and DCA Human Resources program will provide funding for this FTE.

In FY 2023, contractual services being split across scaled offer 78228B-J.

<b>Department:</b>	County Assets	<b>Program Contact:</b>	Tracey Massey
<b>Program Offer Type:</b>	Innovative/New Program	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>	78228A, 78228C through 78228J		
<b>Program Characteristics:</b>			

### Executive Summary

This program funds the purchase, renovation, and expansion of 73,000 gsf building for the Library Operations Center, located in East Portland. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

### Program Summary

This multi-year project is expected to start construction in early FY 2023. The project completes an interior renovation, seismic upgrade, and exterior improvements. Construction is expected to be completed in FY 2024. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

Located in East Portland, the Operations Center will feature Automated Materials Handling which will provide library materials to patrons in an efficient way, reducing overall materials handling costs and expediting delivery of patron holds. Although not a public location, the space will also serve as a warehouse for materials and a workspace for library staff. Under this project, centralized outreach, circulation, and other services will be shifting from inner Northeast Portland to mid-County, providing several fundamental improvements around proximity to priority audiences and system-wide materials movement. Shifting a portion of the library's collection from public buildings to the Operations Center to be sorted and shipped centrally provides great efficiency in getting materials to patrons faster while also providing on-site staff with more time assisting patrons.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of certified COBID firms contracted	N/A	N/A	N/A	20%
Outcome	Percent of construction successfully completed	N/A	N/A	N/A	75%

### Performance Measures Descriptions

P1 - Output: This measure addresses the percentage of COBID Certified firms contracts by dollars \$ committed.

P2 - Outcome: Percent of project planned for completion during a fiscal year that is completed in that fiscal year.

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$654,150
Contractual Services	\$0	\$0	\$0	\$53,023,978
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$53,678,128</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$53,678,128</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$53,678,128
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$53,678,128</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

## Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction



**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted  
**Related Programs:** 78228A, 78228B, 78228D through 78228J  
**Program Characteristics:**

### Executive Summary

The Midland Library project renovates 24,000 sf existing library with a roughly 6,000 sf addition on the existing site. Project decision considerations include Library pillars, priorities, environmental sustainability, and operational efficiencies.

### Program Summary

This multi-year project is expected to complete design, obtain permits, establish the Guaranteed Maximum Price (GMP), and start construction in FY 2023. The project will increase roughly 6,000 sq. ft and renovate existing space to be more modern, flexible, and accessible by the community. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The new Midland Library will be a destination library - 30,000 to 60,000 square feet, providing a rich variety of services, resources, and spaces to meet the needs of the diverse community. Midland Library is currently one of east Multnomah County's two designated regional libraries. It has a large geographic draw and is one of the most-visited and highest-circulating libraries in the Multnomah County Library system. The Midland Library is in one of the most culturally and linguistically diverse areas of the county.

Community outreach and engagement will utilize diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services. The building design will also receive input from Community Design Advocates, paid community members who will provide two-way feedback between community organizations, patrons and the design team. Key activities include robust community engagement to inform design, onboarding of paid positions for Community Design Advocates and the project delivery team meeting their schedule and goals.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete design development and construction documents of the Midland Library	N/A	N/A	N/A	100%
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	N/A	N/A	1
Outcome	Community advocate satisfaction rating (1 to 5) with their experience as paid grassroots community.	N/A	N/A	N/A	4

### Performance Measures Descriptions

P1 - Output: Complete design development and construction documents for the Midland Library project.  
P2 - Outcome: Have an executed GMP amendment for the Midland Library Project  
P3 - Outcome: Reflects the commitment to include and amplify community voice throughout the bond projects and is a measure of community advocates' satisfaction with their experience as paid grassroots community engagement members.  
Rating 5 = most satisfied.

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
Personnel	\$0	\$0	\$0	\$383,999
Contractual Services	\$0	\$0	\$0	\$29,129,402
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,513,401</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$29,513,401</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Beginning Working Capital	\$0	\$0	\$0	\$29,513,401
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,513,401</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

## Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

**Department:** County Assets      **Program Contact:** Tracey Massey  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Adopted  
**Related Programs:** 78228A, 78228B, 78228C, 78228E through 78228J  
**Program Characteristics:**

### Executive Summary

The Holgate Library project builds an approximately 21,000 sf new library on the existing site. Project decision considerations include Library pillars, priorities, environmental sustainability, and operational efficiencies.

### Program Summary

This multi-year project is expected to complete design, obtain permits, establish the Guaranteed Maximum Price (GMP), and start construction in FY 2023. A new 21,000 sf library building will replace the current Holgate Library, more than doubling space for service. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The new Holgate Library will be a neighborhood library - a location smaller than 30,000 sf that provides limited amenities and a community-driven collection.

Holgate Library has long served an incredibly diverse community including emerging new immigrant populations who will find greater access to services and amenities. The new building will provide ample space for community use, including flexible meeting rooms, enhanced programming, and intentional space planning.

Community outreach and engagement will utilize diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services. The building design will receive input from Community Design Advocates, paid community members who will provide two-way feedback between community organizations. Key activities include robust community engagement to inform design, onboarding of paid positions for Community Design Advocates and the project delivery team meeting their schedule and goals.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete design development and construction documents of the Holgate Library	N/A	N/A	N/A	100%
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	N/A	N/A	1
Outcome	Community advocate satisfaction rating (1-5) with their experience as a paid grassroots community	N/A	N/A	N/A	4

### Performance Measures Descriptions

P1 - Output: Complete design development and construction documents for the Holgate Library project.  
P2 - Outcome: Have an executed GMP amendment for the Holgate Library Project  
P3 - Outcome: Reflects the commitment to include and amplify community voice throughout the bond projects and is a measure of community advocates' satisfaction with their experience as paid grassroots community engagement members.  
Rating 5 = most satisfied.

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
Personnel	\$0	\$0	\$0	\$354,846
Contractual Services	\$0	\$0	\$0	\$25,737,221
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,092,067</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$26,092,067</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Beginning Working Capital	\$0	\$0	\$0	\$26,092,067
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,092,067</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

## Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

**Department:** County Assets    **Program Contact:** Tracey Massey  
**Program Offer Type:** Innovative/New Program                      **Program Offer Stage:** As Adopted  
**Related Programs:** 78228A, 78228B, 78228C, 78228D, 78228F through 78228J  
**Program Characteristics:**

**Executive Summary**

The North Portland Library project renovates roughly 8,700 sf of existing library, and builds an approximately 1,500 sf addition. Project decision considerations include Library pillars, priorities, environmental sustainability, and operational efficiencies.

**Program Summary**

This multi-year project is expected to complete design, obtain permits, establish the Guaranteed Maximum Price (GMP), and start construction in FY 2023. The current building will be renovated with a new 1,500 sf addition, joining the historic space with new, modern amenities. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The new North Portland Library will be a neighborhood library - a location smaller than 30,000 sf that provides limited amenities and a community-driven collection. The historic North Portland Library sits on NE Killingsworth Avenue between Jefferson High School and Portland Community College. This library is home to the Black Resource Center, housing both scholarly and popular materials relating to the African-American experience.

Community outreach and engagement will utilize diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services. The building design will also receive input from the Youth Opportunity Design Approach (YODA), paid teen community members who will join the design team. Key activities include robust community engagement to inform design, onboarding of paid teen positions to participate in the project, and the project delivery team meeting their schedule and goals.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete design development and construction documents of the North Portland Library	N/A	N/A	N/A	100%
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	N/A	N/A	1
Outcome	Community advocate satisfaction rating (1-5) with their experience as a paid grassroots community	N/A	N/A	N/A	4

**Performance Measures Descriptions**

P1 - Output: Complete design development and construction documents for the North Portland Library project.

P2 - Outcome: Have an executed GMP amendment for the North Portland Library Project

P3 - Outcome: Reflects the commitment to include and amplify community voice throughout the bond projects and is a measure of community advocates' satisfaction with their experience as paid grassroots community engagement members. Rating 5 = most satisfied.

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$228,621
Contractual Services	\$0	\$0	\$0	\$10,842,690
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,071,311</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$11,071,311</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$11,071,311
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,071,311</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

## Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted  
**Related Programs:** 78228A, 78228B, 78228C, 78228D, 78228E, 78228G through 78228J  
**Program Characteristics:**

### Executive Summary

The Albina Library project builds approximately 42,000 sf of library space and administrative offices on the existing Knott Street/Isom site. Project decision considerations include Library pillars, priorities, environmental sustainability, and operational efficiencies.

### Program Summary

This multi-year project is expected to complete design, obtain permits, establish the Guaranteed Maximum Price (GMP), and start construction in FY 2023. The project builds an approximately 42,000 sf new library which includes ~30,000 allocated to a new library space and ~12,000 square footage allocated to library executive administration space on the existing Isom/Knott Street site. The Knott Street building will be renovated. The Isom building and garage will be removed. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The new Albina Library will be a destination library -- 30,000 to 60,000 square feet, providing a rich variety of services, resources and spaces to meet the needs of the diverse communities.

Community outreach and engagement will utilize diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services. The building design will also receive input from the Youth Opportunity Design Approach (YODA), paid teen community members who will join the design team. Key activities include robust community engagement to inform design, onboarding of paid teen positions to participate in the project and the project delivery team meeting their schedule and goals.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete design development and construction documents for the Albina Library project.	N/A	N/A	N/A	100%
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	N/A	N/A	1
Outcome	Community advocate satisfaction rating (1-5) with their experience as a paid grassroots community	N/A	N/A	N/A	4

### Performance Measures Descriptions

P1 - Output: Percent complete of design development and construction documents for the Albina Library project.

P2 - Outcome: Have an executed GMP amendment for the Albina Library Project

P3 - Outcome: Reflects the commitment to include and amplify community voice throughout the bond projects and is a measure of community advocates' satisfaction with their experience as paid grassroots community engagement members.

Rating 5 = most satisfied.

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$517,667
Contractual Services	\$0	\$0	\$0	\$46,018,218
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,535,885</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$46,535,885</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$46,535,885
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,535,885</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

## Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction



**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted  
**Related Programs:** 78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228H, 78228I, 78228J  
**Program Characteristics:**

**Executive Summary**

The East County Flagship builds an estimated 95,000 sf new flagship library on a new site. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

**Program Summary**

This multi-year project is expected to start community engagement and design in FY 2023. The East County Flagship builds an estimated 95,000 sf new flagship library on a new site. This library will be comparable in size to Central Library in downtown Portland and serve a similarly large segment of the county population. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

Flagship facilities are 80,000 sf and larger. They are the “go to” for unique, specialized, and high-value programs and resources beyond what’s available in Multnomah County Library’s (MCL) full-service destination libraries.

The East County Flagship will provide unique, specialized and high-value programs and resources far beyond what is currently available east of I-205. This full-service, destination library will dramatically increase equity in services, access and square footage of usable community space, directly addressing the historically under-built, underserved neighborhoods of east Multnomah County. These communities are home to nearly 60% of Multnomah County's Hispanic/Latino residents and more than 40% of its African American residents. The new library space will be deeply informed by community engagement, creating new opportunities for traditionally underserved audiences.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete design development and construction documents for the East County Flagship Library project.	N/A	N/A	N/A	50%
Outcome	Community advocate satisfaction rating (1-5) with their experience as a paid grassroots community	N/A	N/A	N/A	4

**Performance Measures Descriptions**

P1 - Output: Percent complete of design development and construction documents for the East County Flagship Library project.

P2 - Outcome: Reflects the commitment to include and amplify community voice throughout the bond projects and is a measure of community advocates' satisfaction with their experience as paid grassroots community engagement members. Rating 5 = most satisfied.

**Legal / Contractual Obligation**

N/A

**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$1,019,722
Contractual Services	\$0	\$0	\$0	\$123,476,417
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$124,496,139</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$124,496,139</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Beginning Working Capital	\$0	\$0	\$0	\$124,496,139
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$124,496,139</b>

**Explanation of Revenues**

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

**Significant Program Changes**

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

**Program #78228H - Library Capital Bond Construction: Belmont Library**

7/13/2022

**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted  
**Related Programs:** 78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228G, 78228I, 78228J  
**Program Characteristics:**

**Executive Summary**

The Belmont Library renovates roughly 3,000 sf of existing library, removes approximately 3,000 sf remaining portion, and builds an approximately 17,000 sf addition. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

**Program Summary**

This multi-year project is expected to complete procurement of the design and construction teams and start community engagement in FY 2023. The 3,000 sf original historic Belmont library will remain on its current site, but its newer addition will be removed to make way for a new 17,000 sf addition to bring the total size to 20,000 sf. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The new Belmont Library will be a neighborhood library - a location smaller than 30,000 sf that provides limited amenities and a community-driven collection.

Belmont Library has long been one of the busiest libraries in the county in terms of circulation per square foot. Set in a densely populated neighborhood, this library serves a mixture of families, students and adults.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Issue procurement solicitations for the design team and construction teams	N/A	N/A	N/A	2
Outcome	Have executed contracts for design team and construction team.	N/A	N/A	N/A	2

**Performance Measures Descriptions**

P1 - Output: Number of solicitations issued for procurement of design and construction team.  
 P2 - Outcome: Number of contracts executed for design and construction team.

**Legal / Contractual Obligation**

N/A

**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$215,854
Contractual Services	\$0	\$0	\$0	\$25,907,258
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,123,112</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$26,123,112</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Beginning Working Capital	\$0	\$0	\$0	\$26,123,112
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,123,112</b>

**Explanation of Revenues**

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

**Significant Program Changes**

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

<b>Department:</b>	County Assets	<b>Program Contact:</b>	Tracey Massey
<b>Program Offer Type:</b>	Innovative/New Program	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>	78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228G, 78228H, 78228J		
<b>Program Characteristics:</b>			

**Executive Summary**

The Northwest Library builds out a roughly 10,000 sf new library at a new building/site, transitioning from leased to owned property. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

**Program Summary**

This multi-year project purchased a building in FY 2022, which will be used as an interim space for the library system supporting other bond projects. Procurement of the branch design and construction team and the start of community engagement will start in FY 2023. The new library will be roughly 10,000 sf at a new building/site and more than doubling the size of the existing library. The transition from leased to owned property achieves a key property goal of the Framework for Future Library Spaces. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The new Northwest Library will be a neighborhood library - a location smaller than 30,000 sf that provides limited amenities and a community-driven collection.

