

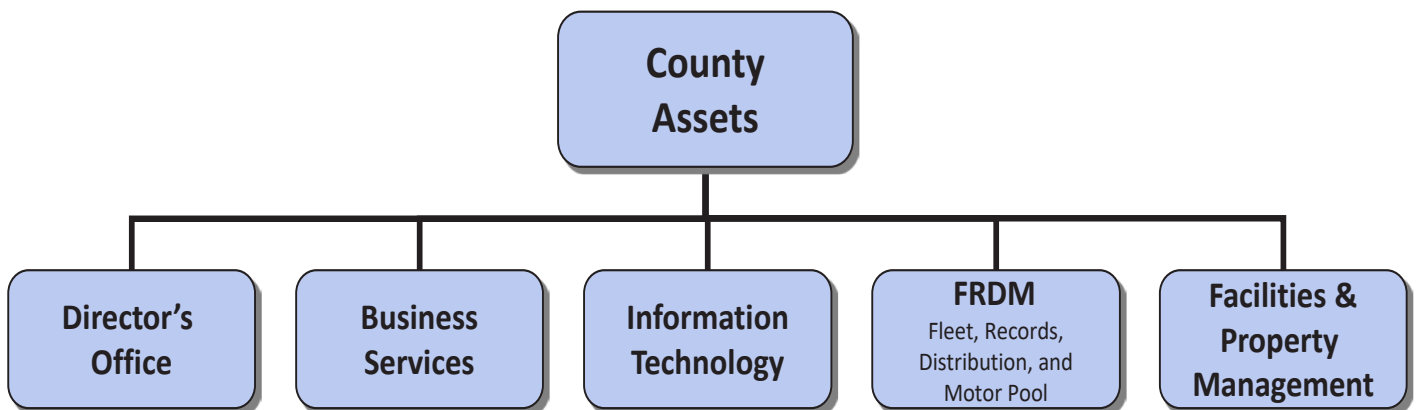
Department Overview

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

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

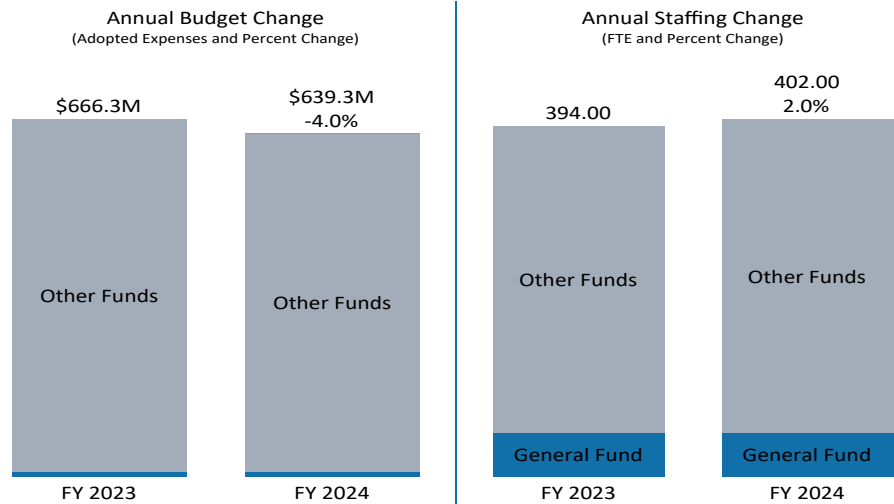
- The Director’s Office provides strategic leadership and planning, human resources, diversity and equity and budget support for the overall department. DCA identifies and evaluates opportunities to implement best practices, integrate service delivery, streamline and improve administrative functions, and promote innovative business tools and processes.
- Facilities and Property Management Division (FPM) manages or coordinates work at over 3.8 million gross square feet of owned and leased space.
- Information Technology (IT) provides telecommunication, network, and hardware support, and manages devices and applications that deliver comprehensive data to inform decision-making for diverse and complex programs across the county.
- Fleet, Records, Distribution Services, and Motor Pool maintain and manage fleet and motor pool vehicles; maintain and archive County records; and provide pickup and delivery of mail and other items.
- Business Services provides procurement, contracting, finance, capital planning and accounts payable, and other services to DCA. The team also provides countywide strategic sourcing functions and provides procurement, contracting and administrative support to Nondepartmental offices.

DCA’s priorities for FY 2024 include the following goal areas within our three year strategic plan: excellent service, collaborative partnerships, inclusive workplace, operational effectiveness, and innovation.



Budget Overview

The FY 2024 budget for the Department of County Assets (DCA) is \$639.3 million, a (\$27.0) million decrease from the FY 2023 budget. It includes: \$10.5 million in the General fund, \$179.6 million in Internal Service funds and \$449.2 million in Capital funds. Internal Service funds are primarily facilities, information technology and fleet related and are funded by charges to all departments.



Decreases totaling (\$27.0) million include the following: capital funds decreased as construction proceeds and funds are spent down, including (\$29.3) million for the Library Capital Bond Construction (78228A-J), (\$20.5) million for the Behavioral Health Resources Center (78219), and (\$2.4) million in American Rescue Plan (ARP) projects. Capital funds also increased \$6.0 million for the Juvenile Detention Center Building Improvements (78206B), \$3.6 million for the Rockwood Community Health Center (78237-78239), and \$9.1 million in the Joint Office of Homeless Services (JOHS) Capital Program (78243). There is an increase \$8.1 million in personnel costs and 8.00 FTE in DCA, mostly in the Facilities and Property Management and Information Technology divisions.

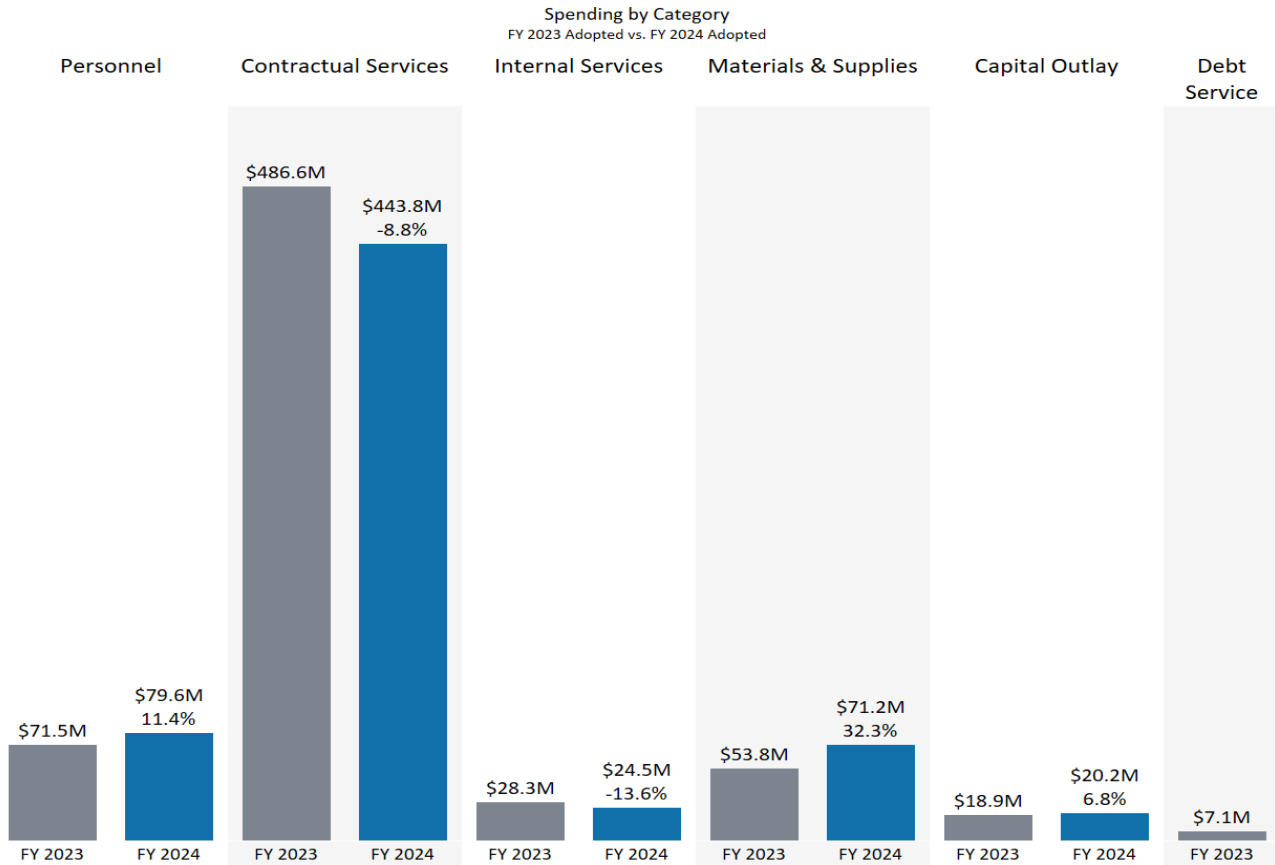
The following programs are new or restructured. A list of new DCA programs can be found in the Budget Director’s Message.

- Ongoing resources reallocated for DCA Directors Office Analyst Position (78000B), \$119,131, 1.00 FTE; and Records Management Content Manager Position (78404B) \$145,042, 1.00 FTE.
- Facilities capital projects such as the Justice Center Critical Electrical System Upgrade (78233B), \$2,390,000; Rockwood Community Health Center (78237-78239), \$3,572,285; and Joint Office of Homeless Services (JOHS) Capital Program (78243) \$9,275,000.

Budget Overview

- Information Technology capital projects such as Radio System Replacement (78304C), \$1,400,000; Financial Data Mart (78329), \$1,200,000; and Website Digital Service Transformation Strategy (78332) \$300,000.

The chart and table below provides a breakdown of the budget's expense categories by fiscal year.



Budget Trends	FY 2022 Actual	FY 2023 Current Estimate	FY 2023 Adopted Budget	FY 2024 Adopted Budget	Difference
Staffing FTE	384.50	394.00	394.00	402.00	8.00
Personnel Services	\$61,159,244	\$67,000,008	\$71,487,878	\$79,636,602	\$8,148,724
Contractual Services	61,630,855	106,891,868	486,635,511	443,792,693	(42,842,818)
Materials & Supplies	44,331,783	52,144,132	53,849,847	71,230,974	17,381,127
Internal Services	29,434,958	29,811,649	28,294,306	24,458,494	(3,835,812)
Debt Service	249	7,097,729	7,097,729	0	(7,097,729)
Capital Outlay	16,584,758	9,666,992	18,939,618	20,220,379	1,280,761
Total Costs	\$213,141,847	\$272,612,378	\$666,304,889	\$639,339,142	(\$26,965,747)

Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

DCA's FY 2023 strategic project accomplishments include:

Excellent Service:

- Continued support for the transition of procurement and contract activities for the Joint Office for Homeless Services (JOHS) and ongoing support of Emergency Management in the warming/cooling shelters.
- Digitization, digital archive, and social media initiative to make all located County records regarding Vanport available digitally by the 75th anniversary of the 1948 flood in May, as a service to the community.
- Began construction and held ground-breaking ceremonies for Operations Center, Holgate Library, and Midland Library, with two additional projects (North Portland, Albina) scheduled in spring 2023.
- Secured a site for the new East County Library (ECL) and partnered with City of Gresham and TriMet in overall site development of both ECL property and adjacent properties.

Collaborative Partnerships:

- Completed the construction and IT build-out of the Behavioral Health Resource Center.
- Supported the reopening of Animal Services after a three year closure, relaunching pet adoption and fostering services on the web, and the provision of iPad based intake services at the facility.
- Assisted Joint Office Of Homeless Services with acquisitions and room block agreements.
- Conducted extensive and innovative community engagement across the portfolio of library projects.
- Completed the design for the Arbor Lodge new housing shelter.

Inclusive Workplace:

- Investment in Gender Inclusion training where staff will gain knowledge about how gender identity and structures impact our lives and our capacity to influence positive change.
- Hosted six College to Country (C2C) interns across three divisions.
- Launched Manager Coaching Circles in partnership with Organizational Learning where managers learn how to lead with race, gain knowledge about management best practices, and develop skills to create an inclusive work space.
- Launched an All DCA Competencies series for non-management staff focusing on Multnomah County Employee Core Competencies.
- Trained and supported 15 Peer Partners who assist with technical, logistical and cultural onboarding to DCA.

Operational Effectiveness:

- Ensured that all 2700+ staff with County supplied iPhones are archiving text messages and images per State records retention laws.

Successes and Challenges (continued)

- Completed the inaugural year of Multco Capstone. Collaborated with IT for disposition of email accounts that met their retention requirements, reducing maintenance costs and lowering risk due to over retention.
- Activated new functionality in the County's electronic document and records management system (EDRMS) Content Manager that allows customers to directly search for and request their physical files from Records Center storage.
- Relocated the Library Capital Bond Project Management Office from leased space to the Multnomah Building
- Completed the setup of a new County IT disaster recovery and backup site in Denver, CO, out of the Cascadia Subduction Zone, and the decommissioning of our old site in Hillsboro.

Innovation:

- Completed the build-out of the IT infrastructure and equipment and deployment of the new Mobile Library.
- Completed the Mobile Medical Clinic purchase.
- Received an Electric Mobility Grant through the Oregon Clean Fuels program to procure an electric vehicle (EV) box truck for Library Operations, supporting County sustainability goals.
- Completed the foundation of our new Enterprise Data and Analytics Platform (Business Intelligence), including the go-live of Microsoft PowerBI tools for reporting.

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.
- DCA's strategic sourcing efforts employ procurement best practices and incorporate sustainability, buying local and equity values.

Key challenges include:

- Global supply chain issues impacting DCA's ability to deliver timely services.
- High inflation on products and services coupled with the unpredictable availability and costs of labor and materials in the maintenance and construction industries.
- Growing complexity and increasing volume of work.
- Recruiting in a red-hot nationwide IT job market is making the hiring of open positions extremely challenging.

COVID-19 & American Rescue Plan

County Assets provides ongoing support to County Departments during the pandemic. The impacts to our organization have been less financial and more about re-prioritizing the focus of our work.