Since 2000, the Northwest Library has called a historic building at NW 23rd Avenue and NW Thurman Street home. As part of the 2017 Framework for Future Library Spaces lays out, future sustainability for the library organization includes moving from leased to owned facilities. This project will shift from a leased building to a purchased property.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimate</b>	<b>FY23 Offer</b>
Output	Issue procurement solicitations for the design team and construction teams	N/A	N/A	N/A	2
Outcome	Have executed contracts for design team and construction team.	N/A	N/A	N/A	2

**Performance Measures Descriptions**

P1 - Output: Number of solicitations issued for procurement of design and construction team.

P2 - Outcome: Number of contracts executed for design and construction team.

**Legal / Contractual Obligation**

N/A

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>
<b>Program Expenses</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
Personnel	\$0	\$0	\$0	\$153,206
Contractual Services	\$0	\$0	\$0	\$10,857,714
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,010,920</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$11,010,920</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Beginning Working Capital	\$0	\$0	\$0	\$11,010,920
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,010,920</b>

**Explanation of Revenues**

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

**Significant Program Changes**

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

**Department:** County Assets   **Program Contact:** Tracey Massey  
**Program Offer Type:** Innovative/New Program                       **Program Offer Stage:** As Adopted  
**Related Programs:** 78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228G, 78228H, 78228I  
**Program Characteristics:**

**Executive Summary**

The St. Johns Library renovates roughly 5,600 sf existing library with an approximately 1,500 sf addition on the existing site. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

**Program Summary**

This multi-year project is expected to complete procurement of the design and construction teams and start community engagement in FY 2023. Plans are to renovate roughly 5,600 sf existing library with an approximately 1,500 sf addition on the existing site. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The renovated St. John's Library will be a neighborhood library - a location smaller than 30,000 sf that provides limited amenities and a community-driven collection.

St. John's Library, an original 1921 Carnegie building, is an iconic symbol of the St. John's community and provides neighbors with limited, but highly valued, public meeting and programming space.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Issue procurement solicitations for the design team and construction teams	N/A	N/A	N/A	2
Outcome	Have executed contracts for design team and construction team.	N/A	N/A	N/A	2

**Performance Measures Descriptions**

- P1 - Output: Number of solicitations issued for procurement of design and construction team.  
P2 - Outcome: Number of contracts executed for design and construction team.

**Legal / Contractual Obligation**

N/A

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>
<b>Program Expenses</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
Personnel	\$0	\$0	\$0	\$71,021
Contractual Services	\$0	\$0	\$0	\$8,537,612
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,608,633</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$8,608,633</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Beginning Working Capital	\$0	\$0	\$0	\$8,608,633
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,608,633</b>

**Explanation of Revenues**

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

**Significant Program Changes**

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction



**Department:** County Assets **Program Contact:** Dan Zalkow  
**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted  
**Related Programs:** 78233A  
**Program Characteristics:**

### Executive Summary

The Justice Center Critical Electrical System Upgrade Bus Duct Replacement program offer is for early construction work to replace the electrical Bus Duct System. In FY 2023, early construction phase costs are \$2M (\$1.2M County and \$0.8M City of Portland). Electrical system at Justice Center is the County’s greatest operational risk given the system’s poor condition and the impact of a system failure. Failure of this system could result in needing to relocate all occupants. The total estimated cost to replace the system is estimated at \$24 million as of January 2022.

### Program Summary

The Justice Center building’s incoming building electrical service, bus ducts, and electrical distribution equipment are mostly of original construction (1981), are in poor condition, include sections that cannot be maintained, and is in need of replacement. Failure of these systems could result in a complete electrical outage and require the building to be vacated for a year or more. Project is intended to be split the costs with the City of Portland with 59% of the project paid for by the County and 41% by the City, based on the building’s occupancy split. In FY 2023, CoP will transfer up to \$5.5M to Multnomah County, which is approximately half of their share of the project based on current project cost estimates.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Execute agreement with the City of Portland and develop a project plan.	N/A	N/A	N/A	1
Outcome	Execute a contract with a contractor in order to begin construction work.	N/A	N/A	N/A	100%

### Performance Measures Descriptions

Starting project requires agreements with the City of Portland and a contractor.

## Legal / Contractual Obligation

IGA with the City of Portland

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$7,300,458
Cash Transfers	\$0	\$0	\$0	\$600,458
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,900,916</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$7,900,916</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$5,500,000
Financing Sources	\$0	\$0	\$0	\$1,800,458
Beginning Working Capital	\$0	\$0	\$0	\$600,458
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,900,916</b>

## Explanation of Revenues

Funded with one-time-only General Fund \$1.2 million, City of Portland \$5.5 million, BWC carryover \$0.6 million

## Significant Program Changes

Last Year this program was:



## Legal / Contractual Obligation

Contractual obligation for design and consulting.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$500,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$500,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$500,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>

## Explanation of Revenues

In 2016, the Board of County Commissioners adopted Resolution 2016-069, directing that the proceeds from the sale of the Edgefield North property, also known as the Pig Farm, be used toward the rehabilitation or replacement of the MCAS shelter.

In FY 2023, \$500,000 of sale proceeds will be transferred out of the Animal Control Fund 01508 that were previously transferred from the General Fund in FY's 2019, 2021 and 2022. In FY 2024 support of the design phase, funding from the General Fund 01000 will transfer to the Department of County Assets Capital Construction Program Fund 02507. Total sale proceeds of the Pig Farm property amounted to \$3.7M.

## Significant Program Changes

Last Year this program was:

**Department:** County Assets

**Program Contact:** Dan Zalkow

**Program Offer Type:** Innovative/New Program

**Program Offer Stage:** As Adopted

**Related Programs:**

**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program offer provides funding for consulting services to continue to develop a plan for Walnut Park.

**Program Summary**

The Walnut Park property and surrounding area requires a sizeable investment to modernize and advance the use of the space. The County invested in a development feasibility study during FY 2021 and 2022. The feasibility study resulted in recommendations to solicit a development partner or other consultant services to continue to advance the Walnut Park initiative based on County Leadership direction. This program offer provides funding for consulting services to continue to develop a plan for Walnut Park.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimate</b>	<b>FY23 Offer</b>
Output	Project plan identifying the schedule for the project.	N/A	N/A	N/A	1
Outcome	Clear next steps for Walnut Park Development will be approved, and a plan for the next phase identified.	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

A project plan and clear next steps are key components of project success.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$200,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$200,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$200,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>

Explanation of Revenues

One time only General Funds of \$0.2 million

Significant Program Changes

Last Year this program was:

**Department:** County Assets      **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

### Executive Summary

The IT Innovation and Investment Projects offer provides funding and governance for projects within the Technology Improvement Program. The offer provides continued funding for projects currently in progress as well as funding for replacement of high risk software applications and priority system initiatives. The IT Projects and Portfolio Management group manages the capital expenditures for this program offer.

### Program Summary

The Technology Improvement Program (TIP) is designed to address obsolete technology identified through technology lifecycle management. The projects addressed through the TIP are identified through the Technology Fitness Assessment conducted every other year. These systems are used by programs throughout the County focused on serving our residents - allowing County staff to efficiently and effectively perform their job responsibilities.

There is an extensive list of systems to be remediated due to outdated and obsolete technologies. The list is continually reevaluated and re-prioritized. Here are a few example projects underway and expected to carry forward into FY 2023:

**IRCS Data Spreadsheets:** IRCS Data Spreadsheets track client data for Multnomah County's Juvenile Intervention & Resource Connection Services program. Currently this information is being tracked in google sheets which is causing reporting on the program to become quite time intensive. We would like to replace this with a custom .NET application that will allow for better reporting and increased data security.

**PR Navigator - Department of Community Services (DCS)** is replacing this system with new vendor technology (EnerGov). Components of the system will be available to users in the DCS, counterparts within local city governments and agencies and to residents and contractors within Multnomah County.

In FY 2023, the County will add \$2.0 million one-time-only as an initial investment to fund the TIP program in addressing capital reinvestment and lifecycle management. DCA will work with County Leadership to develop a capital program with stable funding mechanism similar to the Asset Preservation and Capital Improvement Program funds in Facilities and Property Management.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of projects monitored per monitoring process.	100%	100%	100%	100%
Outcome	Strategic reports shared with leaders improving transparency.	12	12	12	12

### Performance Measures Descriptions

PM #1 Output - 100% of the funded projects will be monitored by the IT Senior Leadership.

PM #2 Outcome - This measure ensures that information and data concerning strategic IT projects are consistently and transparently shared with County leadership.

**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$189,524	\$0	\$486,148
Contractual Services	\$0	\$282,720	\$0	\$2,208,993
Materials & Supplies	\$0	\$491,000	\$0	\$246,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$963,244</b>	<b>\$0</b>	<b>\$2,941,141</b>
<b>Program Total:</b>	<b>\$963,244</b>		<b>\$2,941,141</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$2,280,000
Beginning Working Capital	\$0	\$963,244	\$0	\$661,141
<b>Total Revenue</b>	<b>\$0</b>	<b>\$963,244</b>	<b>\$0</b>	<b>\$2,941,141</b>

**Explanation of Revenues**

This program will carryover unspent one time only revenues into FY 2023 as beginning working capital through project(s) completion. In addition, there are two cash transfers in: \$280,000 from Fund 03503 to subsidize the completion of PR Navigator replacement and \$2.0 million one-time-only to support capital reinvestment.

**Significant Program Changes**

Last Year this program was: FY 2022: 78301A IT Innovation & Investment Projects



**Department:** County Assets      **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:** 25200-25205, 40099B,72052  
**Program Characteristics:**

**Executive Summary**

Multnomah County voters approved “Preschool For All” to give all 3 and 4 year-olds in the County access to free, quality, developmentally appropriate, culturally responsive preschool experiences. Preschool allows families to go to work knowing that their children are in a safe and enriching environment, a resource that has been increasingly unavailable due to the COVID-19 pandemic and disproportionately unavailable to families of color. This offer encompasses the project resources required to implement technology solutions that will support parents applying to, County staff administering and preschool providers participating in the program. Funding decisions are made in cooperation with the Department of County Human Services, DCA, the Chair’s Office, Central Budget and the Community Budget Advisory Board.

**Program Summary**

The Department of County Human Services is responsible for developing, implementing and operating the Preschool for All Program. The County’s Information Technology Division of County Assets is responsible for providing the technology solutions to support the program. This program is funded through a voter-approved tax revenue source.

The high level components of the major application includes:

- Public Website, Participating Preschool Search and Online Application (available in English and Spanish to start)
- Administrative Website Solution
- Provider Portal Solution

This offer includes external vendor costs and internal project-based resources to establish the vendor solution. In FY 2022, a Minimum Viable Solution (MVP) was custom developed to meet year 1 technology needs. A competitive procurement for a long-term vendor solution was completed with a successful award. Carryover of the program to FY 2023 will cover vendor implementation services, year one license and maintenance costs, and internal resources to implement the vendor solution.

Digital strategy project status reports are available on the county intranet for this project as well as weekly project team status meetings and monthly progress and budget updates to the project sponsors and steering committee.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Develop a project plan to include scope, schedule, and budget.	10%	90%	100%	N/A
Outcome	Stakeholders are kept informed of the progress of the project, as measured by status reporting.	5%	45%	45%	50%
Output	Percent implemented of a year 1 minimum viable technology solution	N/A	N/A	90%	95%
Output	Percentage implemented of the long-term vendor technology solution	N/A	N/A	5%	95%

**Performance Measures Descriptions**

P1 - The success of the project is based on project management standards, including an approved project plan. P2 - Communication and stakeholder awareness is key to project success, as measured by the percent of consistent timely project reporting that has occurred over the course of the project. P3 - The percentage of Minimal Viable technology solution implemented to support the program Year 1. P4 - The percentage of the final vendor solution implemented to support the program long-term.

## Legal / Contractual Obligation

Preschool for all measure 26-214

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Materials & Supplies	\$0	\$1,200,000	\$0	\$594,093
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$594,093</b>
<b>Program Total:</b>	<b>\$1,200,000</b>		<b>\$594,093</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,200,000	\$0	\$594,093
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$594,093</b>

## Explanation of Revenues

Preschool for All software development and/or acquisition costs will be recovered via Internal Service Reimbursements.

## Significant Program Changes

**Last Year this program was:** FY 2022: 78301B Pre-School for All Technology Solution

Due to Covid19 the staff in this program continued to teleworking instead of reporting to the office. Facilitation of project teams is primarily through Google meet, email and/or google chat with the aid of collaboration tools such as Jamboard.

**Department:** County Assets **Program Contact:** Tracey Massey

**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Technology Improvement Program focuses on investing in new technologies and addresses the risk of obsolete existing technologies through a periodic Fitness Assessment to identify and mitigate the risk of service interruptions as part of the strategic goal around Risk Management. This offer supports the upgrade of key of the County's database infrastructure known as SQL Server. This infrastructure supports nearly all of the County's business applications and is a critical component of our infrastructure.

### Program Summary

This offer upgrades the SQL Server platform and migrates the existing data for select systems. The data used by the department systems are stored in SQL Server databases. The vendor (Microsoft) provides version upgrades and security updates to these routinely. As they release new versions, the vendor discontinues the support for older versions. The County has several database systems that are due for upgrades as they are going to be out of the vendor support cycle. This very critical project is complex and must be coordinated.

Equity is incorporated throughout from development through support, and is specifically important because of the public nature of this program offer. Additionally, all services include understanding and defining business needs and risks, recommending effective and innovative technology solutions, constructing and upgrading platforms as required, and ensuring the integrity and security of the platforms.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Project plan identifying the schedule for the project.	N/A	N/A	N/A	1
Outcome	Full database replacements for the set of databases identified in the project plan.	N/A	N/A	N/A	100%

### Performance Measures Descriptions

P1 - A project plan is a key component of project success.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$245,000	\$0	\$51,976
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$245,000</b>	<b>\$0</b>	<b>\$51,976</b>
<b>Program Total:</b>	<b>\$245,000</b>		<b>\$51,976</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$245,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$51,976
<b>Total Revenue</b>	<b>\$0</b>	<b>\$245,000</b>	<b>\$0</b>	<b>\$51,976</b>

Explanation of Revenues

This program budgets \$51,976 beginning working capital through project's completion.

Significant Program Changes

Last Year this program was: FY 2022: 78301D Technology Improvement Program-SQL Server Upgrade and Migration

**Department:** County Assets **Program Contact:** Linu Parappilly  
**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Food Handler Replacement for the Health Department. This application is an old technology, and doesn't accept modern payment methods, which require manual intervention.

**Program Summary**

The Technology Improvement Program funds the replacements and consolidation of obsolete technology. This is an ongoing business need. The projects are identified through the Technology Fitness Assessment conducted every other year. The Technology Fitness Assessment determines how well the most critical technology supports the mission, business processes, and technical requirements of the County. Projects are prioritized based on the fitness assessment and availability of technical and business resources to perform the work.