Diversity, Equity, and Inclusion

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 leveraged our equity 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 Joint Office of Homeless Services (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 Community Connectivity road map to address the digital divide, Homelessness Information System (HMIS), 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. The Equity Committee meets monthly and is led by our Equity and Inclusion Manager. We hired our new Equity and Inclusion Manager in late 2022.

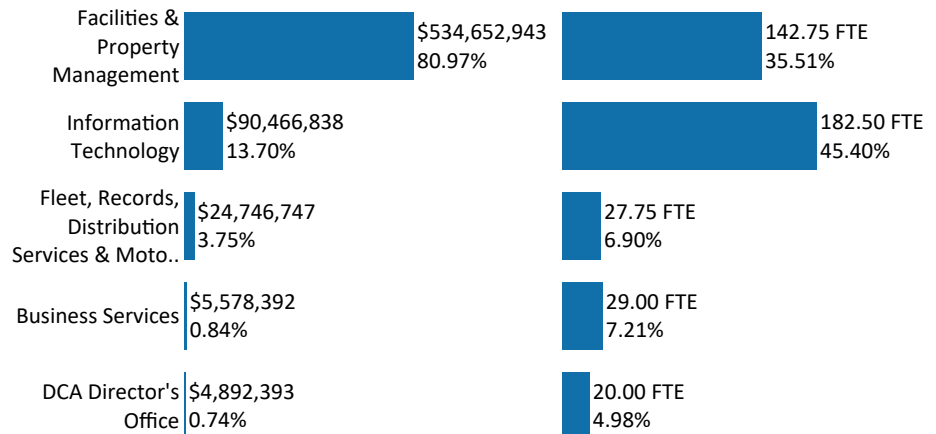
In FY 2023 as part of DCA's Strategic Plan, we have three major initiatives underway supporting our Inclusive Workplace goal and support diversity, equity and inclusion. The first initiative is an employee engagement strategy comprising six activities designed to support our inclusive workplace goal. One of those activities is a custom-designed gender inclusion training. The second initiative is a six month standardized management training program designed to develop manager's competencies in alignment with the County's. These Coaching Circles provide managers with a small cohort designed to support and learn from each other. The third initiative is the development of an overall equity strategy. We have been focused on equity in budgeting as part of this initiative.

Key to our overall commitment to our employees is obtaining regular feedback. We continue to leverage our monthly employee engagement survey that allows us to keep a pulse on our workforce. This monthly survey is one of the key tools for assessing employee feelings of inclusion in the department. The survey gauges 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 third 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.

Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Business Services	\$5,578,392	\$0	\$5,578,392	29.00
DCA Director's Office	4,892,393	0	4,892,393	20.00
Facilities & Property Management	0	534,652,943	534,652,943	142.75
Fleet, Records, Distribution Services & Motor Pool	0	24,746,747	24,746,747	27.75
Information Technology	0	90,466,838	90,466,838	182.50
Total County Assets	\$10,470,785	\$649,866,528	\$660,337,313	402.00

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 Budget and Planning, Human Resource and Business Service Team. 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 (WESP), and Climate Action Plan. 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:

- The effectiveness of the department's 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 and the County's future facilities footprint
- Development of the County Digital Access road map
- County Electric Vehicle Strategy

Significant Changes

Program Offer 78000B DCA Director's Office Analyst Position: This adds a new position to increase DCA's capacity to measure the success of our WESP and other employee inclusion initiatives as well as our externally facing customer service initiative, business process improvements, and environmental impact planning.

Business Services

The Business Services Division within the Department of County Assets provides the business and finance expertise to support DCA. Business Services serves as the trusted stewards of public dollars and, as such, provides core accounting functions and ensures internal controls and compliance with accounting (GAAP, GASB, and GFOA) 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 and the Non Departmental Offices and Elected Officials 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 Nondepartmental 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

The Business Services division enhanced and expanded support for a significant increase in grant funded activities undertaken by DCA, Emergency Management, and Non-Departmental units.

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. FPM’s mission is to proactively plan, operate, manage and renovate 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, sustainable procurement processes and Green Building construction practices. FPM supports local businesses, diversity and equity by contracting with many Minority-Owned Business, Women-Owned Business, Service Disabled Veteran, Emerging Small Business (MWSDVESB) and Oregon Forward firms for services.

In FY 2024, FPM will continue to serve all departments and programs in the County. FPM will support and adapt to the continued growth and innovation of the Joint Office of Homeless Services in their efforts to provide solutions for the houseless community across our county. Many staff will focus on the Library Capital Bond Program’s projects ensuring that the construction and renovation work is managed well. The planning, leasing and interiors teams intend to work with colleagues across the County to right-size their space. 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

The FY 2024 FPM budget is continuing to build upon strategic investments within the community and DCA’s commitment to ensure that those who serve the community have what they need to provide excellent services.

One-time-only (OTO) funds will be used for significant upgrades and remodeling of the Rockwood Health Center (78237-78239), replacement of machine guard on FPM equipment (78202B) and to continue the security-focused building improvements identified by the Workplace Security team (78003). The Justice Center Electrical System Upgrade - Bus Duct Replacement (78233B) project will receive OTO funds and the City of Portland will reimburse the County for 41% of the project costs.

The Library Capital Bond Construction Program (78228A-J) continues in partnership with the Library District to deliver on bond funded projects. Updates include addition of Bond Premium Reserve funding for construction cost escalation, a \$1.0 million cash transfer from the Library District to support Refresh Projects (78228A), and \$1.0 million in Bond Premium Reserve funding for the Albina property purchase and development of the site (78228F).

In alignment with best practices, a dedicated fund was established for the Joint Office of Homelessness Services (JOHS) Capital Program (78243). JOHS capital projects, including Arbor Lodge and the Willamette Shelter projects will be managed in this fund.

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. This vision became reality during the pandemic and has continued to be the new normal in the workplace. The mission and vision guide the development and implementation of the County's FY 2024 technology services. Our mission and vision frame our work and empower 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 Equity and Empowerment Lens. We keep digital accessibility at the forefront of our minds.

The IT Division manages more than 10,600 PCs, laptops, and mobile devices, 6,975 phone numbers, 712 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

The FY 2024 IT budget is focused on access to services, transformation of data into information, and the replacement of obsolete technology.

One-time-only (OTO) funds will be used to modernize obsolete systems, deliver on large-scale projects and implement new programs to support the County. The County will fund phase 2 of the Radio System Replacement (78304C) modernizing equipment and improving coverage and the Financial Data Mart (78329) which will increase the County's ability to make data driven decisions. The Website Digital Service Transformation Strategy (78332) will lay the groundwork to transform the County's internal and external websites using human centered design principles. In partnership with the Health Department the Supplemental Datasets for Analytics and Reporting project (78334) will leverage data to improve business decisions. This project is funded with OTO funds and funding from Integrated Clinical Services.

Preschool for All (PFA)- Preschool Early Learning (78335) project will complete the implementation of the technology solutions to support parents applying to, County staff administering, and Preschool providers participating in the program. PFA funding will be used to fund this project.

Fleet, Records, Distribution, and Motor Pool

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

- Fleet Services provides 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 program ensures vehicles are kept in good working condition and are easy to access and operate, so they are available to deliver the critical services our community needs. Fleet provides services to the more than 800 fleet assets that are critical for County agencies to meet their service delivery goals. In FY 2021, Fleet Services implemented our Fleet Business Strategy, a blueprint for our next 3-5 years. FY 2024 continues the customer service centered initiatives.
- 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. 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.
- 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. This program manages 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.
- The Motor Pool Program supplies a shared pool of vehicles and car sharing 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. Motor Pool Services connect with numerous County departments with an overarching goal to seamlessly support and engage with the community.

Significant Changes

Program Offer 78400 Fleet Services: Fleet operations non-personnel expenditures increase due to supply chain, fuel costs and inflationary pressures. In addition, FTE increases by 1.00 FTE due to a budget neutral Limited Duration Appointment position conversion to permanent FTE.

Program Offer 78404B Records Management Content Manager Position: This adds a new Data Analyst position to continue the successful expansion of Content Manager, the electronic document records management system.

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 2024 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000A	DCA Director's Office	\$1,093,048	\$0	\$1,093,048	4.00
78000B	DCA Director's Office Analyst Position	119,131	0	119,131	1.00
78001	DCA Human Resources	1,692,468	0	1,692,468	8.00
78002	DCA Budget & Planning	1,487,746	0	1,487,746	7.00
78003	Countywide Safety and Security Infrastructure	500,000	0	500,000	0.00
Business Services					
78101	DCA Business Services Procurement & Contracting	3,424,596	0	3,424,596	17.50
78102	DCA Business Services Finance	1,640,128	0	1,640,128	9.00
78104	DCA Business Services Countywide Strategic Sourcing	513,668	0	513,668	2.50
Facilities & Property Management					
78200	Facilities Director's Office	0	4,681,949	4,681,949	12.75
78201	Facilities Debt Service and Capital Fee Pass Through	0	6,285,279	6,285,279	0.00
78202A	Facilities Operations and Maintenance	0	29,482,592	29,482,592	78.50
78202B	Facilities Machine Guards	0	445,000	445,000	0.00
78203	Facilities Client Services	0	17,237,574	17,237,574	9.00
78204	Facilities Capital Operation Costs	0	2,617,870	2,617,870	12.30
78205	Facilities Capital Improvement Program	0	26,031,326	26,031,326	0.00
78206A	Facilities Capital Asset Preservation Program	0	35,011,874	35,011,874	0.00
78206B	Facilities Juvenile Detention Building Improvements	0	6,032,640	6,032,640	0.00
78207	Facilities Interiors Group	0	837,325	837,325	4.20
78208	Facilities Utilities	0	6,568,390	6,568,390	0.00
78209	Facilities Lease Management	0	11,014,140	11,014,140	2.00
78210A	Facilities Strategic Planning and Projects	0	1,544,115	1,544,115	6.00
78210B	Facilities Vance Property Master Plan	0	159,654	159,654	0.00
78212	Facilities Downtown Courthouse	0	300,000	300,000	0.00
78213	Library Construction Fund	0	10,737,239	10,737,239	0.00
78214	Health Headquarters Construction	0	528,366	528,366	0.00
78219	Behavioral Health Resource Center Capital	0	1,200,000	1,200,000	0.00
78221	MCDC Detention Electronics	0	13,000	13,000	0.00
78228A	Library Capital Bond Construction	0	51,928,994	51,928,994	18.00
78228B	Library Capital Bond Construction: Operations Center	0	23,565,055	23,565,055	0.00
78228C	Library Capital Bond Construction: Midland Library	0	24,335,003	24,335,003	0.00
78228D	Library Capital Bond Construction: Holgate Library	0	18,356,976	18,356,976	0.00

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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
78228E	Library Capital Bond Construction: North Portland Library	0	10,970,628	10,970,628	0.00
78228F	Library Capital Bond Construction: Albina Library	0	44,830,804	44,830,804	0.00
78228G	Library Capital Bond Construction: East County Library	0	138,337,806	138,337,806	0.00
78228H	Library Capital Bond Construction: Belmont Library	0	25,401,827	25,401,827	0.00
78228I	Library Capital Bond Construction: Northwest Library	0	10,337,854	10,337,854	0.00
78228J	Library Capital Bond Construction: St. Johns Library	0	7,987,378	7,987,378	0.00
78233A	Justice Center Electrical System Upgrade - Bus Duct Replacement Phase 1	0	2,010,000	2,010,000	0.00
78233B	Justice Center Electrical System Upgrade - Bus Duct Replacement Phase 2	0	2,390,000	2,390,000	0.00
78234	New Animal Services Facility	0	485,000	485,000	0.00
78235	Walnut Park Redevelopment Planning	0	140,000	140,000	0.00
78237	Rockwood Community Health Center - Priority 1	0	740,535	740,535	0.00
78238	Rockwood Community Health Center - Priority 2	0	1,210,250	1,210,250	0.00
78239	Rockwood Community Health Center - Priority 3	0	1,621,500	1,621,500	0.00
78243	Joint Office of Homeless Services (JOHS) Capital Program	0	9,275,000	9,275,000	0.00
Information Technology					
78301A	IT Innovation & Investment Projects	0	2,903,714	2,903,714	0.00
78301G	Technology Improvement Program - Red Cap	0	186,640	186,640	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,559,334	2,559,334	10.00
78303	IT Help Desk Services	0	1,347,944	1,347,944	7.75
78304A	IT Telecommunications Services	0	3,172,517	3,172,517	6.00
78304B	Radio System Replacement (Phase 1)	0	1,350,000	1,350,000	0.00
78304C	Radio System Replacement (Phase 2)	0	1,400,000	1,400,000	0.00
78305	IT Mobile Device Expense Management	0	2,461,776	2,461,776	1.00
78306	IT Network Services	0	4,782,470	4,782,470	6.00
78307	IT Desktop Services	0	4,041,692	4,041,692	23.50
78308	IT Asset Replacement	0	10,026,121	10,026,121	0.00
78309	IT Portfolio Services: HD, ENT, MCSO, DA	0	2,668,526	2,668,526	7.50
78310	IT Software Development and Application Integration	0	2,914,143	2,914,143	13.00
78311	IT Portfolio Services: DCS, NonD/EM, DCA, DCM,ERP	0	2,125,136	2,125,136	9.00
78312	IT Data & Reporting Services	0	8,889,731	8,889,731	32.00
78313	IT ERP Application Services	0	4,048,035	4,048,035	7.00
78314	IT Enterprise and Web Application Services	0	6,232,342	6,232,342	14.00
78315	IT Portfolio Services: Library	0	707,013	707,013	3.00
78316	IT Shared Operating Expenses	0	8,567,776	8,567,776	4.00

County Assets

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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
78317	IT Data Center & Technical Services	0	7,266,546	7,266,546	24.75
78327	IT Cybersecurity and Data Compliance Services	0	2,945,813	2,945,813	6.00
78329	Financial Data Mart Phase 2	0	1,200,000	1,200,000	0.00
78330	CEDARS Replacement	0	4,895,000	4,895,000	0.00
78331	IT Portfolio Services: DCHS, DCJ, JOHS, LPSCC	0	2,263,183	2,263,183	8.00
78332	Website Digital Service Transformation Strategy	0	300,000	300,000	0.00
78334	Health - Supplemental Datasets for Analytics and Reporting	0	800,000	800,000	0.00
78335	Preschool For All - Preschool Early Learning	0	411,386	411,386	0.00
Fleet, Records, Distribution Services & Motor Pool					
78400	Fleet Services	0	6,849,816	6,849,816	12.00
78401	Fleet Vehicle Replacement	0	11,508,887	11,508,887	0.00
78402	Motor Pool	0	1,451,959	1,451,959	2.25
78403	Distribution Services	0	2,237,315	2,237,315	6.50
78404	Records Management	0	2,553,728	2,553,728	6.00
78404B	Records Management Content Manager Position	0	145,042	145,042	1.00
	Total County Assets	\$10,470,785	\$649,866,528	\$660,337,313	402.00

Includes cash transfers, contingencies and unappropriated balances

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$938,434	\$0	\$984,064	\$0
Contractual Services	\$80,000	\$0	\$4,454	\$0
Materials & Supplies	\$73,881	\$0	\$52,272	\$0
Internal Services	\$99,370	\$0	\$52,258	\$0
Total GF/non-GF	\$1,191,685	\$0	\$1,093,048	\$0
Program Total:	\$1,191,685		\$1,093,048	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,183,778	\$0	\$1,212,179	\$0
Total Revenue	\$1,183,778	\$0	\$1,212,179	\$0

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 2023: 78000A DCA Director's Office

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$119,131	\$0
Materials & Supplies	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$119,131	\$0
Program Total:	\$0		\$119,131	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program offer is funded via the County's internal services. Internal service charges recover the costs associated with supporting Facilities and Property Management, Information Technology, Fleet and Distribution funds. Ongoing costs for FY 2025 and beyond will be incorporated into and recovered via the County's internal services.

Significant Program Changes

Last Year this program was:

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	2023	2023	2024	2024
Personnel	\$1,377,272	\$0	\$1,547,385	\$0
Contractual Services	\$15,000	\$0	\$15,000	\$0
Materials & Supplies	\$40,174	\$0	\$9,952	\$0
Internal Services	\$129,781	\$0	\$120,131	\$0
Total GF/non-GF	\$1,562,227	\$0	\$1,692,468	\$0
Program Total:	\$1,562,227		\$1,692,468	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,457,657	\$0	\$1,682,524	\$0
Total Revenue	\$1,457,657	\$0	\$1,682,524	\$0

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 2023: 78001 DCA Human Resources

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
Program Expenses	2023	2023	2024	2024
Personnel	\$1,242,960	\$0	\$1,364,729	\$0
Materials & Supplies	\$36,124	\$0	\$37,215	\$0
Internal Services	\$113,861	\$0	\$85,802	\$0
Total GF/non-GF	\$1,392,945	\$0	\$1,487,746	\$0
Program Total:	\$1,392,945		\$1,487,746	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,387,623	\$0	\$1,487,746	\$0
Total Revenue	\$1,387,623	\$0	\$1,487,746	\$0

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 2023: 78002 DCA Budget & Planning

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$1,000,000	\$0	\$500,000	\$0
Total GF/non-GF	\$1,000,000	\$0	\$500,000	\$0
Program Total:	\$1,000,000		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was: FY 2023: 78003B Countywide Safety and Security Infrastructure

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	2023	2023	2024	2024
Personnel	\$2,757,318	\$0	\$3,069,383	\$0
Contractual Services	\$4,200	\$0	\$1,748	\$0
Materials & Supplies	\$63,040	\$0	\$43,766	\$0
Internal Services	\$353,066	\$0	\$309,699	\$0
Total GF/non-GF	\$3,177,624	\$0	\$3,424,596	\$0
Program Total:	\$3,177,624		\$3,424,596	
Program FTE	17.50	0.00	17.50	0.00

Program Revenues				
Other / Miscellaneous	\$2,777,979	\$0	\$2,989,604	\$0
Total Revenue	\$2,777,979	\$0	\$2,989,604	\$0

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 2023: 78101A DCA Business Services Procurement & Contracting

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,322,016	\$0	\$1,443,350	\$0
Materials & Supplies	\$16,800	\$0	\$45,968	\$0
Internal Services	\$167,393	\$0	\$150,810	\$0
Total GF/non-GF	\$1,506,209	\$0	\$1,640,128	\$0
Program Total:	\$1,506,209		\$1,640,128	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,226,449	\$0	\$1,261,524	\$0
Total Revenue	\$1,226,449	\$0	\$1,261,524	\$0

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 2023: 78102 DCA Business Services Finance

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	2023	2023	2024	2024
Personnel	\$422,822	\$0	\$466,936	\$0
Materials & Supplies	\$4,033	\$0	\$4,668	\$0
Internal Services	\$45,854	\$0	\$42,064	\$0
Total GF/non-GF	\$472,709	\$0	\$513,668	\$0
Program Total:	\$472,709		\$513,668	
Program FTE	2.50	0.00	2.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Program is funded with General Funds

Significant Program Changes

Last Year this program was: FY 2023: 78104 DCA Business Services Countywide Strategic Sourcing

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Internal Service

Program Offer Stage: 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 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 Description

The FPM Director's Office provides oversight and guidance on the acquisition, operation, and maintenance of County-owned and County-leased properties. The Director's Office oversees 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 to work respectfully and professionally with all County departments and programs. We use our core values of stewardship, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average employee engagement score	10	25	25	30
Outcome	Number of active corrective tasks division-wide	N/A	N/A	3,800	3,000

Performance Measures Descriptions

PM #1 - Average employee engagement score compared to the previous year. Increasing score indicates improvement.
 PM #2 - Number of active corrective tasks Division-wide. This is a new measure. Declining numbers indicate improvement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$126,452	\$1,993,965	\$0	\$2,299,763
Contractual Services	\$0	\$11,570	\$0	\$12,162
Materials & Supplies	\$0	\$147,571	\$0	\$166,023
Internal Services	\$0	\$1,843,530	\$0	\$2,204,001
Total GF/non-GF	\$126,452	\$3,996,636	\$0	\$4,681,949
Program Total:	\$4,123,088		\$4,681,949	
Program FTE	1.00	11.95	0.00	12.75

Program Revenues				
Financing Sources	\$0	\$123,621	\$0	\$0
Total Revenue	\$0	\$123,621	\$0	\$0

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 2023: 78200A Facilities Director's Office

The FY 2024 budget replaces \$126K of one-time General Fund revenue for an Administrative Analyst Senior (1.00 FTE) with ongoing internal service revenue. Otherwise FTE changes reflect realignments within FPM to better reflect organizational structure.

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	2023	2023	2024	2024
Internal Services	\$0	\$5,980,481	\$0	\$5,974,731
Cash Transfers	\$0	\$365,182	\$0	\$310,548
Total GF/non-GF	\$0	\$6,345,663	\$0	\$6,285,279
Program Total:	\$6,345,663		\$6,285,279	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,948,436	\$0	\$5,942,679
Total Revenue	\$0	\$5,948,436	\$0	\$5,942,679

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 2023: 78201 Facilities Debt Service and Capital Fee Pass Through

Department: County Assets **Program Contact:** Michael Smith

Program Offer Type: Internal Service **Program Offer Stage:** 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 Description

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. Examples of proactive activities include changing filters on HVAC units, generator 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 boilers, air handlers, power distribution systems, electronic systems, plumbing systems, building security, access, or other building structure or system components. The O&M teams help identify and prioritize short term and long term capital projects.

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, staff availability and operational needs. Impacts to reducing services could result in the reduction of available County services to provide proactive work and could reduce response times for reactive work.

The O&M Program aligns 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, while applying a "Think Yes" approach.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Preventive maintenance work order costs as a percent of total maintenance work order costs	42%	45%	41%	45%
Outcome	Customer satisfaction surveys with a result of "very satisfied" out of 100%	82%	90%	85%	85%

Performance Measures Descriptions

PM #1 - The percentage of proactive maintenance work 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	2023	2023	2024	2024
Personnel	\$0	\$11,698,109	\$0	\$12,763,922
Contractual Services	\$0	\$447,981	\$0	\$525,410
Materials & Supplies	\$0	\$13,193,367	\$0	\$13,822,609
Internal Services	\$0	\$2,109,160	\$0	\$2,370,651
Total GF/non-GF	\$0	\$27,448,617	\$0	\$29,482,592
Program Total:	\$27,448,617		\$29,482,592	
Program FTE	0.00	77.50	0.00	78.50

Program Revenues				
Other / Miscellaneous	\$0	\$39,624,853	\$0	\$42,934,214
Beginning Working Capital	\$0	\$431,732	\$0	\$496,399
Service Charges	\$0	\$1,053,157	\$0	\$1,120,046
Total Revenue	\$0	\$41,109,742	\$0	\$44,550,659

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 2024, \$390K of reserves revenue funds an OSHA mandated HVAC systems pipe-labeling project and \$105K of prior years' one-time-only funding for Security programming is carried over.

Significant Program Changes

Last Year this program was: FY 2023: 78202A Facilities Operations and Maintenance

The FY 2024 budget replaces \$124K of one-time General Fund revenue for a Facilities Specialist 2 (1.00 FTE) with ongoing internal service revenue. In addition, includes an additional \$300K in materials and supplies for contract HVAC rooftop unit maintenance and a supervisor position (1.00 FTE) reclassified down from a manager and reassigned from Client Services (78203) for more concentrated supervision in the Compliance work group.

Legal / Contractual Obligation

OHSA Requirement 1910.212(a)(2) General requirements for machine guards.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Materials & Supplies	\$0	\$0	\$0	\$445,000
Total GF/non-GF	\$0	\$0	\$0	\$445,000
Program Total:	\$0		\$445,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$445,000
Total Revenue	\$0	\$0	\$0	\$445,000

Explanation of Revenues

This program offer may be funded using one-time-only general funds

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Jeff Lewis

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

Related Programs:
Program Characteristics:
Executive Summary

The Facilities Client Services program provides property management services to more than 150 buildings and approximately 3.8 million square feet of County facility space. The program serves as 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.

Program Description

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 \$14.5 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 Oregon Forward firms to provide janitorial and landscaping services. Oregon Forward firms hire individuals who may otherwise not have gainful employment.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of annual customer expectation surveys with "very satisfied" score.	42%	70%	65%	70%
Outcome	Average time in months to complete reactive work tasks	N/A	N/A	3.5	2.5

Performance Measures Descriptions

PM#1 - 70% of surveys return as "very satisfied" from client contact.

PM#2 - Reduce the average length of time in months to complete reactive work tasks, improving efficiency. This is a new performance measure.

Legal / Contractual Obligation

The Facilities Division contracts with Oregon Forward Firms to provide janitorial and landscaping services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,693,068	\$0	\$1,630,993
Contractual Services	\$100,000	\$12,536,255	\$0	\$14,388,334
Materials & Supplies	\$0	\$678,061	\$0	\$803,178
Internal Services	\$0	\$355,489	\$0	\$415,069
Total GF/non-GF	\$100,000	\$15,262,873	\$0	\$17,237,574
Program Total:	\$15,362,873		\$17,237,574	
Program FTE	0.00	10.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,815,223	\$0	\$7,988,055
Total Revenue	\$0	\$6,815,223	\$0	\$7,988,055

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 2023: 78203A Facilities Client Services

The FY 2024 budget replaces \$100K of one-time General Fund revenue for the transition to electric leaf blowers with ongoing internal service revenue. In addition, increases in contractual services is in Enhanced Services (\$800K in security and \$390K in janitorial). Also, a manager position (1.00 FTE) is reclassified down to a supervisor and moved to Operations and Maintenance (78202) for more focused supervision in the Compliance work group.

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

This program provides project management services including planning, design, and construction services. 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 ensure 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 includes a 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the capital projects portfolio.	19	40	52	32
Outcome	Percent of completed planned active projects.	62%	75%	55%	60%

Performance Measures Descriptions

PM #1 - Number of new capital projects added to the Capital 5-year plan portfolio in the fiscal year. Note a decline in projects for FY 2024 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 2024 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	2023	2023	2024	2024
Personnel	\$0	\$1,140,351	\$0	\$1,145,904
Materials & Supplies	\$0	\$88,800	\$0	\$123,541
Internal Services	\$0	\$1,304,042	\$0	\$1,348,425
Total GF/non-GF	\$0	\$2,533,193	\$0	\$2,617,870
Program Total:	\$2,533,193		\$2,617,870	
Program FTE	0.00	11.90	0.00	12.30

Program Revenues				
Other / Miscellaneous	\$0	\$1,717,800	\$0	\$1,811,227
Total Revenue	\$0	\$1,717,800	\$0	\$1,811,227

Explanation of Revenues

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

AP Fees: \$1,811,227

Significant Program Changes

Last Year this program was: FY 2023: 78204 Facilities Capital Operation Costs

FTE changes are reflection of reallocation of resources within FPM.

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

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 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, plus a strong allocation of project funds to diverse local vendors.

The 5-year CIP Plan sets clear goals to distribute project funds equitably 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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the Capital Improvement Program projects portfolio	5	6	7	10
Outcome	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	64%	75%	55%	60%

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.