The Food Handle Replacement application is an old technology, and doesn't accept modern payment methods, which require manual intervention. The current application does not follow current standards for accepting payments. This requires manual intervention to change passwords to keep the application running or reversing payments.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Project plan identifying the schedule for the project.	N/A	N/A	N/A	1
Outcome	A system that meets the requirements with modern technology standards.	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

- P1 - A project plan is a key component of project success.
- P2 - Delivery per schedule of identified program functionality.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$250,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$250,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$250,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>

Explanation of Revenues

One time Only General funds

Significant Program Changes

Last Year this program was:

**Department:** County Assets      **Program Contact:** Linu Parappilly

**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program offer is for the replacement of the Red Cap and LawLog systems used by the Department of Community Justice.

**Program Summary**

Red Cap and LawLog systems used by the Department of Community Justice need to be replaced. LawLog is an old code base that requires regular manual intervention and continually faces production support issues. A full rewrite of the system would be necessary to move it to a new version. Red Cap is a vendor solution that does not meet existing reporting requirements. As part of the TIP, new solutions for these systems will be identified and implemented and the old systems will be decommissioned.

The Technology Improvement Program funds the replacements and consolidation of obsolete technology. This is an ongoing business need. The projects are identified through the Technology Fitness Assessment conducted every other year. The Technology Fitness Assessment determines how well the most critical technology supports the mission, business processes, and technical requirements of the County. Projects are prioritized based on the fitness assessment and availability of technical and business resources to perform the work.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Project plan identifying the schedule for the project.	N/A	N/A	N/A	1
Outcome	A system that meets the requirements with modern technology standards.	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

P1 - A project plan is a key component of project success.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$250,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$250,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$250,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>

Explanation of Revenues

One Time Only General Funds

Significant Program Changes

Last Year this program was:



**Department:** County Assets **Program Contact:** Linu Parappilly  
**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted  
**Related Programs:** 78301D  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The Technology Improvement Program focuses on investing in new technologies and addresses the risk of obsolete existing technologies through a periodic Fitness Assessment to identify and mitigate the risk of service interruptions as part of the strategic goal around Risk Management. This offer supports the upgrade of key of the County's database infrastructure known as SQL Server. This infrastructure supports nearly all of the County's business applications and is a critical component of our infrastructure.

**Program Summary**

This offer upgrades the SQL Server platform and migrates the existing data for select systems. The data used by the department systems are stored in SQL Server databases. The vendor (Microsoft) provides version upgrades and security updates to these routinely. As they release new versions, the vendor discontinues the support for older versions. The County has several database systems that are due for upgrades as they are going to be out of the vendor support cycle. This very critical project is complex and must be coordinated. This program offer will fund the incremental work on this project.

This is Phase 2 of this project. Phase 1 was part of our FY 2022 funding.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Project plan identifying the schedule for the project	N/A	N/A	N/A	1
Outcome	Full database replacements for the set of databases identified in the project plan.	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

P1 - A project plan is a key component of project success.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$300,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$300,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$300,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>

Explanation of Revenues

One time only General Funds

Significant Program Changes

Last Year this program was:

**Department:** County Assets

**Program Contact:** Vikki Scotti

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Portfolio and Project Management (PPM) team plans, organizes, and controls project team activities and addresses project risks and issues to ensure that high-impact IT projects are completed successfully. We use high quality, inclusive and equitable project management practices that are repeatable and highly predictive of success. Through these projects, the PPM program delivers the new and enhanced technology that every department and program depends on to succeed in their missions. We ensure that current project work matches current organizational priorities with in-demand IT resources across project portfolios. Funding decisions for this program are made in cooperation with DCA, County departments, the Chair's Office, Central Budget and the Community Budget Advisory Board.

### Program Summary

The PPM program is a shared organizational entity available to assist County Departments with their prioritized project work. The PPM program is designed to provide leadership, best practices, research, support and training for Portfolio and Project Management in DCA IT. PPM provides project management using consistent, scalable, inclusive processes and tools to match the approach and style to the type of information technology project needed. PPM brings diverse people together in building project teams utilizing many skills including interpersonal, change and conflict management, user-centered design and facilitation techniques. Listening to and asking questions of customers is key to project success. By listening, the PPM learns how departments want to use technology. By asking questions, PPM clarifies how a project can be actively anti-racist and how our customers want the world to be different as a result. To achieve these results, PPM provides the skills needed to deliver solutions and value on time, within budget and scope. After project completion, we perform project retrospectives to continually improve our processes, skills and tools. In this way, the PPM program creates an atmosphere of continuous learning for project managers to enhance their skills and provide coaching to others. For Portfolio Management, we provide portfolio analysis and decision data needed for the IT management team to ensure that the right projects are being done at the right time. PPM provides a central repository of portfolio, program, and project information that reports the value provided by IT to each department and predicts future budgetary needs.

Without the PPM program, there would be a lower level of certainty relating to technology delivery and adoption as well as a lower level of coordination over project work. This lack of coordination leads to a higher level of uncertainty of technology adoption. PPM ensures that projects are planned, scoped and delivered to the departments that service the County's residents and visitors most in need. Without the communications and training efforts driven by PPM, technology improvements could exist but end users would not know about it or how to use it. Without the PPM program, there would be less alignment between the work being performed and the goals of the department, customers and the organization as a whole. All County workers may access the IT PPM Commons site for the status of priority technology projects and information on project management processes and practices at any time.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Maintain ratio of planned to unplanned work for actual time worked	81%	75%	72%	78%
Outcome	Number of strategic reports shared with leaders improving transparency.	6	3	10	12
Outcome	Percent of strategic projects completed on time per project schedules baseline.	56%	80%	50%	75%
Outcome	Incorporate the equity lens to determine if and how projects impact the community or end-users.	50%	100%	75%	100%

### Performance Measures Descriptions

PM #1 Output-Designed to ensure that project management staff are working on planned projects.

PM #2 Outcome - Ensures that information concerning strategic IT projects are consistently shared with County leadership.

PM #3 Outcome - Helps ensure that resources are applied to the most strategic projects.

PM #4 Outcome - Measures the extent to which equity practices through the lens and 5 Ps have been brought into the IT Project Management practices.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$2,273,608	\$0	\$2,318,430
Contractual Services	\$0	\$200,204	\$0	\$786,346
Materials & Supplies	\$0	\$54,217	\$0	\$67,304
Internal Services	\$0	\$400	\$0	\$400
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,528,429</b>	<b>\$0</b>	<b>\$3,172,480</b>
<b>Program Total:</b>	<b>\$2,528,429</b>		<b>\$3,172,480</b>	
<b>Program FTE</b>	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,370,225	\$0	\$2,427,242
Beginning Working Capital	\$0	\$158,204	\$0	\$745,238
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,528,429</b>	<b>\$0</b>	<b>\$3,172,480</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. Additionally, \$745K of Beginning Working Capital related to the DART-Orion post go-live project was moved into this program offer.

Significant Program Changes

Last Year this program was: FY 2022: 78302 IT Planning, Projects & Portfolio Management

Due to COVID-19, the staff in this program continued to teleworking instead of reporting to the office. Facilitation of project teams is primarily through Google meet, email and/or google chat with the aid of collaboration tools such as Jamboard. COVID related projects are identified and are monitored and tracked. Some projects experienced delays due to staff being responsive to department COVID needs and EOC needs. Information sharing of IT projects with IT Leadership has moved to an online dashboard with shorter weekly meetings as needed instead of quarterly meetings. This changes the metrics of Performance Measure #2.

\$745K of Beginning Working Capital related to the DART-Orion post go-live project was moved into this program offer.

**Department:** County Assets

**Program Contact:** Shireen Khormooji

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Help Desk offer provides a single point of contact for computer system troubleshooting, information, mobile device support and technical assistance. It supports County staff in furthering their goals to serve the residents of and visitors to Multnomah County. Professional, customer service oriented staff provide support, track service requests, answer questions, offer informal instruction, resolve problems or escalate issues to other IT teams, when necessary.

### Program Summary

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for more than 6,000 employees and business partners. By focusing on first call resolution of problems, such as inability to access documents, working with Google and Word documents, spreadsheets, and other desktop applications, the Help Desk is able to minimize escalations to other IT teams and resolve customer problems as quickly as possible. The Help Desk provides support of mobile devices in use by County staff. Mobile support includes setup and delivery of mobile phones, support to those using County mobile devices and management of mobile phones in the County's mobile management tool. Services are provided 24x7, 365 days a year to ensure that customer needs are addressed in a timely manner to enable County employees to focus on their mission to serve the public.

In addition to resolving specific issues with desktop applications and vendor provided applications, the Help Desk also provides ad hoc training for software and hardware use, to minimize future problems that hinder employees' ability to work effectively. Help Desk staff provides support and help for internal IT functions such as the Applications, Desktop, Data Center, and Administration groups. The Help Desk averages 2,500 customer tickets per month. Of those tickets, an average of 64% are resolved at the Help Desk. The remaining 36%, that are not able to be resolved at the Help Desk, are escalated to Level 2 IT support for resolution. Equity is incorporated into the Help Desk support process by ensuring we are able to effectively communicate with our customers. If there are language barriers the team will try to use the best mode of communication to connect with the customer. We use plain language (non technical) and patience to ensure the customer feels supported.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of customer tickets processed	30,000	30,000	30,000	30,000
Outcome	90% of customers rate the IT Help Desk as a 4 or higher on surveys (5 being the highest score)	N/A	N/A	N/A	90%
Outcome	Calls resolved at the Help Desk	60%	60%	60%	60%

### Performance Measures Descriptions

PM #1 Output - Tracks the number of tickets created on an annual basis.

PM #2 Output – 90% customers that rate the IT Help Desk as a 4 or higher on customer satisfaction surveys (5 being the highest score)

PM #3 Outcome - Percent of calls resolved at the Help Desk without requiring escalation. Target is 60%.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,236,514	\$0	\$1,160,529
Contractual Services	\$0	\$1,800	\$0	\$1,800
Materials & Supplies	\$0	\$11,160	\$0	\$13,480
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,249,474</b>	<b>\$0</b>	<b>\$1,175,809</b>
<b>Program Total:</b>	<b>\$1,249,474</b>		<b>\$1,175,809</b>	
<b>Program FTE</b>	0.00	8.75	0.00	7.75

Program Revenues				
Other / Miscellaneous	\$0	\$1,249,474	\$0	\$1,175,809
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,249,474</b>	<b>\$0</b>	<b>\$1,175,809</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2022: 78303 IT Help Desk Services

Due to COVID 19, staff in this program have moved to telework with one to two staff remaining onsite to assist any walkup support needs. We have added one contractor to assist with call volumes which remain elevated given the number of customers teleworking and need additional support with remote telework and the additional technology needs (VPN, headsets, DUO, internet connectivity troubleshooting, video conferencing).

FTE decreased by 1.0 FTE due to a transfer from Program Offer 78303 to Program Offer 78307.

**Department:** County Assets

**Program Contact:** Rodney Chin

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Telecommunications Services program delivers stable and secure voice and video communications to the county and its workforce. Our mission is to provide the tools to facilitate communication internally within the county and with our residents through a unified phone system and customized contact center programming. We ensure our efforts and capabilities are aligned with organizational goals that ultimately support the programs that address the needs of our residents. We treat all departments and service requests as important and use inclusive and equitable practices to ensure we are delivering to the needs of our customers who represent our communities. Funding decisions are made in cooperation with DCA, County departments, the Chair's Office, Central Budget.

**Program Summary**

Telecommunications Services manages all voice and video communication services for over 5,000 County and partner employees across 99 county locations. The services provided by this program facilitate communication with residents, business partners, and employees. The County maintains an enterprise voice system that processes over 25,000 incoming calls and voicemails each day. This program coordinates the installation and maintenance of all voice equipment and associated technologies including: wiring, switching and routing equipment, desk phones, contact center consoles and connectivity to the public telephone system. Telecommunications Services work closely with Departments to identify communication needs and then implement technologies to address them. Key services supported by this program include all county contact centers, such as the Mental Health Crisis line. Large projects coordinated by this team include office relocations, facilities provisioning, and remodeling projects. Telecommunications also manages the acquisition, configuration, and maintenance of video conferencing units at multiple locations as well as the Webex video collaboration platform. Our diverse workforce demands people are able to communicate with the people and services they need. Equity is incorporated throughout all objectives of the service, from development and planning, recruiting, training, implementation, and evaluation as it aligns with the needs of its internal customers. Telecommunication Services will apply an equity lens to ensure equitable distribution of services, which will provide communication needs to employees, programs and underserved communities.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average time (in hours) to respond to high priority incidents.	1	1	1	1
Outcome	High priority incidents resolved within 12 hours.	98%	98%	98%	98%
Output	ServiceNow questionnaire customer satisfaction.	N/A	95%	N/A	95%

**Performance Measures Descriptions**

These measures are designed to ensure problems reported to the Help Desk are logged, assigned and dispatched to technicians as a priority, ensure support teams respond in a timely manner to high priority incidents and customers are satisfied.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,089,973	\$0	\$1,157,726
Contractual Services	\$0	\$0	\$0	\$8,743
Materials & Supplies	\$0	\$1,545,927	\$0	\$1,737,078
Internal Services	\$0	\$16,200	\$0	\$16,200
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,652,100</b>	<b>\$0</b>	<b>\$2,919,747</b>
<b>Program Total:</b>	<b>\$2,652,100</b>		<b>\$2,919,747</b>	
<b>Program FTE</b>	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,139,982	\$0	\$2,882,308
Beginning Working Capital	\$0	\$367,787	\$0	\$0
Service Charges	\$0	\$144,331	\$0	\$14,408
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,652,100</b>	<b>\$0</b>	<b>\$2,896,716</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2022: 78304 IT Telecommunications Services

Due to Covid19 the staff in this program continues to telework instead of reporting to the office. Facilitation of project teams is primarily through Google Meet, email and/or Google Chat.



<b>Department:</b>	County Assets	<b>Program Contact:</b>	Rodney Chin
<b>Program Offer Type:</b>	Innovative/New Program	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>	78304A		
<b>Program Characteristics:</b>	One-Time-Only Request		

**Executive Summary**

This program is phase one of a two phase project to replace and modernize the current VHF radio system. Phase one will replace the existing 25 year old radio system that has exceeded its end of product lifecycle, upgrade the tower/repeater sites to provide redundancy, eliminate the single point of failure and improve coverage areas. Phase two will be a separate request for funding to replace the 200 radio subscriber units.