PM #2 - Percent of 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 2024 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	2023	2023	2024	2024
Contractual Services	\$0	\$23,385,826	\$0	\$25,496,107
Materials & Supplies	\$0	\$116,400	\$0	\$0
Capital Outlay	\$0	\$521,843	\$0	\$535,219
Total GF/non-GF	\$0	\$24,024,069	\$0	\$26,031,326
Program Total:	\$24,024,069		\$26,031,326	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$12,425,892	\$0	\$12,392,895
Financing Sources	\$0	\$171,068	\$0	\$161,929
Interest	\$0	\$75,000	\$0	\$150,000
Beginning Working Capital	\$0	\$11,196,032	\$0	\$13,169,945
Service Charges	\$0	\$156,077	\$0	\$156,557
Total Revenue	\$0	\$24,024,069	\$0	\$26,031,326

Explanation of Revenues

Fund 2507 Capital Improvement Program:
 BWC \$12.6 million from project carryover; \$0.5 million from asset replacement program offer
 IGA City of Portland share of Justice Center Projects \$0.1 million
 Intl Svc Reimbursement CIP fee from County occupants \$5.3 million
 Cash transfer revenue from external clients \$0.2 million
 Other revenue \$7.0 million from client funded projects
 Interest income \$0.1 million

Significant Program Changes

Last Year this program was: FY 2023: 78205 Facilities Capital Improvement Program

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Internal Service **Program Offer Stage:** 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 Asset Preservation (AP) fees.

Program Description

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 Plan. 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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the Asset Preservation portfolio	9	22	30	14
Outcome	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	51%	75%	50%	60%

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 for FY 2024 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 2024 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$927,175
Contractual Services	\$0	\$27,456,075	\$0	\$34,084,699
Total GF/non-GF	\$0	\$27,456,075	\$0	\$35,011,874
Program Total:	\$27,456,075		\$35,011,874	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,314,398	\$0	\$7,087,762
Financing Sources	\$0	\$194,114	\$0	\$148,619
Interest	\$0	\$100,000	\$0	\$200,000
Beginning Working Capital	\$0	\$20,856,303	\$0	\$28,382,018
Service Charges	\$0	\$99	\$0	\$118
Total Revenue	\$0	\$29,464,914	\$0	\$35,818,517

Explanation of Revenues

BWC from routine project carryover \$28.4 million
 Intl Svc Reimbursement AP fee from County occupants \$7.1 million
 Cash transfer revenue from external clients \$0.2 million
 Interest income \$0.2 million

Significant Program Changes

Last Year this program was: FY 2023: 78206 Facilities Capital Asset Preservation Program

Beginning working capital carryover increased year over year due to global material shortages which resulted in longer lead times for projects.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$1,193,446	\$0	\$6,032,640
Internal Services	\$3,200,000	\$0	\$0	\$0
Total GF/non-GF	\$3,200,000	\$1,193,446	\$0	\$6,032,640
Program Total:	\$4,393,446		\$6,032,640	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$1,935,050
Beginning Working Capital	\$0	\$0	\$0	\$4,097,590
Total Revenue	\$0	\$0	\$0	\$6,032,640

Explanation of Revenues

BWC carryover from FY 2023 \$4.1 million
 Intl Svc Reimbursement AP fee from County occupants \$1.9 million

Significant Program Changes

Last Year this program was: FY 2023: 50051B Juvenile Detention Building Improvements

In FY 2023, the estimated project budget was \$7.2M. This consisted of \$3.2M in program offer 50051B (Juvenile Detention Building Improvements) and \$1.3M in program offer 78206 (Facilities Capital Asset Preservation Program), with the remaining \$2.7M planned in future years of the capital improvement plan.

We now estimate the total project budget to be \$8.2M. The difference is due to inflation and a more trauma informed plan and design for the pods. In addition to the funds previously approved, \$1 million was added to the project by the Department of Community Justice using FY 2023 operating funds. With Board approval in FY 2023, all project funds will be transferred into this DCA program offer.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2024 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	2023	2023	2024	2024
Personnel	\$0	\$715,179	\$0	\$748,058
Contractual Services	\$0	\$10,560	\$0	\$11,102
Materials & Supplies	\$0	\$13,416	\$0	\$17,130
Internal Services	\$0	\$93,248	\$0	\$61,035
Total GF/non-GF	\$0	\$832,403	\$0	\$837,325
Program Total:	\$832,403		\$837,325	
Program FTE	0.00	4.40	0.00	4.20

Program Revenues				
Other / Miscellaneous	\$0	\$404,855	\$0	\$881,032
Total Revenue	\$0	\$404,855	\$0	\$881,032

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 2023: 78207 Facilities Interiors Group

Slight increase of 0.20 FTE which reflect realignments within FPM to better reflect organizational structure.

Legal / Contractual Obligation

Contractual obligations with Trash/Recycling companies.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Materials & Supplies	\$0	\$6,744,220	\$0	\$6,568,390
Total GF/non-GF	\$0	\$6,744,220	\$0	\$6,568,390
Program Total:	\$6,744,220		\$6,568,390	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,944,769	\$0	\$5,770,511
Total Revenue	\$0	\$5,944,769	\$0	\$5,770,511

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 2023: 78208 Facilities Utilities

Department: County Assets

Program Contact: Cindy Forsythe

Program Offer Type: Internal Service

Program Offer Stage: 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. Lease management is also responsible for leasing excess County building space to external clients to reduce vacancy impacts on County operations. These external revenue leases supplement operations and help offset maintenance expenses, with a priority on leasing to entities that complement existing County programs and services.

Program Description

The Lease Management program is responsible for approximately 600,000 square feet, or 15%, of the County's portfolio. Lease Management works strategically with departments to assess and identify future space needs based on existing and future program requirements, logistics, operating efficiencies, adjacency opportunities, schedules and County-owned space vs leasing 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 evaluates 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 across the County are considering reducing their "Brick 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Lease abstracts completed and shared with stakeholders	N/A	35%	90%	100%
Outcome	Lease renewal evaluations and negotiations to be done in-house	N/A	85%	85%	95%

Performance Measures Descriptions

PM #1 - Percentage of lease abstracts completed. Lease abstracts allow minority landlords to become more competitive, property managers and operations & maintenance staff to easily identify cost responsibilities.

PM #2 - Lease evaluations and negotiations done in house; doing renewals with County staff saves County funds.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$300,121	\$0	\$324,923
Contractual Services	\$0	\$57,273	\$0	\$60,205
Materials & Supplies	\$0	\$9,731,298	\$0	\$10,603,302
Internal Services	\$0	\$25,778	\$0	\$25,710
Total GF/non-GF	\$0	\$10,114,470	\$0	\$11,014,140
Program Total:	\$10,114,470		\$11,014,140	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$10,056,785	\$0	\$10,954,232
Service Charges	\$0	\$1,187,992	\$0	\$990,752
Total Revenue	\$0	\$11,244,777	\$0	\$11,944,984

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 2023: 78209 Facilities Lease Management

New leases in the FY 2024 budget include Market Street Shelter (\$460K), Macadam Building (\$423K), Rockwood Market Hall Building (\$280K), and Delta Park Warehouse (\$239K).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,117,035	\$0	\$1,289,367
Contractual Services	\$0	\$283,115	\$0	\$135,610
Materials & Supplies	\$0	\$6,313	\$0	\$11,179
Internal Services	\$0	\$116,872	\$0	\$107,959
Total GF/non-GF	\$0	\$1,523,335	\$0	\$1,544,115
Program Total:	\$1,523,335		\$1,544,115	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$676,794	\$0	\$573,444
Total Revenue	\$0	\$676,794	\$0	\$573,444

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 2023: 78210A Facilities Strategic Planning and Projects

FY 2024 reduces the professional services budget (contractual services) to better align with recent years' spending.

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs: 78210A, 90004

Program Characteristics:
Executive Summary

In FY 2018, the County authorized one-time-only (OTO) funds to survey the Vance Property 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 in FY 2018 in order to build a roadmap of master planning efforts to date and outline next steps. The Vance Vision was presented in FY 2023. 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 2024.

Program Description

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, wetland delineation, and the development of the Vance Vision. DCS program offer #90004 - Vance Vision Next Steps also supports this offer.

The goal of Vance Vision 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 Vision considers 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. Key stakeholders include members from the Governor's Regional Solutions team, County leadership, Community Leadership Team, City of Gresham, Metro, Port of Portland, DCS, MCHD, and FPM.

Through a formal solicitation, Cascadia Partners and their team was hired in 2019 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 was presented to the Board of County Commissioners in March 2022. Community engagement, exploration of development potential and site conditions continues through feasibility analysis and conceptual planning efforts for the areas defined in the Vision. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Issue Request for Information (RFI) for interest and development strategies for Vision areas	N/A	N/A	0	1
Outcome	Define the stabilization strategy to address the slope feature on the properties.	N/A	N/A	20%	100%

Performance Measures Descriptions

- PM #1 - Issue a Request for Information (RFI) to determine interest and development strategies for Vision Areas
- PM #2 - Define the stabilization strategy to address the slope feature on the properties.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$150,619	\$0	\$159,654
Total GF/non-GF	\$0	\$150,619	\$0	\$159,654
Program Total:	\$150,619		\$159,654	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$40,000	\$0	\$50,000
Beginning Working Capital	\$0	\$110,619	\$0	\$109,654
Total Revenue	\$0	\$150,619	\$0	\$159,654

Explanation of Revenues

This program is funded by \$110K of unspent prior years' one-time-only General Fund.

Significant Program Changes

Last Year this program was: FY 2023: 78210B Facilities Vance Property Master Plan

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

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

Program Description

Occupancy by the State Courts took place on October 6, 2020. The project was substantially complete on December 11, 2020. Operational workflow testing and final occupancy certification took place following substantial completion. The project has completed the warranty period and there are a few minor items left to close out with Hoffman. The County is currently in mediation and final expenses may carry over into FY 2024. A parking lot for the Sheriff's transport vehicles on an existing surface parking area near the courthouse will be complete in winter 2023.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete project closeout	95%	100%	100%	100%
Outcome	MCSO Transport Lot completed and operational	N/A	100%	50%	100%
Outcome	Project financial closeout	95%	100%	100%	100%

Performance Measures Descriptions

- PM #1 - Complete project closeout
- PM #2 - MCSO transport lot complete and operational
- PM #3 - 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	2023	2023	2024	2024
Contractual Services	\$0	\$6,053,978	\$0	\$300,000
Internal Services	\$0	\$60,000	\$0	\$0
Total GF/non-GF	\$0	\$6,113,978	\$0	\$300,000
Program Total:	\$6,113,978		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$6,113,978	\$0	\$300,000
Total Revenue	\$0	\$6,113,978	\$0	\$300,000

Explanation of Revenues

• \$0.3 million working capital carryover from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78212 Facilities Downtown Courthouse

Department: County Assets

Program Contact: Greg Hockert

Program Offer Type: Internal Service

Program Offer Stage: 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 Library District Construction (LIB) fees.

Program Description

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

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the Library Construction Fund portfolio.	5	12	15	8
Outcome	Percent of projects planned for completion in a fiscal year that are completed that fiscal year.	66%	75%	58%	50%

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 for FY 2024 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 2024 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	2023	2023	2024	2024
Contractual Services	\$0	\$9,420,382	\$0	\$10,737,239
Total GF/non-GF	\$0	\$9,420,382	\$0	\$10,737,239
Program Total:	\$9,420,382		\$10,737,239	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,217,864	\$0	\$3,214,918
Interest	\$0	\$50,000	\$0	\$100,000
Beginning Working Capital	\$0	\$6,152,518	\$0	\$7,422,321
Total Revenue	\$0	\$9,420,382	\$0	\$10,737,239

Explanation of Revenues

BWC estimated carry forward \$7.4 million
 Capital fee on owned Library buildings \$3.2 million
 Interest income \$0.1 million

Significant Program Changes

Last Year this program was: FY 2023: 78213 Library Construction Fund

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	2023	2023	2024	2024
Contractual Services	\$0	\$260,000	\$0	\$528,366
Total GF/non-GF	\$0	\$260,000	\$0	\$528,366
Program Total:	\$260,000		\$528,366	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$240,351
Beginning Working Capital	\$0	\$260,000	\$0	\$288,015
Total Revenue	\$0	\$260,000	\$0	\$528,366

Explanation of Revenues

\$288K working capital carryover from FY 2023
\$240K Misc Revenue

Significant Program Changes

Last Year this program was: FY 2023: 78214 Health Headquarters Construction

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Behavioral Health Resource Center (BHRC) addresses an on-going housing emergency. Thousands of people in Multnomah County and the Metro region are facing housing instability and homelessness. Those experiencing behavioral health issues often face additional barriers to accessing shelter, housing and participating in services. The renovation and build-out of the County-owned building at Southwest 333 Park Avenue and adjacent parcel of land greatly support the need for these services and programs. The building opened in December 2023.

Program Description

The Multnomah County Health Department, in collaboration with our community partners, identified the need in our community for a centrally located, dedicated behavioral health resource center to provide daytime services, overnight sheltering, and transitional housing to the growing number of people experiencing houselessness with disabling conditions, including behavioral health issues such as mental illness and substance use disorders. This project is the first of its kind and provides a dedicated facility to serve this population, which disproportionately affects populations of color.

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

After the PMT completed programming and design, the project received Portland Design Commission approval in December 2020 and construction documents were prepared. The FAC-1 Design and Construction Plan set the project budget at \$26M for the renovation of the building and construction of the plaza. The Board of County Commissioners approved the construction of BHRC in Resolution 2021-032. The BHRC facility opened for operations on 12/5/2022. A few items remain that are being completed by the project team. Additionally, restoration and improvements are being defined for the South parking lot. All work is scheduled to be completed in FY 2024

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Construction of Behavioral Health Resource Center complete	85%	100%	90%	100%
Outcome	Complete project closeout.	N/A	N/A	50%	100%

Performance Measures Descriptions

- PM-1 Construction of Behavioral Health Resource Center completed.
- PM-2 Complete project closeout (new measure).

Legal / Contractual Obligation

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	2023	2023	2024	2024
Contractual Services	\$0	\$14,574,521	\$0	\$1,200,000
Internal Services	\$0	\$21,750	\$0	\$0
Debt Service	\$0	\$7,097,729	\$0	\$0
Total GF/non-GF	\$0	\$21,694,000	\$0	\$1,200,000
Program Total:	\$21,694,000		\$1,200,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$12,670,000	\$0	\$0
Interest	\$0	\$24,000	\$0	\$0
Beginning Working Capital	\$0	\$9,000,000	\$0	\$1,200,000
Total Revenue	\$0	\$21,694,000	\$0	\$1,200,000

Explanation of Revenues

- \$1.2 million working capital carryover from FY 2023

Significant Program Changes

Last Year this program was: FY 2023: 78219 Behavioral Health Resource Center Capital

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Multnomah County 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 became difficult to support. New technologies installed will lower cost while improving the operation, maintainability, and safety of the facility. Decisions were made on these priorities: fire, life, safety, and equity. Funds for this program have been supported primarily through OTO General funds with some support from Fund 2507.

Program Description

This project work has been completed. Under this project, the intercom and video surveillance systems at MCDC at the Justice Center were 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 identified areas with inadequate video coverage and added 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 replaced 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 were 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 were 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 were 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.

This project will fully close out in FY 2024, if not sooner.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Prioritized order for system implementation	1	1	1	1
Outcome	Percent of systems successfully implemented	98%	100%	100%	100%
Outcome	Complete project closeout.	N/A	N/A	75%	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 2023.

PM #3: Complete project closeout.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$730,674	\$0	\$13,000
Total GF/non-GF	\$0	\$730,674	\$0	\$13,000
Program Total:	\$730,674		\$13,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$570,674	\$0	\$0
Beginning Working Capital	\$0	\$160,000	\$0	\$13,000
Total Revenue	\$0	\$730,674	\$0	\$13,000

Explanation of Revenues

This program offer is funded by Beginning Working Capital.

Significant Program Changes

Last Year this program was: FY 2023: 78221 MCDC Detention Electronics

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing **Program Offer Stage:** 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 Description

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
- Increase 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 (BCC) for direction and accountability.

The program supports 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 building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Develop and maintain a three-year project plan to achieve the bond sale requirements	1	1	1	1
Outcome	Provide regularly scheduled updates to the Board of County Commissioners	3	4	4	4
Output	Percentage of assigned dollars expended on efficiency and light touch projects	3%	20%	20%	50%

Performance Measures Descriptions

- PM#1 - Includes a baseline spend down plan and a quarterly updated spend down plan.
 PM#2 - Demonstrates solid project management reporting methodology for the program.
 PM#3 - Captures the percent 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 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$620,116	\$0	\$487,451
Contractual Services	\$0	\$26,703,865	\$0	\$28,143,699
Materials & Supplies	\$0	\$0	\$0	\$2,782,226
Internal Services	\$0	\$444,599	\$0	\$27,865
Unappropriated & Contingency	\$0	\$51,659,288	\$0	\$20,487,753
Total GF/non-GF	\$0	\$79,427,868	\$0	\$51,928,994
Program Total:	\$79,427,868		\$51,928,994	
Program FTE	0.00	18.00	0.00	18.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,020,000
Financing Sources	\$0	\$0	\$0	\$0
Interest	\$0	\$0	\$0	\$2,611,218
Beginning Working Capital	\$0	\$79,427,868	\$0	\$48,297,776
Total Revenue	\$0	\$79,427,868	\$0	\$51,928,994

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

\$27,810,023 Beginning Working Capital carry over from FY 2023

\$20,487,753 Bond Premium Reserve funds

\$1,020,000 cash transfer revenue from The Library District

\$2,611,218 interest income

Significant Program Changes

Last Year this program was: FY 2023: 78228A Library Capital Bond Construction

Unappropriated & Contingency is reduced as \$30,250,883 in Bond Premium Reserve funding is being transferred to Library Capital Bond projects in related program offers 78228C-G.

Projects in related program offers 78228B-J will receive a larger share of personnel and internal service expenses, which reduces those budgets in this program offer. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E). The Library District is adding \$1,020,000 in cash transfer revenue in support of the light touch and efficiency (Refresh) projects.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 78228A, 78228C through 78228J
Program Characteristics:

Executive Summary

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

Program Description

This multi year project started 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 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 staff in location with more time to spend assisting patrons.

Link to Library building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of certified COBID firms contracted for construction	N/A	20%	34%	34%
Outcome	Percent of construction successfully completed	N/A	75%	75%	100%
Outcome	Library can provide services from this location	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM#1 - This measure addresses the percentage of COBID Certified firms contracts by dollars \$ committed
 PM#2 - Percent of project planned for completion during a fiscal year that is completed in that fiscal year
 PM#3 - Library is able to provide services from this location

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$654,150	\$0	\$602,399
Contractual Services	\$0	\$53,023,978	\$0	\$19,986,568
Materials & Supplies	\$0	\$0	\$0	\$2,505,258
Internal Services	\$0	\$0	\$0	\$470,830
Total GF/non-GF	\$0	\$53,678,128	\$0	\$23,565,055
Program Total:	\$53,678,128		\$23,565,055	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$29,664
Beginning Working Capital	\$0	\$53,678,128	\$0	\$23,535,391
Total Revenue	\$0	\$53,678,128	\$0	\$23,565,055

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$23,535,391 in Beginning Working Capital carry over from FY 2023 and \$29,664 in rebates from Energy Trust of Oregon credits.

Significant Program Changes

Last Year this program was: FY 2023: 78228B Library Capital Bond Construction: Operations Center

Beginning Working Capital and the Contractual Services budget are decreased in FY 2024 as construction progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).

Program #78228C - Library Capital Bond Construction: Midland Library FY 2024 Adopted

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

Executive Summary

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

Program Description

This multi-year project completed design, obtained permits, established the Guaranteed Maximum Price (GMP), and started construction in FY 2023. Construction is expected to be completed in FY 2024. The project will increase roughly 6,000 square feet 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 - a location 30,000 to 60,000 square feet, providing a rich variety of services, resources, and spaces to meet diverse community needs. 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 (CDAs), 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 building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of certified COBID firms contracted for construction	N/A	N/A	25%	20%
Outcome	CDA satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	4.4	4.0	4.0	4.0

Performance Measures Descriptions

PM#1 - This measure addresses the percentage of COBID Certified firms contracts by dollars committed
 PM#2 - This measure 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
 In FY 2023 the project completed design development and construction documents and executed a Guaranteed Maximum Price (GMP) Amendment

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$383,999	\$0	\$433,399
Contractual Services	\$0	\$29,129,402	\$0	\$19,662,687
Materials & Supplies	\$0	\$0	\$0	\$4,002,629
Internal Services	\$0	\$0	\$0	\$236,288
Total GF/non-GF	\$0	\$29,513,401	\$0	\$24,335,003
Program Total:	\$29,513,401		\$24,335,003	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$29,513,401	\$0	\$24,335,003
Total Revenue	\$0	\$29,513,401	\$0	\$24,335,003

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$23,607,846 in Beginning Working Capital carry over from FY 2023 and \$727,157 in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228C Library Capital Bond Construction: Midland Library

\$727,157 in Bond Premium Reserve funding is added for construction cost escalation. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).

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

Executive Summary

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

Program Description

This multi-year project completed design, obtained permits, established the Guaranteed Maximum Price (GMP), and started construction in FY 2023. Construction is expected to be completed in FY 2024. A new 21,000 square foot 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 square feet 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 (CDAs), 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 building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of certified COBID firms contracted for construction	N/A	N/A	28%	20%
Outcome	CDA satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	4.4	4.0	4.0	4.0

Performance Measures Descriptions

PM#1 - This measure addresses the percentage of COBID Certified firms contracts by dollars committed

PM#2 - This measure 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
 In FY 2023 the project completed design development and construction documents and executed a Guaranteed Maximum Price (GMP) Amendment

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$354,846	\$0	\$402,293
Contractual Services	\$0	\$25,737,221	\$0	\$15,806,315
Materials & Supplies	\$0	\$0	\$0	\$1,932,318
Internal Services	\$0	\$0	\$0	\$216,050
Total GF/non-GF	\$0	\$26,092,067	\$0	\$18,356,976
Program Total:	\$26,092,067		\$18,356,976	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$26,092,067	\$0	\$18,356,976
Total Revenue	\$0	\$26,092,067	\$0	\$18,356,976

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$17,506,976 in Beginning Working Capital carry over from FY 2023 and \$850,000 in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228D Library Capital Bond Construction: Holgate Library

\$850,000 in Bond Premium Reserve funding is added for construction cost escalation. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).

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

Executive Summary

The North Portland Library project renovates roughly 8,700 square feet of the existing library, and builds an approximately 1,300 square foot addition. Project decision considerations include Library pillars, priorities, environmental sustainability, and operational efficiencies.

Program Description

This multi-year project completed design, obtained permits, and is scheduled to establish the Guaranteed Maximum Price (GMP), and start construction in FY 2023. Construction is expected to be completed in FY 2025. The current building will be renovated with a new 1,650 square foot 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 square feet that provides limited amenities and a community-driven collection. The historic North Portland Library sits on NE Killingsworth Avenue in 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 its schedule and goals.

Link to Library building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of certified COBID firms contracted for construction	N/A	N/A	N/A	20%
Outcome	YODA satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	4.8	4.0	4.0	4.0

Performance Measures Descriptions

PM#1 - This measure addresses the percentage of COBID Certified firms contracts by dollars committed

PM#2 - This measure 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
 In FY 2023 the project completed design development and construction documents and executed a Guaranteed Maximum Price (GMP) Amendment

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$228,621	\$0	\$229,996
Contractual Services	\$0	\$10,842,690	\$0	\$10,184,190
Materials & Supplies	\$0	\$0	\$0	\$460,976
Internal Services	\$0	\$0	\$0	\$95,466
Total GF/non-GF	\$0	\$11,071,311	\$0	\$10,970,628
Program Total:	\$11,071,311		\$10,970,628	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$2,500
Beginning Working Capital	\$0	\$11,071,311	\$0	\$10,968,128
Total Revenue	\$0	\$11,071,311	\$0	\$10,970,628

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$9,394,402 in Beginning Working Capital carry over from FY 2023 and \$1,573,726 in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228E Library Capital Bond Construction: North Portland Library

\$1.2 million in Bond Premium Reserve funding is added to support seismic retrofitting. \$373,726 in Bond Premium Reserve funding is added for construction cost escalation. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).

Program #78228F - Library Capital Bond Construction: Albina Library FY 2024 Adopted

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

Executive Summary

The Albina Library project builds an approximately 46,000 square feet 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 Description

This multi-year project completed design, obtained permits, and is scheduled to establish the Guaranteed Maximum Price (GMP), and start construction in FY 2023. Construction is expected to be completed in FY 2025. The project builds an approximately 45,500 square foot library which includes ~30,500 square feet allocated to new and renovated library space and ~15,000 square feet allocated to library executive administration space and storage on the existing Isom/Knott Street site. The Knott Street building will be renovated, the Isom building and the 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 - a location 30,000 to 60,000 sf, providing a rich variety of services, resources and spaces to meet diverse community needs. This will be the largest public library in northeast and north Portland, providing ample space for regional activities and is one project, among many in the area, that brings new opportunities to a historically marginalized community.

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 building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of certified COBID firms contracted for Construction	N/A	N/A	N/A	20%
Outcome	YODA satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	4.8	4.0	4.0	4.0

Performance Measures Descriptions

PM#1 - This measure addresses the percentage of COBID Certified firms contracts by dollars committed
 PM#2 - This measure 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
 In FY 2023 the project completed design development and construction documents and executed a Guaranteed Maximum Price (GMP) Amendment

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$517,667	\$0	\$613,448
Contractual Services	\$0	\$46,018,218	\$0	\$42,431,970
Materials & Supplies	\$0	\$0	\$0	\$1,404,050
Internal Services	\$0	\$0	\$0	\$381,336
Total GF/non-GF	\$0	\$46,535,885	\$0	\$44,830,804
Program Total:	\$46,535,885		\$44,830,804	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$46,535,885	\$0	\$44,830,804
Total Revenue	\$0	\$46,535,885	\$0	\$44,830,804

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$39,380,804 in Beginning Working Capital carry over from FY 2023 and \$5.45 million in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228F Library Capital Bond Construction: Albina Library

The house to the east of the Albina Library on Knott Street (236 NE Knott St, Portland, OR 97212) was purchased in August 2022. The Library identified the value of potential future expansion onto this adjacent property. Purchasing this property allows for flexibility and growth, aligning with Library priorities for the bond program. \$1 million in Bond Premium Reserve funding is transferred to the project for the property purchase and development of the site.

An additional \$4.45 million in Bond Premium Reserve funding is added to support historic seismic and program requirements. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).

Program #78228G - Library Capital Bond Construction: East County Library **FY 2024 Adopted**

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

Executive Summary

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

Program Description

This multi-year project started community engagement and design in FY 2023. Construction is expected to start in FY 2024. The East County Library builds an estimated 95,000 square foot new flagship library on a new site adjacent to Gresham City Hall MAX stop. 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 square feet 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 full-service destination libraries.

The East County Library will provide unique, specialized and high-value programs and resource 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 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.

Community outreach and engagement will utilize diverse approaches including virtual, in-person and additional community meetings with translation and interpretation services. The building design will also receive community input through Community Library Champions (CLCs) from partner community organizations who will work with residents in East County to gather their feedback for this new library. Key activities include a series of public community events, focus groups, teen outreach, and surveys.

Link to Library building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the East County Library project	N/A	50%	50%	100%
Outcome	CLC satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	N/A	4.0	4.0	4.0
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	0	0	1

Performance Measures Descriptions

PM#1 - Percent complete of design development and construction documents for the East County Library project
 PM#2 - Issue annual Community Engagement Surveys to community engagement participants with overall minimum score of 4.0 on a 5-point scale
 PM#3 - Have an executed GMP amendment for the East County Library Project

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,019,722	\$0	\$1,294,292
Contractual Services	\$0	\$123,476,417	\$0	\$135,987,825
Materials & Supplies	\$0	\$0	\$0	\$10,845
Internal Services	\$0	\$0	\$0	\$1,044,844
Total GF/non-GF	\$0	\$124,496,139	\$0	\$138,337,806
Program Total:	\$124,496,139		\$138,337,806	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$70,000
Beginning Working Capital	\$0	\$124,496,139	\$0	\$138,267,806
Total Revenue	\$0	\$124,496,139	\$0	\$138,337,806

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$116,617,806 in Beginning Working Capital carry over from FY 2023 and \$21.65 million in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228G Library Capital Bond Construction: East County Flagship Library

The original project budget was developed in preparation for Ballot Measure 26-211. A significant effort by the Real Estate team evaluated multiple sites for potential purchase and site acquisition for the East County Library. The County entered in to an Letter of Intent with TriMet in June 2022 for the TriMet Gresham City Hall Park and Ride site. Extensive program analysis of the 2.5 acre site was completed.