**Program Summary**

This is a two year project. \$1,600,000 year one, and 1,420,000 year two. Multnomah County currently has a 25 year old VHF radio system used by various departments for daily operations and primarily maintained as backup communications in the event of a disaster. Replacement parts are no longer available commercially, forcing county radio technicians to purchase used parts on the internet. During the 2017 Eagle Creek Fire evacuation, a number of VHF radio dead spots were noted near the eastern edge of the county as the fire spread rapidly. Roads Department crews responsible for evacuation routing had difficulties communicating, which delayed some evacuation and sheltering operations. This request is to replace and modernize the current system, improve coverage area, add redundancy and mobile capability.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Tower sites upgraded, new radio system is purchased and operational.	N/A	N/A	N/A	100%
Outcome	New radio system working with existing radio subscriber units	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

PM#1 Equipment purchased, upgraded and installed. Tower site coverage, redundancy and single point of failure resolved.  
 PM#2 New Radio system implemented into production, existing radio subscriber units able to connect and function for daily usage.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$1,505,000
Capital Outlay	\$0	\$0	\$0	\$95,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,600,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,600,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,600,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,600,000</b>

Explanation of Revenues

This program will be funded with a transfer of \$1.6M from fund 3503 Information Technology (Program offer 78304A) to fund 2508 Technology Improvement program fund.

Significant Program Changes

Last Year this program was:

**Department:** County Assets**Program Contact:** Shireen Khormooji**Program Offer Type:** Internal Service**Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:**

### Executive Summary

The Mobile Device Expense Management program provides centralized management of all wireless voice and data communications for approximately 6,000 County employees. The services provided by this program facilitate communication with residents and visitors, business partners, and employees. This group contracts, purchases, provisions, tracks, and oversees the usage and payment for wireless (cellular) devices and the related services for the County. This includes cell phones, pagers, tablet devices, smart phones, jet packs and aircards.

### Program Summary

The County maintains approximately 3086 wireless devices. This group works closely with Departments, IT, Desktop Support Staff, and IT Security, to identify wireless communication needs, then set standards for devices and service plans to address these needs. This program coordinates the acquisition of all cellular devices as well as the provisioning of the cellular services for these devices, also known as mobile devices.

Services include:

- Sources and/or negotiates contracts for the services for delivery to internal and external customers;
- Provides resources and services in support of emergency responses by the County, to ensure vital communications are maintained;
- Manage risks and;
- Provide reliable, sustainable services to mobile device users, a primary goal is to continue to improve the per unit costs of the services over the prior year.

Each year, the aggregate overall expenses relating to County owned mobile devices are translated into an average cost per minute metric and average cost per device. The baseline averages are used as the basis for cost savings calculations. The total overall costs include personnel and non-personnel expenses, the costs for the services supporting the Telecommunication Expense Management System, plus the costs for all wireless services usage. All of which are passed through to the Departments of the wireless device users on a pro-rata basis.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	% of processed new and replacement mobile device requests including audit of carrier records for exceptions	99%	99%	99%	99%
Outcome	Reduce overall cost per unit over prior year	2%	1%	1%	1%

### Performance Measures Descriptions

PM #1 Output - Program will process 99% of all new and replacement mobile device requests and will audit carrier records for any exceptions not ordered by program.

PM #2 Outcome - Reduce overall cost of mobile devices and related services (per device) over similar costs from the prior fiscal year.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$144,338	\$0	\$152,258
Contractual Services	\$0	\$1,583,225	\$0	\$1,972,642
Materials & Supplies	\$0	\$71,201	\$0	\$166,087
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,798,764</b>	<b>\$0</b>	<b>\$2,290,987</b>
<b>Program Total:</b>	<b>\$1,798,764</b>		<b>\$2,290,987</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,757,602	\$0	\$2,176,112
Beginning Working Capital	\$0	\$41,162	\$0	\$114,875
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,798,764</b>	<b>\$0</b>	<b>\$2,290,987</b>

Explanation of Revenues

This program offer is funded via the collection of a monthly service fee charged to each wireless device holder of record. The service fee is collected through the IT Internal Service Rate collection process.

Significant Program Changes

**Last Year this program was:** FY 2022: 78305 IT Mobile Device Expense Management

The significant increase in mobile device services costs on a year over year basis is due to the nearly 50% increase in device counts primarily due to the COVID-19 response. We continue to see an increase in demand for mobile devices as County employees work remotely and use mobile devices to support innovation in response to the pandemic.

**Department:** County Assets      **Program Contact:** Rodney Chin

**Program Offer Type:** Internal Service      **Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Network Services program provides stable and secure networks for data communications between county buildings, data centers, and to external networks. Our mission is to provide the network infrastructure needed to facilitate digital communication between systems, applications and people in the most effective and efficient manner. We ensure our efforts and capabilities are aligned with organizational goals that ultimately support the programs that address the needs of our residents. We treat all departments and service requests as important and use inclusive and equitable practices to ensure we are delivering to the needs of our customers who represent our communities. Funding decisions are made in cooperation with DCA, County departments, the Chair's Office, Central Budget.

### Program Summary

Network infrastructure, personnel and support are critical to ensure digital communications are available and reliable to all county operations. Network Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services deliver many aspects of connectivity including routing and switching, firewall management, physical cabling, IP address management, monitoring, troubleshooting and incident management. This program also provides wireless network access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. Network Services work closely with external partners such as the City of Portland to create secure network links in order to share vital data. Our diverse workforce demands people are connected to the services they need. Equity is incorporated throughout all objectives of the service, from development and planning, recruiting, training, implementation, and evaluation as it aligns with the needs of its internal customers. Network Services will apply an equity lens to ensure equitable distribution of services, therefore providing the connectivity needs our programs require to deliver to our underserved residents and communities. For example, outfitting our libraries with high-speed internet access so residents with financial or societal constraints can have equal access to technology, business and commerce delivered via the internet.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	County WAN sites network availability 24 x 7, excluding scheduled maintenance.	99.9%	99.9%	99.9%	99.9%
Outcome	ServiceNow customer service satisfaction survey.	N/A	75%	N/A	75%

### Performance Measures Descriptions

PM#1 Designed to ensure Network availability. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

PM#2 Designed to ensure prioritized response and customer satisfaction of support.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,536,297	\$0	\$1,553,778
Contractual Services	\$0	\$125,000	\$0	\$130,000
Materials & Supplies	\$0	\$2,660,080	\$0	\$3,147,780
Internal Services	\$0	\$1,000	\$0	\$1,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,322,377</b>	<b>\$0</b>	<b>\$4,832,558</b>
<b>Program Total:</b>	<b>\$4,322,377</b>		<b>\$4,832,558</b>	
<b>Program FTE</b>	0.00	7.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,322,377	\$0	\$4,832,558
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,322,377</b>	<b>\$0</b>	<b>\$4,832,558</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2022: 78306 IT Network Services

Due to Covid19 the majority of staff in this program continues to telework instead of reporting to the office. Facilitation of project teams is primarily through Google Meet, email and/or Google Chat.

**Department:** County Assets

**Program Contact:** Kaleb Smith

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Desktop Services program supports end users with desktops, laptops, tablets, smartphones, printers, multifunction device vendor management, iPads and other personal computing devices. This includes hardware and software procurement, installation, upgrades, maintenance, asset management and proper disposal of all devices. Remote and on-site support are provided to improve user productivity. The funding decisions are made in cooperation with DCA, the Chair's Office, Central Budget.

### Program Summary

Desktop Services manages more than 7,000 County devices (desktops, laptops, tablets, printers, multifunction devices, iPhones, iPads and other personal computing devices). PCs for public use in the libraries, assessment & taxation and land use planning are also supported to provide residents and visitors with access to view public records on-line. The desktop team is responsible for life cycle management (renewal and replacement), software upgrades and inventory management for all desktop devices. Desktop support staff follow best practices for standardization, resulting in faster performance, reliability, better stability and greater security. They are also an escalation point for Help Desk ticket resolution. This team also performs support for the County's computer training rooms.

Equity is incorporated into the Desktop Support process by ensuring we are able to support all customers. We focus on the issues customers have and prioritize work by impact. PC refresh is performed based on a set schedule of when the asset is no longer under manufacturer warranty. If there are language barriers the team will find the best mode of communication to connect with the customer. We use plain language (non technical) and patience to ensure the customer feels supported. The Desktop team is working diligently to remove barriers and to support users with accommodations, specialized hardware or software needs.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	95%	95%	95%	90%
Outcome	New hire devices installed and functional on employee start date on requests received 5 days prior to start day	90%	95%	95%	95%
Outcome	Device refresh occurs within 3 months of warranty end date	70%	70%	70%	70%

### Performance Measures Descriptions

PM #1 Output Measure - This measures moves of County staff desktop devices from one County location to another.

PM #2 Outcome Measure - This measures our ability to have desktops ready when employee arrives to work on their first day.

PM #3 Outcome Measure - This measures our ability to replace aging desktop devices.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$147,295	\$2,605,750	\$0	\$2,990,052
Contractual Services	\$0	\$82,159	\$0	\$266,071
Materials & Supplies	\$0	\$28,773	\$0	\$27,295
<b>Total GF/non-GF</b>	<b>\$147,295</b>	<b>\$2,716,682</b>	<b>\$0</b>	<b>\$3,283,418</b>
<b>Program Total:</b>	<b>\$2,863,977</b>		<b>\$3,283,418</b>	
<b>Program FTE</b>	1.00	17.50	0.00	19.50

Program Revenues				
Other / Miscellaneous	\$0	\$2,716,682	\$0	\$3,283,418
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,716,682</b>	<b>\$0</b>	<b>\$3,283,418</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2022: 78307 IT Desktop Services

Due to the ongoing COVID 19 pandemic, the Desktop staff are hybrid working remotely when able or onsite as needed to support our customers. We continue to provide contactless pickup for hardware within the Multnomah Building as well as allowing staff to adjust schedules to work off hours to reduce the number of in person interactions. We continue to see the requests for laptops exceed desktops given our customers desire to be mobile or work remote in their future of work plans. Supply chain constraints have impacted our ability to procure hardware. At different times, different supplies have been impacted. IT Desktop is trying to mitigate this impact by anticipating demand, engaging vendors and reviewing alternatives. Increase in 1.0 FTE due to a transfer from Program Offer 78303 to Program Offer 78307. Increase in 1.0 FTE due to a transfer from Program Offer 78101 to Program Offer 78307.



**Department:** County Assets

**Program Contact:** Gary Wohlers

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Multnomah County has made a significant financial investment in our technology infrastructure. This program is responsible for providing the lifecycle management and replacement of outdated, unsupported, broken or damaged Information Technology (IT) assets. It allows the County to spread the cost of the equipment replacements equitably over multiple years to ensure our enterprise hardware is running effectively and efficiently, protecting our organization from attackers and to keep pace with rapidly changing technology so we can better serve our community.

**Program Summary**

The Asset Replacement Program provides the successful lifecycle management of thousands of IT assets for desktop and laptop computers, iPads/tablets, monitors, desktop software, network router and switching equipment, telephones, data center servers and storage, printers, copiers and other output devices. It also supports the acquisition and disposition of hardware in a safe and environmentally friendly manner.

Currently, the refresh schedule for laptops is three years and desktop is four years, other equipment replacements are determined by manufacturer recommended replacement schedules. Equipment disposal is made through donations as it aligns with the needs of our internal customers delivering service to our underserved residents and our community. The County seeks out opportunities to assist the local community by donating equipment via Free Geek and local public schools, e.g. Portland Public Schools. Funding decisions are made based on asset replacement schedules in cooperation within DCA, the Chair's Office, Central Budget, and County departments. The asset replacement program applies an equity lens to ensure delivery of the service is equally offered and provided to all county employees and properties. This program aligns with our DCA and County values around equity and inclusion and to determine if underserved populations are impacted by funding and asset replacement decisions.

This program serves all County programs including the Multnomah County Library District; internal and public use and the County training rooms. Multnomah County Sheriff's systems and the Multnomah County District Attorney do not participate in the asset replacement program.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule	80%	80%	80%	80%
Outcome	Asset database quality, accuracy and completeness	99%	99%	99%	99%

**Performance Measures Descriptions**

PM #1 Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the replacement schedule.

PM #2 Outcome Measure - Measures the effectiveness of the asset database(s) for quality, accuracy and completeness.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$109,285	\$0	\$116,421
Contractual Services	\$0	\$360,000	\$0	\$371,000
Materials & Supplies	\$0	\$3,554,185	\$0	\$3,531,650
Capital Outlay	\$0	\$5,072,558	\$0	\$3,746,361
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$9,096,028</b>	<b>\$0</b>	<b>\$7,765,432</b>
<b>Program Total:</b>	<b>\$9,096,028</b>		<b>\$7,765,432</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,468,993	\$0	\$4,975,212
Beginning Working Capital	\$0	\$4,627,035	\$0	\$4,390,220
<b>Total Revenue</b>	<b>\$0</b>	<b>\$9,096,028</b>	<b>\$0</b>	<b>\$9,365,432</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. Beginning Working Capital is mostly budgeted for IT related equipment.

Significant Program Changes

Last Year this program was: FY 2022: 78308 IT Asset Replacement

As more County staff transition to laptop devices for teleworking and mobility, there will be an increased cost to this program in future years to refresh these devices every 3 versus 4 years. Laptops are also more expensive compared to a desktop computer meaning the equipment staff are using has gotten more expensive with a shorter life cycle.

Supply chain constraints have impacted our ability to procure hardware. At different times, different supplies have been impacted. IT Desktop is trying to mitigate this impact by anticipating demand, engaging vendors and reviewing alternatives.

Transfer \$1,600,000 of beginning working capital from Asset Replacement into Radio System Replacement (78304B).

**Department:** County Assets

**Program Contact:** Debra Lee

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department (over 70 systems) and Department of County Human Services (over 80 systems). The wide variety of services focuses on increasing and improving delivery of technology to provide higher value to departments and constituents. This program improves the delivery of County services through automating business operations, providing easy access to information, and supporting health care transformation in Multnomah County.

### Program Summary

Program services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and County needs. They also include understanding and defining operational needs, recommending effective innovative solutions and designing, building, testing, and implementing the selected solutions. The program continues maintaining, supporting and sustaining existing systems through improved life-cycle planning, project governance and resource accountability.

Managing requests for IT services and ensuring requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding and defining operational needs and recommending effective, innovative technology solutions; designing, building, testing, and implementing the selected solutions while sustaining existing systems.