\$20.55 million in Bond Premium Reserve funding is added for higher escalation of construction costs, structured parking and service deliveries, outdoor plaza / civic space, auditorium space and program scope development, and unforeseen poor subsurface soil conditions. \$1.1 million in Bond Premium Reserve funding is added for a radiant floor heating system.

Program #78228H - Library Capital Bond Construction: Belmont Library FY 2024 Adopted

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

Executive Summary

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

Program Description

This multi-year project completed procurement of the design and construction teams, started community engagement, and started design in FY 2023. Construction is expected to start in early FY 2025. The 3,000 square foot 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 square foot addition to bring the total size to 20,000 square feet. 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. Community outreach and engagement will utilize diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services.

The new Belmont Library will be a neighborhood library - a location smaller than 30,000 square feet 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 building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the Belmont Library project	N/A	N/A	N/A	75%
Outcome	Community advocate satisfaction rating (1 to 5)	N/A	N/A	N/A	4.0

Performance Measures Descriptions

PM#1 - Percent complete of design development and construction documents for the Belmont Library project
 PM#2 - This measure reflects the commitment to include and amplify community voice throughout the bond projects, and is a measure of community advocates' satisfaction with their experience
 In FY 2023, the project issued procurement solicitations and executed contracts for the design team and the construction team

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$215,854	\$0	\$286,529
Contractual Services	\$0	\$25,907,258	\$0	\$25,084,284
Materials & Supplies	\$0	\$0	\$0	\$2,294
Internal Services	\$0	\$0	\$0	\$28,720
Total GF/non-GF	\$0	\$26,123,112	\$0	\$25,401,827
Program Total:	\$26,123,112		\$25,401,827	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$26,123,112	\$0	\$25,401,827
Total Revenue	\$0	\$26,123,112	\$0	\$25,401,827

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78228H Library Capital Bond Construction: Belmont Library

Program #78228I - Library Capital Bond Construction: Northwest Library FY 2024 Adopted

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228G, 78228H, 78228J
Program Characteristics:

Executive Summary

The Northwest Library project builds out a roughly 10,000 square foot 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 Description

This multi-year project purchased a building in FY 2022 and is currently being used as an interim space for the library system supporting other bond projects. The project completed procurement of the branch design and construction team, started community engagement, and started design in FY 2023. Construction is expected to start in early FY 2025. The new library will be roughly 10,000 square feet at a new building/site, 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 square feet 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 Northwest Library from a leased building to a purchased property.

Link to Library building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the Northwest Library project	N/A	N/A	N/A	75%
Outcome	Have executed contracts for design team and construction team	N/A	2	1	1

Performance Measures Descriptions

PM#1 - Percent complete of design development and construction documents for the Northwest Library project
 PM#2 - Number of contracts executed for design and construction team
 In FY 2023, the project issued procurement solicitations for the design team and the construction team

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$153,206	\$0	\$163,328
Contractual Services	\$0	\$10,857,714	\$0	\$10,152,490
Materials & Supplies	\$0	\$0	\$0	\$1,629
Internal Services	\$0	\$0	\$0	\$20,407
Total GF/non-GF	\$0	\$11,010,920	\$0	\$10,337,854
Program Total:	\$11,010,920		\$10,337,854	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$11,010,920	\$0	\$10,337,854
Total Revenue	\$0	\$11,010,920	\$0	\$10,337,854

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78228I Library Capital Bond Construction: Northwest Library

Program #78228J - Library Capital Bond Construction: St. Johns Library FY 2024 Adopted

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 78228A through 78228I
Program Characteristics:

Executive Summary

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

Program Description

This multi-year project completed procurement of the design and construction teams, started community engagement, and started design in FY 2023. Construction is expected to start in early FY 2025. Plans are to renovate roughly 5,600 square feet of existing library with an approximately 1,500 square foot 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. Community outreach and engagement will utilize diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services.

The renovated St. John's Library will be a neighborhood library - a location smaller than 30,000 square feet 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 building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the St. Johns Library project	N/A	N/A	N/A	75%
Outcome	Community advocate satisfaction rating (1 to 5)	N/A	N/A	N/A	4.0

Performance Measures Descriptions

PM#1 - Percent complete of design development and construction documents for the St Johns Library project
 PM#2 - This measure reflects the commitment to include and amplify community voice throughout the bond projects, and is a measure of community advocates' satisfaction with their experience
 In FY 2023, the project issued procurement solicitations for the design team and the construction team

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$71,021	\$0	\$113,369
Contractual Services	\$0	\$8,537,612	\$0	\$7,863,809
Materials & Supplies	\$0	\$0	\$0	\$755
Internal Services	\$0	\$0	\$0	\$9,445
Total GF/non-GF	\$0	\$8,608,633	\$0	\$7,987,378
Program Total:	\$8,608,633		\$7,987,378	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$8,608,633	\$0	\$7,987,378
Total Revenue	\$0	\$8,608,633	\$0	\$7,987,378

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78228J Library Capital Bond Construction: St. Johns Library

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
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 \$25.1 million as of March 2023.

Program Description

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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Execute IGA with the City of Portland	N/A	1	1	1
Outcome	Develop a project plan	N/A	100%	90%	100%

Performance Measures Descriptions

PM#1: Execute agreement with the City of Portland and develop a project plan. Starting project requires agreements with the City of Portland and a contractor.

PM#2: Develop a project plan.

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	2023	2023	2024	2024
Contractual Services	\$0	\$7,300,458	\$0	\$2,010,000
Cash Transfers	\$0	\$600,458	\$0	\$0
Total GF/non-GF	\$0	\$7,900,916	\$0	\$2,010,000
Program Total:	\$7,900,916		\$2,010,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,500,000	\$0	\$400,000
Financing Sources	\$0	\$1,800,458	\$0	\$0
Beginning Working Capital	\$0	\$600,458	\$0	\$1,610,000
Total Revenue	\$0	\$7,900,916	\$0	\$2,010,000

Explanation of Revenues

BWC carryover \$1.61 million
City of Portland IGA \$400,000

Significant Program Changes

Last Year this program was: FY 2023: 78233B Justice Center Critical Electrical System Upgrade - Bus Duct

Intergovernmental Revenue decreases year over year due to funding change with the City of Portland. Funding will be via expense reimbursement rather than cash transfer; City of Portland pays 41% of the total incurred project costs.

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: New

Program Offer Stage: Adopted

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

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. Electrical system failure at the 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 \$25.1 million.

Program Description

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 costs are intended to be shared 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 2024, the County will execute a contract with a contractor in order to begin construction work. This work will include contractor mobilization, decommissioning one elevator and installing a wall to separate it from the other elevators. Work platforms will be fabricated and installed on all floors as well as purchasing of the main switchgear and thousands of feet electrical conduit and wire.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Execute a contract with a contractor and submit for permits	N/A	N/A	N/A	1
Outcome	Begin submittal process	N/A	N/A	N/A	75%
Outcome	Begin construction	N/A	N/A	N/A	10%

Performance Measures Descriptions

PM#1 - Execute a contract with a contractor in order to begin construction.

PM#2 - Begin submittal process

PM#3 - Begin construction process, including procuring equipment.

Legal / Contractual Obligation

Intergovernmental agreement (IGA) with the City of Portland.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$2,390,000
Total GF/non-GF	\$0	\$0	\$0	\$2,390,000
Program Total:	\$0		\$2,390,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$880,000
Financing Sources	\$0	\$0	\$0	\$1,510,000
Total Revenue	\$0	\$0	\$0	\$2,390,000

Explanation of Revenues

One-time-only General Fund request in the amount of \$1.51M and City of Portland IGA in the amount of \$880,000.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

This program offer is to plan and design a new Animal Services facility that supports Multnomah County Animal Services' operational needs and furthers its goals to provide equitable services to the public and high quality care to the animals in the shelter.

Program Description

Multnomah County Animal Services (MCAS) is the county's sole public animal shelter and control agency. MCAS protects the health, safety and welfare of people and pets throughout Multnomah County, including the cities of Portland, Gresham, Troutdale, Fairview, Wood Village, Maywood Park and all unincorporated areas, 365 days a year. MCAS is currently located in a facility in Troutdale that was constructed in 1968. The facility doesn't meet the current or future operational needs of the program. Per the 2015 Facilities Asset Strategic Plan, the shelter is one of the lowest performing facilities in the County's portfolio. The goal of this program is to do planning and design work for a potential new animal services facility that supports the program's operational needs and furthers its goals to provide equitable services to the people and high quality care to the animals in the shelter.

This project includes planning and doing conceptual design for a new, efficient, modern, flexible, sustainable and responsive facility for MCAS. The facility would be sited and designed with the goal of providing equitable services to county residents and to enable the program to serve people and pets with excellence. The new shelter will provide greater access to the public and promote health and safety for staff, visitors, and animals. This project aligns with County and department values by integrating access, equity, health, safety and inclusion into both the development process and the qualities of a new facility. A new facility would lead in sustainable practices with a focus to long term operational efficiencies. This project will seek input from key stakeholders throughout this development process. These stakeholders include the public who receive services, staff, leadership, animal welfare partners.

It is expected the full development of this project will be greater than \$1.0M, therefore this capital development project will comply with the FAC-1 administrative process. The Programming and Concept Plan will be completed in fall 2023. The FAC-1 Preliminary Planning proposal will be brought to the Board of County Commissioners in the first half of FY 2024. This will authorize the next steps in the development of the New Animal Service Facility.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Determine Viability of Proposed Development Options	N/A	N/A	0	1
Outcome	Conceptual Planning and Design Complete	N/A	100%	75%	100%

Performance Measures Descriptions

PM#1 The viability and feasibility of development options for a new facility will be determined.

PM#2 Complete conceptual planning and design work. This will provide greater definition of the requirements and systems for a new facility.

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	2023	2023	2024	2024
Contractual Services	\$0	\$500,000	\$0	\$485,000
Total GF/non-GF	\$0	\$500,000	\$0	\$485,000
Program Total:	\$500,000		\$485,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$500,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$485,000
Total Revenue	\$0	\$500,000	\$0	\$485,000

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 was 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, \$485,000 working capital carryover from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78234 New Animal Services Facility

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

This program offer provides funding for consulting services to continue to develop property development options and ideas for the Walnut Park property.

Program Description

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 2021-22. 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. The work in FY 2023 and early FY 2024 will provide the County with needed information to determine the next steps in the redevelopment of the Walnut Park site.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Project plan identifying the schedule for the project.	N/A	1	1	1
Outcome	Clear next steps for Walnut Park development will be approved, and a plan for the next phase identified.	N/A	100%	90%	100%

Performance Measures Descriptions

PM-1 - Project plan identifying the schedule

PM-2 - Next steps for Walnut Park development approved and a plan for next phase identified

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$200,000	\$0	\$140,000
Total GF/non-GF	\$0	\$200,000	\$0	\$140,000
Program Total:	\$200,000		\$140,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$200,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$140,000
Total Revenue	\$0	\$200,000	\$0	\$140,000

Explanation of Revenues

\$140K working capital carryover from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78235 Walnut Park Redevelopment Planning

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$740,535
Total GF/non-GF	\$0	\$0	\$0	\$740,535
Program Total:	\$0		\$740,535	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$740,535
Total Revenue	\$0	\$0	\$0	\$740,535

Explanation of Revenues

This is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$1,210,250
Total GF/non-GF	\$0	\$0	\$0	\$1,210,250
Program Total:	\$0		\$1,210,250	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,210,250
Total Revenue	\$0	\$0	\$0	\$1,210,250

Explanation of Revenues

This is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$1,621,500
Total GF/non-GF	\$0	\$0	\$0	\$1,621,500
Program Total:	\$0		\$1,621,500	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,621,500
Total Revenue	\$0	\$0	\$0	\$1,621,500

Explanation of Revenues

This is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: New

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) Capital Program will track capital work expenditures for JOHS facilities projects.

Program Description

In alignment with best practice, the County is establishing a dedicated capital fund to manage JOHS capital projects through completion. The new Joint Office of Homeless Services Capital Fund (2519) will track expenditure activity through project completion. The new fund will provide greater financial reporting transparency, reflect where the projects are being managed, and manage the asset capitalization process.

In FY 2024 there are currently two projects in this fund and are described below:

Arbor Lodge:

In December of 2020, the County acquired the Arbor Lodge Shelter, a former commercial pharmacy retail space at 1952 N. Lombard Street and built in 1998, for \$2.65 million. The facility has been used as an emergency shelter during extreme hot and cold events, as a temporary shelter, and as a vaccination clinic since the acquisition. The facility is being renovated to become a permanent shelter as identified as the “Arbor Lodge Shelter Renovation Capital Project”. The new permanent shelter will serve 106 individuals with a combination of 88 congregate beds and 18 beds in small shelters on the grounds outside the main building. The total project cost is \$9.4 million.

Willamette Shelter Electrical Upgrade:

The Willamette Shelter Electrical Upgrade project is for the replacement and expansion of the existing electrical system serving the shelter. This includes a new electrical room, 600 AMP switchgear, electrical distribution, LED lighting throughout the building, and the capacity to hook up an exterior emergency generator in the event of a power outage. Design of the new system and initial rough-in will be completed in the 2023 calendar year with final installation of the switchgear to be installed and energized in the 2024 calendar year. The total project cost is \$975,000.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	N/A	N/A	N/A	100%
Outcome	Percentage of beds returned to service for maximum capacity	N/A	N/A	N/A	100%

Performance Measures Descriptions

The completion of the renovation of the project to provide necessary services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$9,061,812
Materials & Supplies	\$0	\$4,750,000	\$0	\$0
Internal Services	\$0	\$0	\$0	\$68,188
Unappropriated & Contingency	\$0	\$0	\$0	\$145,000
Total GF/non-GF	\$0	\$4,750,000	\$0	\$9,275,000
Program Total:	\$4,750,000		\$9,275,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$975,000
Beginning Working Capital	\$0	\$4,750,000	\$0	\$8,300,000
Total Revenue	\$0	\$4,750,000	\$0	\$9,275,000

Explanation of Revenues

Beginning working capital in the amount of \$8,300,000 for Arbor Lodge and General Fund in the amount of \$975,000 for Willamette Shelter Electrical Upgrade.