Strategies include: 1) Applying IT resources focused on new project requests in accordance with Department governance forums including consideration of WESP and Core Competencies as guidance. 2) Evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 3) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using total cost of ownership to make informed IT investment decisions; and 4) Following Think Yes principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions. Strategies will result in an increase in IT resources focused on high value projects that meet the needs of the County's cultural and service objectives.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	64%	65%	70%	70%
Outcome	Percentage point increase in employee hours spent on planned work	6	3%	5%	5%

### Performance Measures Descriptions

Output Measure - Planned work provides better customer value, as work can be targeted toward high priority activities. Planned work includes available work time (excludes time for training, holidays, vacation)

Outcome Measure - The percentage increase in planned work versus unplanned work calculated from the Current Year Purchased

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,458,025	\$0	\$1,517,505
Contractual Services	\$0	\$956,200	\$0	\$956,200
Materials & Supplies	\$0	\$24,279	\$0	\$26,907
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,438,504</b>	<b>\$0</b>	<b>\$2,500,612</b>
<b>Program Total:</b>	<b>\$2,438,504</b>		<b>\$2,500,612</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,413,346	\$0	\$2,500,612
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,413,346</b>	<b>\$0</b>	<b>\$2,500,612</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

**Last Year this program was:** FY 2022: 78309 IT Health and Human Services Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins. Facilitation of teams is primarily through Google meet, email and/or google chat. Reduction of 1.0 FTE due to a position transfer from Program Offer 78309 to Program Offer 78314.

**Department:** County Assets

**Program Contact:** Debra Lee

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

IT Public Safety Application Services provides reliable and effective software systems for Community Justice (DCJ), Decision Support System for Justice (DSS-J), and the Multnomah County Sheriff's Office (MCSO).

**Program Summary**

This Program Offer improves the delivery of County services through automating business operations and integrating information between public safety partners. The wide variety of Application Services provided require focus on increasing and improving delivery of technology to provide higher value to departments and residents. Activities are performed as required to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability.

Services include managing customer relationships; capturing, prioritizing and scheduling IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing third-party vendor systems and relationships; maintaining and enhancing legacy systems.

This program acknowledges the criminal justice system history of oppression and racism of traditionally marginalized communities and is partnering with DCJ to have a just and equitable system. Technology enables our community access to County services and we are implementing the following strategies: 1) Applying IT resources focused on new project requests in accordance with Department governance forums including consideration of WESP and Core Competencies as guidance; 2) Evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 3) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using total cost of ownership to make informed IT investment decisions; and 4) Following Think Yes principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

Strategies will result in an increase in IT resources focused on high value projects that meet the needs of the County's cultural and service objectives.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	60%	75%	70%	65%
Outcome	Percentage point increase in time spent on planned projects	-10%	1%	5%	5%

**Performance Measures Descriptions**

PM #1 Output Measure - Planned work provides better customer value, as work can be targeted toward high priority activities. Planned work includes available work time (excludes time for training, holidays, vacation)

PM #2 Outcome Measure - The % increase in planned work versus unplanned work calculated from the Current Year Estimate.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$3,819,943	\$0	\$3,927,026
Materials & Supplies	\$0	\$103,521	\$0	\$113,107
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,923,464</b>	<b>\$0</b>	<b>\$4,040,133</b>
<b>Program Total:</b>	<b>\$3,923,464</b>		<b>\$4,040,133</b>	
<b>Program FTE</b>	0.00	19.00	0.00	19.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,923,464	\$0	\$4,040,133
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,923,464</b>	<b>\$0</b>	<b>\$4,040,133</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2022: 78310 IT Public Safety Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually.

**Department:** County Assets      **Program Contact:** Tony Chandler  
**Program Offer Type:** Internal Service      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

IT General Government Application Services provide software systems and services for the Department of County Assets (DCA), Department of County Management (DCM), Department of Community Services (DCS), District Attorney's Office and Non-Departmental offices. Services include relationship management, business analysis, GIS services and development to implement and maintain in-house and vendor software. The program focuses on delivering high business value technology to departments and constituents, while maintaining existing systems through application life-cycle and project governance. Project governance within IT and in partnership with County Departments incorporates business efficiency and continuity with a lens focused on serving the diverse needs of the County with equitable engagement in mind.

### Program Summary

The IT General Government Application Services group supports core systems for DCM, DCA and DCS, and provides support for small applications and data and analytics reporting for Non-Departmental offices. The program supports ERP platforms (Workday, Tririga, Jaggaer, Questica) and includes the following services:

Managing requests for IT services and ensuring requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding and defining operational needs and recommending effective, innovative technology solutions; designing, building, testing, and implementing the selected solutions while sustaining existing systems. Strategies include:

- 1) Applying IT resources focused on new project requests in accordance with Department governance forums including consideration of WESP and Core Competencies as guidance.
- 2) Evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests;
- 3) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using total cost of ownership to make informed IT investment decisions; and
- 4) Following Think Yes principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

Strategies will result in an increase in IT resources focused on high value projects that meet the needs of the County's cultural and service objectives.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	N/A	100%	80%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	70%	70%	70%

### Performance Measures Descriptions

PM #1 Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program.

PM #2 Outcome - Measured by the assessment of hours spent by General Government resources working on vetted/documented workload versus ad hoc requests that may arise outside of governance structures.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,884,959	\$0	\$1,649,510
Materials & Supplies	\$0	\$39,856	\$0	\$62,450
Cash Transfers	\$0	\$0	\$0	\$280,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,924,815</b>	<b>\$0</b>	<b>\$1,991,960</b>
<b>Program Total:</b>	<b>\$1,924,815</b>		<b>\$1,991,960</b>	
<b>Program FTE</b>	0.00	9.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,924,815	\$0	\$1,991,960
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,924,815</b>	<b>\$0</b>	<b>\$1,991,960</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2022: 78311 IT General Government Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2023 given outcomes of the Telework trial period.





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$541,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$541,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$541,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	2.50

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$466,000
Financing Sources	\$0	\$0	\$0	\$75,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$541,000</b>

Explanation of Revenues

These positions will be funded partially with one time only General Funds as well as through internal service recovery. The ongoing costs will be fully incorporated into the Department of County Assets internal service recovery in FY 2024.

Significant Program Changes

Last Year this program was:

**Department:** County Assets      **Program Contact:** Michelle Smith  
**Program Offer Type:** Internal Service      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

Data and Reporting Services provides and supports services and software systems that are used across departmental boundaries and serve all County lines of business. Services include Database Services, Reporting Services, Reporting Data Marts, Web Platform Administration, and support of On-Premises and Cloud enterprise analytics used for decision making and results measurement. Projects are prioritized by our Department Partners based on demonstrable ability to improve racial equity; which align with DCA and County values around equity and inclusion. Program capabilities are discussed within DCA, the Chair's Office, County departments in alignment with the prioritized requests. This program's customers are internal Departments as well as external Partners.

### Program Summary

This program's goal is to provide and support services and software systems that are used across departmental boundaries and serve all County lines of business. Services include Database Services, Reporting Services, Reporting Data Marts, Web Platform Administration, and support of On-Premises and Cloud enterprise analytics used for decision making and results measurement.

Web Services provide the standard platforms that enable access via the internet/intranet to County program information, resident and visitor self-serve/direct access to County services, and electronic transaction processing. Database and Platform Services provides the data storage, configuration of off-the-shelf software, Microsoft Windows server administration, Microsoft Azure and Cloud application administration. This allows information access and sharing with the public, County departments, and external business partners.

Enterprise Data and Analytics Services includes enterprise data marts used for business intelligence and analytics and visualization services. This allows County Departments to create Dashboards and reports to make decisions and manage their programs. This is the IT Team focused on the successful adoption of Business Intelligence tools throughout the County.

This program's projects are prioritized based on demonstrable ability to improve racial equity. Criteria includes providing access to demographic race and ethnicity data, providing insight on how BIPOC communities are affected by program administration, directly supporting trauma informed practices for BIPOC communities related to systemic, organizational, and individual racism, and contains strategies to address disparities among BIPOC communities including gaps in service delivery. Data is used by all County Departments to determine how to better serve underserved populations impacted by reporting capabilities.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of time employees are working on direct customer tasks.	45%	56%	56%	56%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99.9%	99%	99.9%

### Performance Measures Descriptions

PM #1 Output Measure - measures the amount of time employees are working on direct customer tasks.

PM #2 Outcome measure - measures the availability of production systems.

PM #3 new for FY23 to replace PM #1. Ensures we maintain the ratio of planned to unplanned work for actual time worked.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$6,419,778	\$0	\$6,591,065
Contractual Services	\$0	\$0	\$0	\$90,000
Materials & Supplies	\$0	\$1,239,901	\$0	\$1,515,536
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$7,659,679</b>	<b>\$0</b>	<b>\$8,196,601</b>
<b>Program Total:</b>	<b>\$7,659,679</b>		<b>\$8,196,601</b>	
<b>Program FTE</b>	0.00	32.00	0.00	32.00

Program Revenues				
Other / Miscellaneous	\$0	\$7,659,679	\$0	\$8,196,601
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,659,679</b>	<b>\$0</b>	<b>\$8,196,601</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2022: 78312 IT Data & Reporting Services

Due to Covid19 the staff in this program continued to telework instead of reporting to the office. Facilitation of project teams is primarily through Google meet, email and/or google chat with the aid of collaboration tools such as Jamboard. COVID related projects are identified and are monitored and tracked. Some projects suffered delays due to staff being responsive to department COVID needs and EOC needs.

**Department:** County Assets      **Program Contact:** Tony Chandler  
**Program Offer Type:** Internal Service      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The County uses Enterprise Resource Planning (ERP) software to manage our business operations. Our ERP systems are the primary system of record for managing people, financials, budget, and facilities. The County's ERP software suite includes Workday, TRIRIGA, Jaggaer, and Qestica. Objectives for the County's ERP are governed by functional teams in IT, Human Resources, Finance, Facilities and Central Purchasing, as well as an Executive Steering Committee representing each of these areas.

**Program Summary**

The ERP Support Program provides services supporting regulatory reporting requirements, business process analysis and re-engineering, and implementation of process innovation. These services are designed to increase efficiencies in the County's operations and reduce costs. The IT ERP support team provides coordination among the ERP systems, technical support, security administration, and complex reporting services. The IT ERP support team works collaboratively with the support teams within central HR, Finance, Central Purchasing, Budget and Facilities to deliver services to the County's employees, contractors, contingent workers, community partners, and retired employees. The ERP program is focused on support of reliable operational and analytical data that can be used to support equitable outcomes for the County's workforce and its residents and guests.

IT ERP Support consists of resources from various teams, but is brought together by a Cross Governance Team and Executive Steering Committee that ensures that the priorities for these systems are focused by business, cultural and equity.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimate</b>	<b>FY23 Offer</b>
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	N/A	100%	80%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	70%	70%	70%

**Performance Measures Descriptions**

PM #1 Output - Measured by the confirmed existence and ongoing operation of governance bodies for each functional area.  
PM #2 Outcome - Measured by the assessment of hours spent by IT ERP resources working on vetted/documented workload versus ad hoc requests that may arise outside of governance structures.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,418,261	\$0	\$1,429,743
Contractual Services	\$0	\$185,000	\$0	\$185,000
Materials & Supplies	\$0	\$2,399,562	\$0	\$2,547,861
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,002,823</b>	<b>\$0</b>	<b>\$4,162,604</b>
<b>Program Total:</b>	<b>\$4,002,823</b>		<b>\$4,162,604</b>	
<b>Program FTE</b>	0.00	7.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,002,823	\$0	\$4,162,604
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,002,823</b>	<b>\$0</b>	<b>\$4,162,604</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2022: 78313 IT ERP Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2023 given outcomes of the Telework trial period.

**Department:** County Assets

**Program Contact:** Chris Clancy

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

Enterprise Web Services provides reliable, equitable services, used across departmental boundaries, serving all County lines of business. These services include Google Apps for Government, digital accessibility, public websites (e.g., multco.us, multcopets.org and multcolib.org) and internal websites like commons.multco.us. In total, this program supports more than 30 applications used internally and by the public.

### Program Summary

Enterprise and Web Application Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and enterprise productivity tools; managing vendor systems and relationships; maintaining and enhancing legacy systems.

Enterprise Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, community self-serve/direct access to County services, digital accessibility and electronic transaction processing.

Enterprise Web Services include web platform support and maintenance, Google Apps for Government administration, ServiceNow, and support for specific web systems including the public website, the Multnomah County Library's public site, and the County's intranet (Multco Commons). A focus has been made on using open source tools (i.e. Drupal) and innovative hosting solutions to save on costs to the County.

Equity is incorporated throughout all objectives of the service from development though support, and is specifically important because of the public nature of this program offer. An example is ensuring public digital forms are usable by individuals with a diverse set of disabilities. Additionally, all services include understanding and defining enterprise business needs, recommending effective and innovative technology solutions, constructing and upgrading platforms as required, and ensuring the integrity and security of the platforms.

Key to effectively providing these services is meeting common, cross department needs and identifying new opportunities, while at the same time standardizing services and platforms in order to provide a low total cost of ownership.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	26%	28%	27%	28%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99%	99%	99%

### Performance Measures Descriptions

PM #1 Output Measure - measures the amount of time employees are working on direct customer tasks.

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$3,211,504	\$0	\$3,268,674
Contractual Services	\$0	\$45,000	\$0	\$45,000
Materials & Supplies	\$0	\$2,180,640	\$0	\$2,441,974
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,437,144</b>	<b>\$0</b>	<b>\$5,755,648</b>
<b>Program Total:</b>	<b>\$5,437,144</b>		<b>\$5,755,648</b>	
<b>Program FTE</b>	0.00	15.00	0.00	15.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,462,302	\$0	\$5,755,648
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,462,302</b>	<b>\$0</b>	<b>\$5,755,648</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

**Last Year this program was:** FY 2022: 78314 IT Enterprise and Web Application Services

Program offer 78314 increased by 1.00 FTE due to the transfer of a permanent position from program offer 78309. This position fills a continued ongoing need supporting key platform technologies and accessibility.

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually.



**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

This program offer provides staff dedicated to coordinating the Library's complex technology environment. Library Application Services provides strategic technology guidance and project coordination to the Library. The team works closely with County IT professionals to ensure that resources are applied to the highest priority work. Library patrons have an increasing need for technology and related support. Libraries help address the digital divide.

### Program Summary

Library Application Services includes understanding and defining business needs, recommending effective and innovative technology solutions, coordinating, and implementing projects. This team provides direction to County IT staff for Library web application support and customer consulting. The key to effectively providing these services is meeting common cross department needs and identifying new opportunities, while concurrently standardizing services and platforms in order to provide a low total cost of ownership for the Library.