Significant Program Changes

Last Year this program was:

Joint Office of Homeless Services (JOHS) Capital Fund will be used to isolate and track capital work expenditures for JOHS projects. The Arbor Lodge project is in this fund and discussed in the major projects section of the capital budget.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$486,148	\$0	\$220,838
Contractual Services	\$0	\$2,560,969	\$0	\$2,547,215
Materials & Supplies	\$0	\$246,000	\$0	\$135,661
Total GF/non-GF	\$0	\$3,293,117	\$0	\$2,903,714
Program Total:	\$3,293,117		\$2,903,714	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$2,580,000	\$0	\$0
Beginning Working Capital	\$0	\$713,117	\$0	\$2,903,714
Total Revenue	\$0	\$3,293,117	\$0	\$2,903,714

Explanation of Revenues

Funded with Beginning Working Capital (BWC).

Significant Program Changes

Last Year this program was: FY 2023: 78301A IT Innovation & Investment Projects

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$250,000	\$0	\$186,640
Total GF/non-GF	\$0	\$250,000	\$0	\$186,640
Program Total:	\$250,000		\$186,640	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$250,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$186,640
Total Revenue	\$0	\$250,000	\$0	\$186,640

Explanation of Revenues

Funded with Beginning Working Capital (BWC).

Significant Program Changes

Last Year this program was: FY 2023: 78301G Technology Improvement Program - Red Cap and Lawlog

Department: County Assets

Program Contact: Vikki Scotti

Program Offer Type: Internal Service

Program Offer Stage: 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.

Program Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Maintain ratio of planned to unplanned work for actual time worked	75%	78%	76%	77%
Outcome	Number of strategic reports shared with leaders improving transparency.	22	12	24	30
Outcome	Percent of strategic projects completed on time per project schedules baseline.	50%	75%	44%	75%
Outcome	Incorporate the equity lens to determine if and how projects impact the community or end-users.	70%	100%	80%	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	2023	2023	2024	2024
Personnel	\$0	\$2,318,430	\$0	\$2,408,387
Contractual Services	\$0	\$786,346	\$0	\$107,260
Materials & Supplies	\$0	\$67,304	\$0	\$43,287
Internal Services	\$0	\$400	\$0	\$400
Total GF/non-GF	\$0	\$3,172,480	\$0	\$2,559,334
Program Total:	\$3,172,480		\$2,559,334	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,427,242	\$0	\$2,460,934
Beginning Working Capital	\$0	\$745,238	\$0	\$98,400
Total Revenue	\$0	\$3,172,480	\$0	\$2,559,334

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. The remaining BWC is for the costs associated to close out the remainder of the vendor contract.

Significant Program Changes

Last Year this program was: FY 2023: 78302 IT Planning, Projects & Portfolio Management

This program offer reflects the transfer of the Beginning Working Capital (BWC) related to the DART-Orion post go-live project that was completed in the prior year (FY 2023). The remaining BWC is for the costs associated to close out the remainder of the vendor contract.

Department: County Assets

Program Contact: Shireen Khormooji

Program Offer Type: Internal Service

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

The IT 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 Description

The IT 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 troubleshooting and support of mobile phones 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of customer tickets processed	19,514	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	90%	90%	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	2023	2023	2024	2024
Personnel	\$0	\$1,160,529	\$0	\$1,266,337
Contractual Services	\$0	\$1,800	\$0	\$72,000
Materials & Supplies	\$0	\$13,480	\$0	\$9,607
Total GF/non-GF	\$0	\$1,175,809	\$0	\$1,347,944
Program Total:	\$1,175,809		\$1,347,944	
Program FTE	0.00	7.75	0.00	7.75

Program Revenues				
Other / Miscellaneous	\$0	\$1,175,809	\$0	\$1,347,944
Total Revenue	\$0	\$1,175,809	\$0	\$1,347,944

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 2023: 78303 IT Help Desk Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases. Increase in contractor costs to support sustained increase in help desk calls.

Department: County Assets **Program Contact:** Rodney Chin
Program Offer Type: Internal Service **Program Offer Stage:** 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.

Program Description

Telecommunications Services manages all voice and video communication services for over 6,000 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 applies an equity lens to ensure equitable distribution of services, which provides communication needs to employees, programs and underserved communities.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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.	91%	95%	95%	75%

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	2023	2023	2024	2024
Personnel	\$0	\$1,365,682	\$0	\$1,426,431
Contractual Services	\$0	\$8,743	\$0	\$60,725
Materials & Supplies	\$0	\$1,737,078	\$0	\$1,679,095
Internal Services	\$0	\$16,200	\$0	\$6,266
Total GF/non-GF	\$0	\$3,127,703	\$0	\$3,172,517
Program Total:	\$3,127,703		\$3,172,517	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,882,308	\$0	\$3,157,615
Service Charges	\$0	\$14,408	\$0	\$14,902
Total Revenue	\$0	\$2,896,716	\$0	\$3,172,517

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 2023: 78304A IT Telecommunications Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

Program #78304B - Radio System Replacement (Phase 1)

FY 2024 Adopted

Department: County Assets **Program Contact:** Rodney Chin
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 78304A/C
Program Characteristics: 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. This is a multi-year project that is planned to be completed by the end of FY2025.

Program Description

This is a two-phase project. \$1,600,000 for phase one, and \$1,400,000 for phase 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.

The first phase of this project in FY2023 has been focused on establishing the team, researching contract requirements and lead times for equipment vendors, IGA's with other agencies, building the project tasks, and developing the installation and deployment schedule. Spending for equipment, labor and professional services will span multiple years and is expected to be completed by June 2025.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Tower and radio equipment purchased.	N/A	100%	20%	100%
Outcome	Tower and radio equipment installed and operational.	N/A	100%	20%	100%

Performance Measures Descriptions

- PM#1 Percent of budget spent to purchase tower and radio equipment
 PM#2 Percent of new 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	2023	2023	2024	2024
Contractual Services	\$0	\$1,505,000	\$0	\$1,350,000
Capital Outlay	\$0	\$95,000	\$0	\$0
Total GF/non-GF	\$0	\$1,600,000	\$0	\$1,350,000
Program Total:	\$1,600,000		\$1,350,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,600,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$1,350,000
Total Revenue	\$0	\$1,600,000	\$0	\$1,350,000

Explanation of Revenues

Funded with Beginning Working Capital (BWC).

Significant Program Changes

Last Year this program was: FY 2023: 78304B Radio System Replacement

Program #78304C - Radio System Replacement (Phase 2) FY 2024 Adopted

Department: County Assets **Program Contact:** Rodney Chin
Program Offer Type: New **Program Offer Stage:** Adopted
Related Programs: 78304A/B
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer is for funding phase two of the 25-year-old unsupported VHF radio system to replace the 200 radio subscriber units. Phase one was funded in FY 2023 to upgrade the tower/repeater sites, provide redundancy, eliminate the single point of failure and improve the coverage areas. This is a multi-year project that is planned to be completed by the end of FY2025.

Program Description

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 program will provide the funds and resources to procure and implement a robust, reliable, redundant, secure backup radio system as recommended by the Federal Government Homeland Security Assessment for Multnomah County. The updated system will provide emergency communications during a disaster when internet and cell services are down.

Phase two will purchase, program and replace the existing 200 handheld radio subscriber units, including 10 for the District Attorney. In addition to the radio equipment much of the expenditures will be related to professional services, County staff time for configuring and deploying the radios and developing the radio support program.

Asset collection for equipment will begin in fiscal year 2026 and is estimated at \$287,000 annually. Equipment will be on a 7 year life cycle replacement plan. In addition, there will be approximately \$5,000 per month in lease costs for towers.

This program aligns with DCA and County values toward equity and inclusion. We have applied an equity and safety lens to ensure equitable radio coverage for our residents and communities.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	New radios purchased and operational	N/A	N/A	N/A	25%
Outcome	New radio system working with new radio subscriber units	N/A	N/A	N/A	25%

Performance Measures Descriptions

PM#1 Radio's purchased, programmed, distributed and operational for customers.
 PM#2 New radio system implemented into production, new radio subscriber units able to connect and function for daily and emergency use.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Materials & Supplies	\$0	\$0	\$0	\$1,400,000
Total GF/non-GF	\$0	\$0	\$0	\$1,400,000
Program Total:	\$0		\$1,400,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,400,000
Total Revenue	\$0	\$0	\$0	\$1,400,000

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$152,258	\$0	\$157,432
Contractual Services	\$0	\$1,972,642	\$0	\$2,076,896
Materials & Supplies	\$0	\$166,087	\$0	\$227,448
Total GF/non-GF	\$0	\$2,290,987	\$0	\$2,461,776
Program Total:	\$2,290,987		\$2,461,776	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,176,112	\$0	\$2,237,996
Beginning Working Capital	\$0	\$114,875	\$0	\$223,780
Total Revenue	\$0	\$2,290,987	\$0	\$2,461,776

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 2023: 78305 IT Mobile Device Expense Management

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Network Services program provides stable and secure networks for data communications between county buildings, data centers, external networks and a disaster recovery site in Denver, CO. 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.

Program Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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.	95%	75%	75%	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	2023	2023	2024	2024
Personnel	\$0	\$1,345,822	\$0	\$1,452,355
Contractual Services	\$0	\$130,000	\$0	\$133,000
Materials & Supplies	\$0	\$3,147,780	\$0	\$3,196,115
Internal Services	\$0	\$1,000	\$0	\$1,000
Total GF/non-GF	\$0	\$4,624,602	\$0	\$4,782,470
Program Total:	\$4,624,602		\$4,782,470	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,832,558	\$0	\$4,782,470
Total Revenue	\$0	\$4,832,558	\$0	\$4,782,470

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 2023: 78306 IT Network Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

Department: County Assets

Program Contact: Kaleb Smith

Program Offer Type: Internal Service

Program Offer Stage: 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.

Program Description

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.

Desktop Services continues to see increased demand for laptops given given the County's mobile workforce. The program has been impacted by long supply chain shortages and delays. IT Desktop continues to mitigate this impact by anticipating demand, engaging vendors and reviewing alternatives.

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. As a result of the pandemic, we moved to contactless pickup for hardware within the Multnomah Building. This process is more convenient for staff to pick up equipment at their convenience.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	98%	90%	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	65%	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	2023	2023	2024	2024
Personnel	\$0	\$2,990,052	\$0	\$3,840,606
Contractual Services	\$0	\$266,071	\$0	\$174,568
Materials & Supplies	\$0	\$27,295	\$0	\$26,518
Total GF/non-GF	\$0	\$3,283,418	\$0	\$4,041,692
Program Total:	\$3,283,418		\$4,041,692	
Program FTE	0.00	19.50	0.00	23.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,283,418	\$0	\$4,041,692
Total Revenue	\$0	\$3,283,418	\$0	\$4,041,692

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 2023: 78307 IT Desktop Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.



Program #78308 - IT Asset Replacement FY 2024 Adopted

Department: County Assets **Program Contact:** Gary Wohlers
Program Offer Type: Internal Service **Program Offer Stage:** 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 Description

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. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$0	\$116,421	\$0	\$0
Contractual Services	\$0	\$371,000	\$0	\$0
Materials & Supplies	\$0	\$3,531,650	\$0	\$5,576,879
Capital Outlay	\$0	\$3,746,361	\$0	\$4,449,242
Total GF/non-GF	\$0	\$7,765,432	\$0	\$10,026,121
Program Total:	\$7,765,432		\$10,026,121	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,975,212	\$0	\$4,794,116
Beginning Working Capital	\$0	\$4,390,220	\$0	\$5,232,005
Total Revenue	\$0	\$9,365,432	\$0	\$10,026,121

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 2023: 78308 IT Asset Replacement

Year over year beginning working capital carryover increased due to supply chain constraints which have impacted our ability to procure hardware and supplies.

Department: County Assets **Program Contact:** Chris Clancy
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

IT Portfolio Services teams provide reliable, effective software systems to solve departmental technology business problems. This IT Portfolio Services team covers the areas of the Health Department, Sheriff Office, District Attorney's Office, aspects of Enterprise around software used broadly across the County. 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 Description

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.

Strategies include:

- 1) Applying IT resources focused on new project requests in accordance with department governance forums including consideration of workforce equity strategic plan (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.
- 4) Following Think Yes principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

These 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums established within each department	N/A	N/A	N/A	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	N/A	N/A	60%

Performance Measures Descriptions

Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program.

Outcome - Planned work on a roadmap provides better customer value, as work can be targeted toward high priority activities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,622,823	\$0	\$2,147,113
Contractual Services	\$0	\$500,000	\$0	\$500,000
Materials & Supplies	\$0	\$26,907	\$0	\$21,413
Total GF/non-GF	\$0	\$2,149,730	\$0	\$2,668,526
Program Total:	\$2,149,730		\$2,668,526	
Program FTE	0.00	6.50	0.00	7.50

Program Revenues				
Other / Miscellaneous	\$0	\$2,299,412	\$0	\$2,668,526
Total Revenue	\$0	\$2,299,412	\$0	\$2,668,526

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 2023: 78309 IT Health and Human Services Application Services

Year-over-year personnel cost increases due to cost of living adjustments, step increases and additional 1.00 FTE transferred from program offer 78312.

Program #78310 - IT Software Development and Application Integration FY 2024 Adopted

Department: County Assets **Program Contact:** Jason Heilbrun
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

Information Technology (IT) Software Development and Application Integration provides reliable and effective custom software application development and support of department level business solutions and integrations with external partners and applications. In total, this program supports and maintains more than 75 custom software applications, services, and integrations.