The Application Service team continues to expand its work in developing web-based and mobile device-based applications for patrons of the Multnomah County Library. The team is working closely with the Library to develop the next generation of public-access computing solutions, including desktops, laptops, tablets, applications, and free access to the Internet for Library patrons. The Library continues to evolve the technology services provided to County residents. During the pandemic, this has included a range of new services from chrome book loaning, outdoor computer labs, to new indoor computer access. The Library uses technology to support its delivery of critical services to the Multnomah County Community. The Library continues its work on Digital Equity, with actions tied to the Digital Equity Action Plan jointly adopted by the County and the City of Portland.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	N/A	50%	N/A	50%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	N/A	12%	N/A	12%

### Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 50% planned/50% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 Outcome Measure - Increase in the amount of hours spent on planned work vs unplanned work from CYE.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$418,914	\$0	\$651,733
Materials & Supplies	\$0	\$11,347	\$0	\$11,176
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$430,261</b>	<b>\$0</b>	<b>\$662,909</b>
<b>Program Total:</b>	<b>\$430,261</b>		<b>\$662,909</b>	
<b>Program FTE</b>	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$430,261	\$0	\$662,909
<b>Total Revenue</b>	<b>\$0</b>	<b>\$430,261</b>	<b>\$0</b>	<b>\$662,909</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2022: 78315 IT Library Application Services

In partnership with the Library District, a Library Portfolio Manager (LDA) was added to the Library Applications Team to improve coordination and service delivery.

**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

This program offer accounts for shared expenses of the Department of County Assets (DCA) Information Technology (IT) Division. It includes DCA internal services costs, limited software licensing and maintenance costs for identified enterprise systems, and the budget for IT trainers that work in the County's Organizational Learning group in the Department of County Management.

**Program Summary**

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two primary locations (in the Multnomah and the data center in the East County Courthouse). The cost of IT trainers supported by the IT organization to provide IT training and consultation Countywide are budgeted in this program offer. The IT trainers supported through this program provide a wide variety of training services throughout the County, including support for the County's Hybrid Workforce and the Future of Work, Workday, and Google Workspace. Equity considerations are included as a part of training design and delivery, most notably in the coming year around equity considerations in a Hybrid work environment.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Timely repayment of borrowed funds	100%	100%	100%	100%
Outcome	Revenue collection is accurate and timely	100%	97%	100%	97%

**Performance Measures Descriptions**

PM #1 Output Measure - the accounting process to track repayment of borrowed funds passes through this program offer. Timely reconciliation of the amounts is required to accurately reflect ongoing expenses and remaining balances.  
 PM #2 Outcome Measure - the accounting process to track the incoming revenue tied to this program offer requires accurate and timely processing to support periodic reporting of remaining balances.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$870,246	\$0	\$1,138,408
Contractual Services	\$0	\$105,010	\$0	\$765,932
Materials & Supplies	\$0	\$294,915	\$0	\$235,272
Internal Services	\$0	\$11,754,806	\$0	\$11,664,753
Capital Outlay	\$0	\$1,675,387	\$0	\$2,128,644
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$14,700,364</b>	<b>\$0</b>	<b>\$15,933,009</b>
<b>Program Total:</b>	<b>\$14,700,364</b>		<b>\$15,933,009</b>	
<b>Program FTE</b>	0.00	4.00	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$13,229,652	\$0	\$13,775,608
Beginning Working Capital	\$0	\$1,646,380	\$0	\$2,180,432
<b>Total Revenue</b>	<b>\$0</b>	<b>\$14,876,032</b>	<b>\$0</b>	<b>\$15,956,040</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. This program also acts as the holding account for non-specific division-wide working capital carryover from previous fiscal years.

Significant Program Changes

Last Year this program was: FY 2022: 78316 IT Shared Operating Expenses

Reduction of 0.75 FTE is due to a transfer of allocation from program offer 78316 to program offers 78101 (0.50 FTE) and 78104 (0.25 FTE).

**Department:** County Assets **Program Contact:** Gary Wohlers

**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted

**Related Programs:**

**Program Characteristics:**

### Executive Summary

Multnomah County employees provide critical services to residents and rely on multiple applications to perform their work. These applications and systems run on server and storage systems managed by the Information Technology (IT) Data Center & Technical Services program offer. These teams provide the hardware, software installation, maintenance, troubleshooting, technical and operational support for all County computing and printing systems. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during disruptions 24x7. The funding decisions are made in cooperation with DCA, the Chair's Office, Central Budget.

### Program Summary

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, software upgrades, problem resolution, server, storage and print management, asset tracking and after-hours support for all County business systems running in the data centers. This program also provides vendor management for data center hardware and software systems. Included in this offer are the Technical Services staff who provide software and hardware architecture design, planning, acquisition, installation and capacity planning for computer room hardware. Additional services provided by this program are data backup, restoration services, disaster preparedness, storage management, emergency response, print queue management, desktop scripting and physical data center security. The primary data center is located in the East County Courts facility. A secondary data center is currently located in a leased facility in Hillsboro (current project underway to relocate this out of the subduction zone to Denver) and provides the capability for server and storage expansion and disaster recovery.

Equity is incorporated throughout all objectives of the service, from development and planning, recruiting, training, design, acquisition and implementation as it aligns with the needs of its internal customers. Data Center Operations and Technical Services will apply an equity lens to ensure delivery of the service is equally offered and provided to all county employees and properties, therefore providing the systems our departments require to deliver to our underserved residents and communities.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of recovery data available off site and refreshed at least once every 24 hours.	99%	99%	99%	99%
Outcome	Uptime of scheduled availability for production hardware and operating systems.	99%	99%	99%	99%

### Performance Measures Descriptions

PM #1 Output measure - Production systems and data backup sets are created and sent to an offsite facility via disk replication or magnetic tape.

PM #2 Outcome measure - Production Servers and Storage are operational with the exception of scheduled maintenance periods. The goal is minimum disruption in business processes and services due to system outages.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$4,789,002	\$0	\$4,889,614
Contractual Services	\$0	\$71,500	\$0	\$46,500
Materials & Supplies	\$0	\$1,044,906	\$0	\$1,434,084
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,905,408</b>	<b>\$0</b>	<b>\$6,370,198</b>
<b>Program Total:</b>	<b>\$5,905,408</b>		<b>\$6,370,198</b>	
<b>Program FTE</b>	0.00	24.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$5,905,408	\$0	\$6,370,198
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,905,408</b>	<b>\$0</b>	<b>\$6,370,198</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage and services received.

Significant Program Changes

Last Year this program was: FY 2022: 78317 IT Data Center & Technical Services

Continuing efforts to modernize our systems enabling better support of employees and their devices in a telework state. This includes system updates, application installations and remote support for devices not attached to our internal network.

**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

The Juvenile Detention Program (JDH) provides health care services to detained youth providing equal access to health care for underprivileged, marginalized youth as needed. The health care provided safeguards the health of all of those who are in detention. With the Department of Community Justice, Corrections Health identifies and responds to medical emergencies and screens for communicable diseases to control outbreaks, to provide care efficiently and effectively, as well as to protect the community. Coordination with other Oregon counties is facilitated so continuity of care occurs when youths transfer to other jurisdictions. Electronic medical record solutions enable continuity of care of youths across housing units. Funding decisions are made with Corrections Health, Health Department, DCA, the Chair's Office, Central Budget.

### Program Summary

The staff at JDH previously used a paper-based medical record system and documented medication delivery on paper medication administration records. In phase 1 of this program offer, a Juvenile EMR system was chosen and implemented. A comprehensive electronic medical record program implementation is in process throughout the Health Department's Clinical Systems Information program. This program includes an analysis and recommendation phase that includes integration, optimization and standardization of the electronic medical record solutions across the juvenile and adult divisions of corrections health including dental, medication management and administration. Also included is the dental electronic medical records system that will enable Corrections Health Juvenile to provide much needed dental care to the youth at JDH on site increasing the health safety-net that JDH provides for youth in the community. To support the dental care on site, the program includes capital improvements, hardware and equipment for emergency and some routine care.

Digital strategy project status reports are available on the county intranet for this project as well as weekly project team status meetings and monthly progress and budget updates to the project sponsors and steering committee.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete the implementation of the EHR program for Corrections Health	100%	100%	100%	N/A
Outcome	Percentage of key milestones met based on approved project plan.	50%	100%	80%	100%
Output	Percent complete of the implementation of Electronic Dental Record for Corrections Health	N/A	100%	40%	100%
Output	Percent complete of the standardization/optimization of Epic across Corrections Health Adult and Juvenile	N/A	N/A	25%	100%

### Performance Measures Descriptions

Output: Complete implementation of EHR program for Corrections Health  
Outcome: Percentage of key milestones met based on approved project plan based on selection of EMR solution  
Output: Complete implementation of Electronic Dental Record for Corrections Health (Juvenile)  
Output: Standardization/optimization of the Epic Implementation in Corrections Health for Adult and Juvenile.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$771,719	\$0	\$646,777
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$771,719</b>	<b>\$0</b>	<b>\$646,777</b>
<b>Program Total:</b>	<b>\$771,719</b>		<b>\$646,777</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$771,719	\$0	\$646,777
<b>Total Revenue</b>	<b>\$0</b>	<b>\$771,719</b>	<b>\$0</b>	<b>\$646,777</b>

Explanation of Revenues

Funded with Beginning Working Capital.

Significant Program Changes

**Last Year this program was:** FY 2022: 78322 Electronic Medical Records Corrections Health Juvenile Detention

Due to Covid19 the staff in this program continued to teleworking instead of reporting to the office where possible. Progress was slowed due to the Health Department staff response to the pandemic. Operational changes include virtual meetings and check ins. Facilitation of project teams is primarily through Google meet, email and/or google chat.

Response to the COVID-19 pandemic caused a delay in starting work on the optimization and standardization analysis due to resource availability.



**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

Facilities and Property Management is currently managing its large Capital Improvement Program with a failing and aging software system. The system must be replaced to allow Facilities to manage the County's infrastructure investments. The new system will integrate with the new ERP suite of systems to provide more seamless processing and efficiency across the organization.

### Program Summary

This program will evaluate business requirements, procure a new system, and implement the selected system. In FY 2022, a new system was procured and implementation will be nearly complete. The transition to a new Facilities Capital Management System will require changes in service design, workflows, and process reengineering as teams move from legacy systems to new more integrated systems. The new system is expected to provide these capabilities:

- Develop program management plans to manage and allocate funds to projects for capital initiatives
- Manage and document scope for capital projects
- Prepare and track budget estimates
- Manage schedules by tracking and managing project activities
- Manage resources assigned to project activities across various phases of the project lifecycle
- Conduct quality management activities such as perform inspections, managing punch lists, completing project checklists, documenting safety reports
- Track project risks
- Manage vendor engagement
- Integrate data across the ERP software solutions for a consistent view of project details
- Track & report on actuals vs planned costs

Equity is incorporated throughout program development, including planning, procurement, training, implementation, and evaluation as it aligns with the needs of Facilities and its customers. For example, the new system procurement event in FY 2022 included questions regarding the accessibility features of the user interface to provide accommodations to employees with disabilities.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete the implementation of the Facilities Capital Management System.	NA	NA	NA	100%
Outcome	Percentage of key milestones met based on approved project plan.	25%	100%	67%	100%

### Performance Measures Descriptions

Output: Complete the evaluation and selection of systems in the fiscal year.  
Outcome: Successful completion of key milestones as defined in the project plan.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
Contractual Services	\$0	\$744,887	\$0	\$422,470
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$744,887</b>	<b>\$0</b>	<b>\$422,470</b>
<b>Program Total:</b>	<b>\$744,887</b>		<b>\$422,470</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Beginning Working Capital	\$0	\$744,887	\$0	\$422,470
<b>Total Revenue</b>	<b>\$0</b>	<b>\$744,887</b>	<b>\$0</b>	<b>\$422,470</b>

Explanation of Revenues

Beginning Working Capital from FY 2022.

Significant Program Changes

**Last Year this program was:** FY 2022: 78323 Capital Project Management Software

Due to Covid-19, the staff in this program continue to telework instead of reporting to the office when possible. Operational changes include virtual meetings and check ins. Facilitation of project teams and vendor meetings is primarily through Microsoft Teams, Google meet, email and/or google chat.

**Department:** County Assets      **Program Contact:** Dennis Tomlin  
**Program Offer Type:** Internal Service      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The IT Security Program protects data in the custody of the County and addresses risks associated with the storage and transmission of that data. The County treats all data as important and uses inclusive and equitable practices that are highly predictive of success. IT Security helps make data accessible without compromising security or compliance requirements to assist with the delivery technology that critical programs depend on. We ensure that our efforts align with organizational goals. Priority is given to programs that provide critical services to our residents. IT Security fosters an atmosphere of equitable continuous learning for all analysts to enhance their skills and provide coaching to others.

**Program Summary**

Local Governments are targeted by actors that exploit data, gain financially by using ransomware and disrupt critical services. Every day we see known bad actors attempting to find holes in our defenses. We rely on the tools that the County has invested in, community intelligence from other organizations and most importantly our people. Our diverse workforce is often the only protection that stands between a criminal and the systems that they seek to establish a foothold into which could impact our ability to provide services to our residents.

The IT Security program supports all departments and users by providing security: monitoring, incident response, education/awareness This includes providing security reviews and approval for hardware and software procurement, installation, upgrades, asset management and proper disposal of all devices. IT Security is responsible to oversee compliance to the Health Insurance Portability and Accountability Act (HIPAA) security rule and is accountable for investigating all reported HIPAA security incidents. The IT Security program is a shared organizational entity available to assist County Departments with their data security and compliance needs.

IT Security provides services using consistent, scalable, inclusive processes and tools to match the approach and style to the type of information technology project needed. IT Security brings diverse people together in building project teams utilizing many skills including interpersonal, change and conflict management, user-centered decisions and remediation techniques. Listening to and asking questions of our customers is key to our team's success. By listening, the IT Security learns how departments want to use technology. IT Security strives to be transparent and provides a central repository of guidance documents that assist each department to meet their needs and remain secure and compliant. Without a robust IT Security program, the County would be at risk to experience a data breach, ransomware attack or a Denial of Service Attack. The County would also have a significantly greater risk of obtaining sanctions as a result of a HIPAA compliance violation as well as disruption to services.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average time 4 hours to respond to high priority incidents.	0%	80%	80%	80%
Outcome	High priority incidents resolved within 36 hours.	0%	80%	80%	80%

**Performance Measures Descriptions**

PM #1 Output - High priority incidents are problems that jeopardize the confidentiality, availability and integrity of county systems or cause service disruptions. Ensures problems reported to the Help Desk are logged, assigned and dispatched to analysts as a priority.

PM #2 Outcome - Measures the amount of time required to resolve high priority incidents. This measure is designed to ensure support teams respond in a timely manner to high priority incidents.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,236,178	\$0	\$1,288,316
Contractual Services	\$0	\$110,000	\$0	\$136,000
Materials & Supplies	\$0	\$1,193,283	\$0	\$1,311,788
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,539,461</b>	<b>\$0</b>	<b>\$2,736,104</b>
<b>Program Total:</b>	<b>\$2,539,461</b>		<b>\$2,736,104</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,539,461	\$0	\$2,736,104
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,539,461</b>	<b>\$0</b>	<b>\$2,736,104</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

**Last Year this program was:** FY 2022: 78327 IT Cybersecurity and Data Compliance Services

Because of the COVID-19 pandemic, IT Cybersecurity and Data Compliance Services has had to shift the focus of our program from a posture of "incident detection" to one of "incident prevention". No significant COVID-19 related cost increase to the program.

Due to the COVID-19 pandemic the staff in this program were transitioned to a 100% teleworking model instead of reporting to the office. Operational changes include daily virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually.

**Department:** County Assets **Program Contact:** Tracey Massey

**Program Offer Type:** Program Alternative/Reconstruction **Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The Case Management for Prosecutors (CMP) NextGen Implementation would replace Multnomah County District Attorney's(MCDA) current case tracking system, CRIMES, for the investigation and presentation of Juvenile and Adult judicial cases. The existing CRIMES system has become operationally obsolete, surpassing its technological longevity, which poses a threat to public safety.

**Program Summary**

In FY22, MCDA and HTC (the current CRIMES vendor) are partnering to configure and verify HTC's next generation case management system called CMP NextGen through a Proof of Concept effort where current CRIMES functionality is implemented in CMP NextGen. Upon successful completion of this effort, HTC will migrate the MCDA-approved solution and production data from the CRIMES system to a CJIS-compliant cloud environment for long-term operation. This solution will allow for more efficient and electronic processing for sentencing, restitution, e-filing and court events including greater access through mobile devices allowing for more efficient and real-time case load handling and access to information. These efficiencies will allow the MCDA staff to better serve public safety and victims of crimes.

The purpose of this program offer is to transition the pilot system into a production environment, provide support for programming required for exchange of data with internal and external partner agencies, provide support for integration with the MCDA document management system, training for MCDA staff, and professional services for additional changes that may be required outside the scope of the original Proof of Concept. The program offer also provides funding for a half-time IT Project Manager and a half-time IT Business Systems Analyst Sr. The program also requests backfill for two MCDA staff to help ensure success of the CMP NextGen implementation while maintaining the current level of service for MCDA staff.

The CMP NextGen solution is being vetted to ensure that it will meet the MCDA's complex requirements. In anticipation of a successful proof of concept, this program offer will operationalize that solution in a cloud production environment with full integration with other supporting business applications for document management, data exchanges with local law enforcement agencies, and reporting. Funding decisions for this program are made in cooperation with MCDA, the Chair's Office, Central Budget.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of key milestones met based on approved project plan	N/A	N/A	N/A	75%
Outcome	Number of Employees trained and able to fully use HTC CMP NextGen	N/A	N/A	N/A	170

**Performance Measures Descriptions**

PM #1: Output: Successful completion of key milestones as defined in the project plan.

PM #2: Outcome: At the completion of the initial go-live, employees are trained and able to fully use HTC CMP Next Gen to support their business processes.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$722,087
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$722,087</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$722,087</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$722,087
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$722,087</b>

Explanation of Revenues

This program will carryover unspent one-time-only revenues from the FY 2022 IT-District Attorney's Alfresco System Stabilization and Upgrade program into FY 2023 as beginning working capital.

Significant Program Changes

**Last Year this program was:** FY 2022: 78319 IT-District Attorney's Alfresco System Stabilization and Upgrade

To meet increasing need to develop a complete paperless office and eDiscovery, the DA's office has decided to determine complete set of requirements before upgrading or replacing the existing document management system.

**Department:** County Assets      **Program Contact:** Linu Parappilly  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

### Executive Summary

County IT in partnership with DCM and the Health Department will launch a project to build an enterprise financial data mart that could enable departments to build financial dashboards. This project will enable analytic reporting that either is not supported by Workday, or requires combining financial data with programmatic data that resides outside the ERP system, or to combine data from more than one source system (e.g. Workday, Questica, Jaggaer, Tririga). The project team will extract, transform, and load County data from a variety of source systems in order for County Departments to create Dashboards and reports to make decisions and manage their programs. This request funds two project specific resources within Information Technology.

### Program Summary

The project will establish a financial DataMart from which critical information can be mined. Criteria includes providing access to demographic race and ethnicity data, providing insight on how BIPOC communities are affected by program administration, directly supporting trauma informed practices for BIPOC communities specifically related to systemic, organizational, and individual racism, and contains strategies to address disparities among BIPOC communities including gaps in service delivery. Data is used by all County Departments to determine how to better serve underserved populations impacted by reporting capabilities.

Key deliverables of this project include:

- Enterprise financial data model that is agreed to by all stakeholders
- Identification of gold source owners and data stewards
- Security/access policies, data classification
- Enable integrating financial and worker data with operational/programmatic data, such as CEDARS.
- Address effective-dating issues where possible and where clear requirements can be defined.
- Automate the processes to integrate this financial data in order to eliminate the manual effort done today. This also ensures a consistent and repeatable process.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Project plan identifying the schedule for the Financial Data Mart rollout.	N/A	N/A	N/A	1
Outcome	A system that meets the requirements with modern technology standards.	N/A	N/A	N/A	100%

### Performance Measures Descriptions

A project plan is a key component of project success.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$400,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$400,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$400,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>

Explanation of Revenues

One time only General Funds

Significant Program Changes

Last Year this program was:



**Department:** County Assets **Program Contact:** Vikki Scotti

**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

### Executive Summary

CEDARS is a critical data system for the Health Department. The system is more than 15 years old and struggles to meet the needs of all of the Health Department's divisions. The Health Clinics, Public Health Program, and administrative programs rely on the data to make data driven decisions to serve underrepresented communities are impacted by the work that we do. This effort is expected to be multi-year. Year 1 of this initiative involves a complete analysis of the needs of the key stakeholders and a recommendation about the future technology solution. This program offer will fund a set of project staff members within Information Technology and the Health Department.

### Program Summary

CEDARS (Clarity Extract Database and Reporting System) is the primary reporting source for many groups in the Health Department: ICS, Maternal Child and Family Health, Healthy Birth Initiative, Referrals, SCoPE, and Uniform Data System (UDS) Federal Reporting. CEDARS does not meet existing business needs, is expensive to support and puts us under a compliance risk. Due to these factors it needs to be redesigned and/or replaced with a modern reporting solution.

CEDARS was created over 18 years ago and it needs to be modernized to meet the needs of the businesses and this will require a redesign of the system by implementing a replacement solution. For instance, data is currently extracted weekly and there is a desire to be able to extract the data daily to get more recent information for reporting purposes. This will require complex data transformation and business rules which would need to be evaluated. Also, the system will need to limit access to those who are able to access the data per HIPAA regulations given currently all the data is co-mingled. Additionally, the system has become very difficult and expensive to support due to continual patches and additions over the years.

In year 1, a more thorough analysis of the business needs will be gathered during discussions with stakeholders and then potential solutions will be identified. Total estimated cost of the project is \$5M.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Requirements will be gathered and agreed upon by stakeholders.	N/A	N/A	N/A	100%
Outcome	A report with a set of recommended technology solutions will be produced from which Phase 2 can be based.	N/A	N/A	N/A	1

### Performance Measures Descriptions

Key requirements to inform the solution are the key deliverable for this phase

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$5,000,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$5,000,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$5,000,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000,000</b>

Explanation of Revenues

One time only General Funds

Significant Program Changes

Last Year this program was:

**Department:** County Assets **Program Contact:** Garret Vanderzanden  
**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

This program is responsible for providing vehicle and equipment maintenance and repair services, including offering transportation and related support services that are responsive to the needs of all agencies throughout Multnomah County. The goal of the program is to ensure vehicles are kept in good working condition and are easy to access and operate, so they are available when required to deliver the critical services our community needs.

### Program Summary

Fleet's goal is to provide services to the more than 800 fleet assets that are critical for County agencies to meet their service delivery goals. These services include:

- Policy and operational procedure development and implementation;
- Inventory management; regulatory compliance; customer consultation and advice;
- Coordinating towing needs and vendor repairs; equipment fabrication and modification specialty work;
- Performing scheduled, unscheduled and emergency in-shop and field repairs; emissions inspections
- Warranty/recall management and support;
- Fuel management (onsite/offsite);
- Vehicle washing and detailing (onsite/offsite);
- Driver safety, risk, liability, and collision claims management.

Fleet's primary customers are other County agencies. Fleet provides maintenance services at the Yeon Shop facility and at City of PDX Fleet sites. County agencies interact with Fleet through in person interactions at our sites, via email and by accessing our information on the County intranet. Fleet also facilitates periodic meetings between customers and Fleet leadership. Metrics are reviewed, updates provided, and opportunities for improvement identified.

Fleet collaborates with County agencies on our services to ensure we are helping them succeed. This ensures fleet assets are available for use to meet the needs of the vulnerable populations they are serving. We also manage our expenses so more revenues are available to be directed toward the work done for those underserved populations.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of billable hours	68%	70%	65%	70%
Outcome	Percent of vehicles out of service less than 48 hours	35%	50%	35%	50%

### Performance Measures Descriptions

PM #1: Output - A measure of productivity that evaluates Fleet Technician's time spent working on vehicles/equipment  
 PM #2: Outcome - A measure that looks at the percentage of vehicles and equipment returned to programs in 48 hours or less.

## Legal / Contractual Obligation

Current IGA with City of Portland for maintenance and repair services for County Fleet assets in the Portland downtown corridor.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,445,558	\$0	\$1,515,129
Contractual Services	\$0	\$28,157	\$0	\$29,213
Materials & Supplies	\$0	\$2,007,659	\$0	\$2,207,257
Internal Services	\$0	\$1,457,393	\$0	\$1,596,504
Capital Outlay	\$0	\$312,101	\$0	\$781,392
Cash Transfers	\$0	\$0	\$0	\$378,800
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,250,868</b>	<b>\$0</b>	<b>\$6,508,295</b>
<b>Program Total:</b>	<b>\$5,250,868</b>		<b>\$6,508,295</b>	
<b>Program FTE</b>	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,230,179	\$0	\$5,750,427
Beginning Working Capital	\$0	\$2,101	\$0	\$711,622
Service Charges	\$0	\$18,588	\$0	\$46,246
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,250,868</b>	<b>\$0</b>	<b>\$6,508,295</b>

## Explanation of Revenues

The program is funded by internal service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY 2021 charged rates.

## Significant Program Changes

**Last Year this program was:** FY 2022: 78400 Fleet Services

COVID19 impacts have continued to be realized in the following areas: -Decrease in technician time to work on vehicles due to cleaning and sanitation protocols required for each unit worked on. -Supply chain impacts. -Work that is sent to outside providers being delayed. These impacts have not prevented Fleet Services from providing the necessary support for County agencies to meet critical service delivery needs, but have caused increased time by Fleet Services in executing those support functions as described.

Increases are due to increase BWC and inflationary increases in fuel, supplies and internal services.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Capital Outlay	\$0	\$9,766,523	\$0	\$10,921,339
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$9,766,523</b>	<b>\$0</b>	<b>\$10,921,339</b>
<b>Program Total:</b>	<b>\$9,766,523</b>		<b>\$10,921,339</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,518,736	\$0	\$2,629,586
Financing Sources	\$0	\$0	\$0	\$378,800
Beginning Working Capital	\$0	\$7,247,787	\$0	\$7,912,953
<b>Total Revenue</b>	<b>\$0</b>	<b>\$9,766,523</b>	<b>\$0</b>	<b>\$10,921,339</b>

Explanation of Revenues

Vehicles and equipment are placed on an established life-cycle replacement schedule. Replacement funds are collected on a monthly basis from programs with assigned vehicles and equipment and aggregated until specified useful life has been met. Proceeds from vehicle sales are returned to the Fleet Asset Replacement fund to offset future replacement costs.

Significant Program Changes

Last Year this program was: FY 2022: 78401 Fleet Vehicle Replacement

COVID19 impacts continue in the following areas:

Significant supply chain disruptions have occurred in vehicle purchasing activities. This has led to significant delays in expected deployment timelines. We have also had instances of cost increases due to limited vehicle availability.

These impacts have not prevented Fleet Services from providing the necessary support for County agencies to meet critical service delivery needs. They have caused an increase in time required to execute the purchasing activities.



## Legal / Contractual Obligation

With the implementation of the third party CarShare program, the County will have ongoing contractual liabilities for the CarShare (alternative motor pool) services that are consumed. These liabilities only exist as long as the services are being consumed.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$232,648	\$0	\$238,645
Contractual Services	\$0	\$660,923	\$0	\$658,648
Materials & Supplies	\$0	\$6,668	\$0	\$3,892
Internal Services	\$0	\$303,951	\$0	\$342,454
Capital Outlay	\$0	\$231,528	\$0	\$405,525
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,435,718</b>	<b>\$0</b>	<b>\$1,649,164</b>
<b>Program Total:</b>	<b>\$1,435,718</b>		<b>\$1,649,164</b>	
<b>Program FTE</b>	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$1,227,333	\$0	\$1,258,966
Beginning Working Capital	\$0	\$207,528	\$0	\$389,313
Service Charges	\$0	\$857	\$0	\$885
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,435,718</b>	<b>\$0</b>	<b>\$1,649,164</b>

## Explanation of Revenues

The program is funded by hourly service charges collected through the Fleet Fund with an overhead charge based on the percentage of usage. Internal service reimbursement estimates are based on historical data and current service levels.

## Significant Program Changes

**Last Year this program was:** FY 2022: 78402 Motor Pool

CarShare services were closed due to COVID and the County's telework mandate. Motor Pool leadership shifted County staff to use Motor Pool resource and Enterprise rental car services. These shifts in services during the pandemic provided support and essential transportation to County programs which added in the support to our community during this emergency.

Increase in BWC are due to additional carry forward of unspent capital. This was due to expected vehicle purchases delayed due to supply chain issues.



**Department:** County Assets                      **Program Contact:** Edward Reed

**Program Offer Type:** Internal Service                      **Program Offer Stage:** As Adopted

**Related Programs:**

**Program Characteristics:**

### Executive Summary

Distribution Services' goal is to manage the logistical needs of the County. Serving as the centralized mailing center, Distribution Services moves a variety of items every day, via fixed routes and/or special delivery, including U.S. Mail, County records, interoffice mail and recyclables.

### Program Summary

Distribution Services provides central coordination of a complex and multifaceted system of distribution logistics across more than 95 County locations. We support the County's equity initiative by managing the logistical needs of departments, community members and vulnerable populations.

We directly interact with our community partners. Whether it is blood tests, permits, prescriptions or blankets, tax and other bulk mailings, Distribution Services connects with numerous County departments with an overarching goal to seamlessly support and engage with the community. An example is our support of the Emergency Management and Joint Office of Homeless Services to provide basic needs for vulnerable populations by moving large shipments of water, sleeping bags, wool blankets and tents. The division serves a vital role in emergency preparedness for Multnomah County. We have transported COVID lab tests to support the County Health Department and help with the health of our community members and populations. Over time, with the needs of the County constantly shifting, we have tailored our program to fit those changing needs. There is built-in flexibility with the routes and drivers that serve our departments on a daily basis, while our warehouse can handle special deliveries and pick-up requests as they come up. In addition, this program coordinates with other government entities throughout the Portland Metropolitan area to send and deliver interoffice mail in a manner that saves on postage and enhances intergovernmental communication and workflow.

Program funding decisions are made in conjunction with County departments that we serve, and receive final approval from a budget review process involving the DCA budgeting and leadership teams. Our program aligns with DCA's support of under-served and under-represented communities through the lens of inclusion and equity. Multnomah County's goals of advancing equity and support to these under-served communities is supported by providing Distribution resources for timely material move needs.

### Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Customers have access to information and needed supplies.	N/A	99%	99%	99%
Outcome	Complaints against distribution drivers is five or fewer annually.	0	5	2	5

### Performance Measures Descriptions

PM 1: Customer access to information is measured by items lost during distribution.

PM 2: Customer satisfaction is measured by the number of resident complaints.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$657,386	\$0	\$644,084
Contractual Services	\$0	\$572,865	\$0	\$695,946
Materials & Supplies	\$0	\$5,140	\$0	\$25,529
Internal Services	\$0	\$428,662	\$0	\$525,458
Capital Outlay	\$0	\$58,005	\$0	\$199,511
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,722,058</b>	<b>\$0</b>	<b>\$2,090,528</b>
<b>Program Total:</b>	<b>\$1,722,058</b>		<b>\$2,090,528</b>	
<b>Program FTE</b>	0.00	6.50	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,519,649	\$0	\$1,876,102
Beginning Working Capital	\$0	\$189,738	\$0	\$199,511
Service Charges	\$0	\$12,671	\$0	\$14,915
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,722,058</b>	<b>\$0</b>	<b>\$2,090,528</b>

Explanation of Revenues

Distribution Services is funded by a charge system through the Distribution Fund. Service reimbursements are based on delivery stops, mail processed, and special services requested.

Significant Program Changes

Last Year this program was: FY 2022: 78403 Distribution Services

Due to COVID, some of our work has shifted from supporting in-person missions like the school dental team moves and the school based health clinics to more freight movement of palletized supplies. Due to this shift in workload we are in the process of adding an Limited Duration Assignment Driver to the program to better support the County and communities changing needs.

In addition, working capital reserves are at the appropriate level, so the rate buy-down program has been sunset for FY 2023.

**Department:** County Assets      **Program Contact:** Lisa Whedon

**Program Offer Type:** Internal Service      **Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

This program serves the public by providing services, tools, training, and professional consultation to County agencies to support the compliant creation, management, storage, retrieval, accessibility, protection, preservation, and secure destruction of public records. The program leads, supports, and promotes countywide strategic initiatives that use information to minimize risk, protect rights, and in equitable decision-making. The program strives to remove barriers to access to 165 years of the County’s legacy of decision-making and community impacts, and promotes the role of records in advancing equity.

**Program Summary**

The program’s goal is to ensure that all members of the public are able to inspect county public records as mandated by Oregon Public Records Law, and that the departments creating, managing, protecting, and destroying public records do so in a manner that retains their authenticity, integrity, and reliability as documentation of our County’s decision-making, policies, and community involvement.

Public records document the County’s policies, decisions, functions, and efforts to fulfill its mission. This program preserves these records by providing specialized storage and handling for hard copy records in the Archives, and preserving electronic records in the County’s Digital Archives, a dedicated long term digital preservation system.

The public has direct access to historic records through in-person research appointments, 24/7 online access to digital records, and phone and email referrals for non-county public records. This program makes efforts to remove barriers to access by: writing finding aids (tools for locating records) that employ inclusive language metadata schemas; reducing bias in collections management through a team approach to appraisal, and applying plain language and digital accessibility best practices to online portals.

Departments create and use records to provide critical services to the community. This program provides tools, training, and consultation to support departments in balancing service delivery needs with public records law compliance by: maintaining the County’s retention schedules; providing Records Center storage and retrieval services (allowing programs to prioritize office space for serving clients); facilitating digitization projects to support continuity of service and employees’ ability to go directly to clients in the field; managing and promoting use of the County’s enterprise electronic document and records management system, and providing secure destruction of individuals’ protected information at the end of its lifecycle.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers	1336	2500	1106	1300
Outcome	Percentage Increase of Reference Requests Compared to Previous Fiscal Year	-35%	30%	26%	30%
Output	Number of New EDRMS Users Onboarded	71	100	130	100
Outcome	Number of Public Sessions Initiated in the Digital Archives	1496	750	2088	2250

**Performance Measures Descriptions**

PM #1: Record actions directly impacted by COVID-19 closures and new countywide workplace schedules.

PM #2: Based on number of discrete requests. Impacted by COVID-19 closures.

PM #3: Electronic document & records management system (EDRMS) use reduces individuals’ records compliance burden.

PM #4: Measures public engagement with the digital archives.

## Legal / Contractual Obligation

Oregon Revised Statute 192 and Oregon Administrative Rule Chapter 166 define public records law and policy, Records Officer mandates, and standards and obligations for records creation, access, storage, protection, retention, and disposition. Multnomah County Executive Rule 301 assigns the retention schedule function to the Records Management program, and Multnomah County Code Chapter 8.500 defines additional archival records responsibilities and obligations.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$784,964	\$0	\$832,188
Contractual Services	\$0	\$328,315	\$0	\$326,859
Materials & Supplies	\$0	\$134,984	\$0	\$155,749
Internal Services	\$0	\$826,109	\$0	\$883,263
Capital Outlay	\$0	\$229,424	\$0	\$140,003
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,303,796</b>	<b>\$0</b>	<b>\$2,338,062</b>
<b>Program Total:</b>	<b>\$2,303,796</b>		<b>\$2,338,062</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,060,117	\$0	\$2,097,593
Beginning Working Capital	\$0	\$243,588	\$0	\$240,167
Service Charges	\$0	\$91	\$0	\$302
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,303,796</b>	<b>\$0</b>	<b>\$2,338,062</b>

## Explanation of Revenues

Records Management is funded by an allocation system through the Distribution Fund. Total program costs are allocated based on each Department's share of the number of boxes stored, boxes brought into the Records Center (accessioned), and record actions performed over a three year average. Program costs are also allocated based on each Department's share of assigned licenses to use the County's enterprise electronic document and records management system.

## Significant Program Changes

**Last Year this program was:** FY 2022: 78404 Records Management

The program's research facility closed to the public due to COVID-19 in March 2020 and reopened in September 2021. The program has had to adapt reference services to ensure that access to records continues despite closures or the inability of the public to visit in person. Due to COVID-19, county workforce members that regularly use Records Center storage and retrieval services, and electronic document and records management system services, transitioned to hybrid work environments, resulting in changes to the types of support and services needed by the program.



**Department:** County Assets   **Program Contact:** Greg Hockert  
**Program Offer Type:** Existing Operating Program                       **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program is funded using American Rescue Plan (ARP) dollars and will be used to assess and modernize the Heating, Ventilation and Air Conditioning (HVAC) systems in prioritized County-owned buildings. Air quality improvements in facilities through assessment, upgrades and replacements of HVAC systems.

**Program Summary**

This program offer will use ARP dollars to evaluate, modernize and/or upgrade HVAC systems in County-owned buildings. General scope, benefits and cost information will be generated for each building. Environmental Health and Sustainability will be consulted during the assessment process to assist Facilities and Property Management in the prioritization of work. Modernization of systems in various buildings may include full system replacement or upgrades to specific equipment and components. The goal is to improve indoor air quality to current Oregon Occupational Safety and Health Administration COVID rulings and American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) 62 standards.

The project manager, facilities engineers, and controls contractors toured and inspected all eligible buildings that would be appropriate for these improvements. Each building's mechanical systems were evaluated on the depth of scope required to meet our project goals. This tour narrowed our focus to 10 buildings. The scope of work will include upgrading mechanical system components to accommodate the MERV (Minimum Efficiency Reporting Values) 13 filter requirements to meet the current air quality standards. This will include adding economizers, sensors, controls to the mechanical systems plus reprogramming the building automating system to monitor and report air quality functions. The 10 County buildings represent an equitable distribution of these upgrades across the various range of County Departments. Guidelines of this assessment were based from American Society of Hospital Engineers (ASHE) and Infection Control Risk Assessment (ICRA).

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Maximize the number of HVAC systems to be modernized to current OSHA COVID rulings and ASHRA	N/A	50%	30%	30%
Outcome	Reduction in calls for service of HVAC systems where renovations have occurred.	N/A	50%	50%	75%

**Performance Measures Descriptions**

PM 1: Maximize the number of HVAC systems to be modernized to current OSHA COVID rulings and ASHRAE 62 standards by applying appropriate funding level to each building system.  
 PM 2: Reduction in calls for service of HVAC systems where renovations have occurred.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$1,000,000	\$0	\$800,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$800,000</b>
<b>Program Total:</b>	<b>\$1,000,000</b>		<b>\$800,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,000,000	\$0	\$800,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$800,000</b>

Explanation of Revenues

This program is funded with \$0.8 million in American Rescue Plan funds

Significant Program Changes

Last Year this program was:

This program supports the Critical County Infrastructure priority area.

**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program is funded using American Rescue Plan (ARP) dollars and will be used to identify, acquire, and implement new technology to support employees in a hybrid work environment. We expect the County to continue to support employees working remotely and working in the office as we transition out of the COVID-19 environment. The program offer includes hiring a staff person to lead the efforts to identify priority software and technology.

**Program Summary**

The pandemic forced employees across the County to work remotely. As the County transitions out of the pandemic, some staff will return to the office, some will work remotely and at the office, and others will work full time outside of a County building. To facilitate collaboration, equity and efficiency, new technology will be necessary in order for the new work environment to be successful. This ARP funded program offer includes a position dedicated to identifying, acquiring, and implementing new technology for the work environment. We will seek input from departments to identify needs and prioritize the technology.

Initially, possible technology options may include:

- Remote laptop/technology support - ideally minimizing the need to come to the building for most repairs and/or updates
- Software/hardware to support improved video conferencing with remote and in-person participants
- Cubicle/space reservation system
- Mobile printing
- Enhanced collaboration tools

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimate</b>	<b>FY23 Offer</b>
Output	New staff position hired.	N/A	1	1	1
Outcome	Employees express satisfaction with their ability to work remotely based on a satisfaction survey.	N/A	95%	95%	95%
Input	New software/technology implemented by December 2022.	N/A	100%	N/A	100%

**Performance Measures Descriptions**

Employees will provide feedback on their ability to work remotely based on a satisfaction survey.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$200,000
Contractual Services	\$0	\$2,073,000	\$0	\$0
Materials & Supplies	\$0	\$0	\$0	\$1,273,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,073,000</b>	<b>\$0</b>	<b>\$1,473,000</b>
<b>Program Total:</b>	<b>\$2,073,000</b>		<b>\$1,473,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,073,000	\$0	\$1,473,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,073,000</b>	<b>\$0</b>	<b>\$1,473,000</b>

Explanation of Revenues

This program will be funded using \$1.473 million in ARP funding.

Significant Program Changes

Last Year this program was:

This program supports the Critical County Infrastructure priority area.



**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The Digital Access program partners with internal and external stakeholder groups Countywide to address community disparities in digital access and affordability. To support this program, the County funds a limited duration position project coordinator within the Department of County Assets. The coordinator will track barriers to internet access throughout the County, identify and assess strategies to address these barriers, investigate grant opportunities, and align the County's planning with community organizations, other municipalities, nonprofits, and advocacy groups.

**Program Summary**

The COVID-19 pandemic has highlighted the essential function of the internet in everyday life, as many aspects of school, work, healthcare, and government services continue to operate online. Yet an estimated 33,000 Multnomah County households do not have broadband internet access; another 38,000 households access the internet only by phone.

In 2020, DCA completed a broadband feasibility study in partnership with five cities within the County that identified equity gaps throughout the County. The feasibility study found that broadband internet is unavailable to approximately 2,800 County households. Where broadband internet is available, low income residents are less likely to be connected as the cost of home internet presents a major barrier.

In response, the Digital Access program will develop a roadmap communicating Multnomah County's strategic actions to support community connectivity. This effort will be closely coordinated across County departments, with the City of Portland, and with other public, private, and nonprofit groups Countywide. Pending Board feedback, the Digital Access program will deliver on these activities to address the dual challenges of infrastructure availability and broadband affordability for specific community populations. This work is led by community input, data-informed, and intended to dovetail with State and Federal revenue streams for broadband and digital equity.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Roadmap communicating strategies for Multnomah County's digital access initiative.	N/A	1	1	1
Outcome	Board presentation and approval to proceed with activities identified in Roadmap.	N/A	N/A	N/A	1

**Performance Measures Descriptions**

Output: Roadmap communicating strategies for Multnomah County's digital access initiative.  
 Outcome: Board presentation and approval to proceed with activities identified in Roadmap.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$150,000	\$0	\$0	\$165,592
<b>Total GF/non-GF</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$165,592</b>
<b>Program Total:</b>	<b>\$150,000</b>		<b>\$165,592</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$165,592
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$165,592</b>

Explanation of Revenues

This program offer is funded by American Rescue Plan Act funding.

Significant Program Changes

Last Year this program was: FY 2022: 78000B Digital Access Coordinator

Funding for this program offer changed from one-time-only general funds to one-time-only American Rescue Plan Act funding.