Program Description

The program develops and supports custom software applications across the Enterprise, however a majority of the program's efforts are in support of the Health Department, Department of Community Justice, Department of County Human Services, and the Multnomah County Sheriff's Office.

The program is focused on development and support of reliable software applications and data integrations that are used for department operations to support accessible and equitable outcomes for members of the community.

This program partners with the IT portfolio teams and department business contacts to identify, prioritize, and to deliver innovative, high quality, secure, and scalable custom software solutions on the web, in the cloud, mobile, or on premises using .NET framework full stack development. This program improves the delivery of County services through automating business operations and integrating data within and between County departments, agencies, and community partners, as well as maintaining and enhancing existing and legacy applications to ensure reliability and to meet the needs of the County.

As part of its commitment to increasing diversity in ideas and abilities, this program regularly supports interns from Portland State University's Cooperative Education Program. This program brings four to six interns to the County each year, providing a wealth of benefits to both the County and students.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	All newly developed applications will meet Web Content Accessibility Guidelines 2.1 AA accessibility standards	N/A	N/A	N/A	15%
Outcome	Modernize our build and deployment infrastructure by migrating to Microsoft DevOps	N/A	N/A	N/A	95%

Performance Measures Descriptions

Output Measure - WCAG is a set of recommendations for making web content more accessible, primarily for people with disabilities, but also for all users, including highly limited devices, such as mobile phones.

Outcome Measure - modernizing our build and deploy infrastructure will result in consistent and rapid automation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$2,674,279	\$0	\$2,847,410
Materials & Supplies	\$0	\$113,107	\$0	\$66,733
Total GF/non-GF	\$0	\$2,787,386	\$0	\$2,914,143
Program Total:	\$2,787,386		\$2,914,143	
Program FTE	0.00	13.00	0.00	13.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,040,133	\$0	\$2,914,143
Total Revenue	\$0	\$4,040,133	\$0	\$2,914,143

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 2023: 78310 IT Public Safety Application Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

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

Program Offer Type: Internal Service **Program Offer Stage:** 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), 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 Description

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 the workforce equity strategic plan (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.

These 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	80%	100%	80%	85%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	70%	70%	70%	80%

Performance Measures Descriptions

Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program.

Outcome - Measured by the assessment of hours spent by General Government resources working on vetted/documentated 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	2023	2023	2024	2024
Personnel	\$0	\$1,831,517	\$0	\$2,052,613
Materials & Supplies	\$0	\$62,450	\$0	\$72,523
Cash Transfers	\$0	\$280,000	\$0	\$0
Total GF/non-GF	\$0	\$2,173,967	\$0	\$2,125,136
Program Total:	\$2,173,967		\$2,125,136	
Program FTE	0.00	10.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,991,960	\$0	\$2,125,136
Total Revenue	\$0	\$1,991,960	\$0	\$2,125,136

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 2023: 78311A IT General Government Application Services

The FY 2024 budget replaces \$271K of one-time General Fund revenue for an IT Manager 1 (1.00 FTE) with ongoing internal service revenue. In addition, transferring 1.00 FTE to program offer 78313.

Department: County Assets

Program Contact: Michelle Smith

Program Offer Type: Internal Service

Program Offer Stage: 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 Description

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 team focuses 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of time staff is working on planned projects	N/A	N/A	N/A	48%
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 staff is working on planned projects

PM #2 Outcome measure - measures the availability of production systems.

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	2023	2023	2024	2024
Personnel	\$0	\$6,591,065	\$0	\$7,255,266
Contractual Services	\$0	\$90,000	\$0	\$163,964
Materials & Supplies	\$0	\$1,515,536	\$0	\$1,470,501
Total GF/non-GF	\$0	\$8,196,601	\$0	\$8,889,731
Program Total:	\$8,196,601		\$8,889,731	
Program FTE	0.00	32.00	0.00	32.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,196,601	\$0	\$8,889,731
Total Revenue	\$0	\$8,196,601	\$0	\$8,889,731

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 2023: 78312A IT Data & Reporting Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases. Personnel cost increases also reflect a change in the composition of the workforce (ex. job class changes from Database Administrator to Database Administrator Senior, among other more senior roles). In addition, a limited duration staffing position was transferred from program offer 78314 to this offer in FY 2024.

Department: County Assets

Program Contact: Tony Chandler

Program Offer Type: Internal Service

Program Offer Stage: 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 Qwestica. 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 Description

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

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	80%	100%	80%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	80%	70%	80%	80%

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/documentated 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	2023	2023	2024	2024
Personnel	\$0	\$1,247,736	\$0	\$1,545,866
Contractual Services	\$0	\$185,000	\$0	\$0
Materials & Supplies	\$0	\$2,547,861	\$0	\$2,502,169
Total GF/non-GF	\$0	\$3,980,597	\$0	\$4,048,035
Program Total:	\$3,980,597		\$4,048,035	
Program FTE	0.00	6.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,162,604	\$0	\$4,048,035
Total Revenue	\$0	\$4,162,604	\$0	\$4,048,035

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 2023: 78313 IT ERP Application Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases offset by reduction in Contractual Services. Increase of 1.00 FTE, as a transfer from program offer 78311 to 78313.

Department: County Assets **Program Contact:** `ilima kennedy
Program Offer Type: Internal Service **Program Offer Stage:** 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, mobile enterprise, digital accessibility, public websites (e.g., multco.us, multcopets.org and multcolib.org) and internal websites like commons.multco.us and ticketing and project planning tools like ServiceNow. In total, this program supports more than 30 applications used internally and by the public.

Program Description

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 and mobile 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of employee hours spent on direct customer work versus IT Enterprise and administrative work	27%	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 - Measures the amount of time employees are working on direct customer tasks. Goal is to increase this output.

PM #2 - Measures the availability of production systems.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$3,268,674	\$0	\$3,298,303
Contractual Services	\$0	\$45,000	\$0	\$160,000
Materials & Supplies	\$0	\$2,441,974	\$0	\$2,774,039
Total GF/non-GF	\$0	\$5,755,648	\$0	\$6,232,342
Program Total:	\$5,755,648		\$6,232,342	
Program FTE	0.00	15.00	0.00	14.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,755,648	\$0	\$6,232,342
Total Revenue	\$0	\$5,755,648	\$0	\$6,232,342

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 2023: 78314 IT Enterprise and Web Application Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases. One position (1.00 FTE) was transferred to program offer 78312 (IT Data & Reporting Services), to better align with team reporting.

Department: County Assets **Program Contact:** Dave Halbeck

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

Related Programs:

Program Characteristics:

Executive Summary

The Library IT Portfolio Services team provides staff dedicated to coordinating the Library's technology environment between County IT, Library Capital Bond, and Library stakeholders. The team provides strategic technology guidance, IT project coordination, facilitates solution development and service delivery, and meets weekly with IT leads, project managers, and Library leadership to prioritize and coordinate efforts.

Program Description

The Library IT Portfolio Services team provides direction to County IT staff for Library support, service delivery, change and development initiatives, and offers customer consulting through a variety of channels. The Library IT Portfolio Services team works directly with Library leadership and a broad range of IT and Library managers to prioritize, plan, coordinate, and deliver solutions that meet the quickly changing needs of Library patrons and staff. The team assists with IT process changes, support plans, vendor coordination, and to act as customer advocates to help ensure ever-changing Library IT needs are being met. Team members meet weekly with Library executive leadership, are members and co-chairs of multiple library committees, and participate in Library Capital Bond initiatives such as equity reviews and library group engagements.

Operational services include escalating Library requests for IT services and ensuring they are well-defined, prioritized, and scheduled in alignment with Library and County needs. They also include defining operational needs, coordinating the processing of security and contract reviews, and facilitating enterprise IT initiatives with Library stakeholders. The program also coordinates Library desktop, network, and telecom operations within IT, including life-cycle planning, usage reporting, mobile device management, development of library patron accessed systems, and ensuring resource accountability.

Operational Strategies include:

- 1) Applying IT resources focused on new project requests in accordance with Department governance forums including consideration of the workforce equity strategic plan(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.
- 4) Following 'Think Yes' principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	N/A	50%	N/A	60%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	N/A	12%	N/A	40%

Performance Measures Descriptions

PM #1 - Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 - 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	2023	2023	2024	2024
Personnel	\$0	\$651,733	\$0	\$705,365
Materials & Supplies	\$0	\$11,176	\$0	\$1,648
Total GF/non-GF	\$0	\$662,909	\$0	\$707,013
Program Total:	\$662,909		\$707,013	
Program FTE	0.00	2.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$662,909	\$0	\$707,013
Total Revenue	\$0	\$662,909	\$0	\$707,013

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 2023: 78315 IT Library Application Services

This program offer reflects the addition of 1.00 FTE due to the conversion of an IT Manager 1 Limit Duration appointment position to a permanent FTE.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Internal Service **Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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 - 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 - 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	2023	2023	2024	2024
Personnel	\$0	\$1,138,408	\$0	\$1,056,736
Contractual Services	\$0	\$765,932	\$0	\$130,896
Materials & Supplies	\$0	\$235,272	\$0	\$271,190
Internal Services	\$0	\$11,664,753	\$0	\$4,958,050
Capital Outlay	\$0	\$2,128,644	\$0	\$2,150,904
Total GF/non-GF	\$0	\$15,933,009	\$0	\$8,567,776
Program Total:	\$15,933,009		\$8,567,776	
Program FTE	0.00	4.00	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$13,775,608	\$0	\$6,416,872
Beginning Working Capital	\$0	\$2,180,432	\$0	\$2,150,904
Total Revenue	\$0	\$15,956,040	\$0	\$8,567,776

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 2023: 78316 IT Shared Operating Expenses

A reduction of \$6.8M in Internal Services related to ERP Debt paid in FY 2023. The final year of debt service paid for with one-time-only General Fund resources in program offer 10026.

Department: County Assets **Program Contact:** Gary Wohlers
Program Offer Type: Internal Service **Program Offer Stage:** 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.

Program Description

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 located in a leased facility in Denver Colorado and provides the capacity and capability for 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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 - Production systems and data backup sets are created and sent to an offsite facility via disk replication or magnetic tape.

PM #2 - 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	2023	2023	2024	2024
Personnel	\$0	\$4,889,614	\$0	\$5,288,950
Contractual Services	\$0	\$46,500	\$0	\$143,800
Materials & Supplies	\$0	\$1,434,084	\$0	\$1,833,796
Total GF/non-GF	\$0	\$6,370,198	\$0	\$7,266,546
Program Total:	\$6,370,198		\$7,266,546	
Program FTE	0.00	24.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$6,370,198	\$0	\$7,266,546
Total Revenue	\$0	\$6,370,198	\$0	\$7,266,546

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 2023: 78317 IT Data Center & Technical Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases. Software related expenses previously funded with American Rescue Program offer 78901 in FY 2023 are included in this program offer and funded via internal service charges.



Program #78327 - IT Cybersecurity and Data Compliance Services FY 2024 Adopted

Department: County Assets **Program Contact:** Dennis Tomlin
Program Offer Type: Internal Service **Program Offer Stage:** 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 Description

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 Accountably 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average time 4 hours to respond to high priority incidents.	80%	80%	80%	80%
Outcome	High priority incidents resolved within 36 hours.	80%	80%	80%	80%

Performance Measures Descriptions

- PM #1- 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 - 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.

Legal / Contractual Obligation

Compliance Obligations
 HIPAA - Protected Health Information
 CJIS - Criminal Justice Information
 OCITPA _ Oregon Consumer Protection Act

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,288,316	\$0	\$1,372,356
Contractual Services	\$0	\$136,000	\$0	\$143,711
Materials & Supplies	\$0	\$1,311,788	\$0	\$1,429,746
Total GF/non-GF	\$0	\$2,736,104	\$0	\$2,945,813
Program Total:	\$2,736,104		\$2,945,813	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,736,104	\$0	\$2,945,813
Total Revenue	\$0	\$2,736,104	\$0	\$2,945,813

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 2023: 78327 IT Cybersecurity and Data Compliance Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.



Program #78329 - Financial Data Mart Phase 2 FY 2024 Adopted

Department: County Assets **Program Contact:** Michelle Smith
Program Offer Type: New **Program Offer Stage:** Adopted

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

Executive Summary

County IT in partnership with DCM and the Health Department launched a project to build an enterprise Financial Data Mart (FDM) that would enable departments to build financial dashboards. This project enables 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 allowing County Departments to create Dashboards and reports to make decisions and manage their programs. This request funds project specific resources within IT and builds on the project from FY 2023.

Program Description

The project establishes a Financial Data Mart (FDM) from which critical information can be mined. This financial data enables County departments to make informed funding decisions to meet intended targets and aligns with DCA and County values around equity and inclusion. The FDM project enables the County to build an Enterprise Data and Analytics platform that supports decisions for many years to come.

- Key deliverables of this project include:
- An enterprise financial data model that is agreed to by all stakeholders
 - A repeatable model for cataloging and defining single-sources of data, ‘truth’, used by all analysts
 - Identification of gold source owners and data stewards
 - Security/access policies, data classification
 - Address effective-dating issues
 - Automate the processes to integrate this financial data in order to eliminate the manual effort done today. This also ensures a consistent process.
 - FY 2023 Established an Enterprise Data and Analytics platform and associated analytical/report/dashboard tools
 - FY 2024 Enable budget-to-actual reporting capability
 - FY 2025 Enable integrating financial and work data with operational/programmatic data. Example: labor expenses and grant data tied to number of patients seen

This is a two year project FY 2024 - FY 2025. In FY 2026, two positions will be needed to support the Financial Data Mart. The program is also anticipating growth of the data lake, as well as, ongoing maintenance to support system updates and source system changes.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Publish an accessible Multco Site for the Financial Data Mart with a status page to enable project transparency	N/A	N/A	N/A	1
Outcome	Finance and Budget Offices are able to produce Budget to Actual reporting from the Financial Data Mart	N/A	N/A	N/A	100%
Outcome	Countywide training and support for Financial Data Mart Budget to Actual reporting is rolled out by IT. Finance an	N/A	N/A	N/A	100%

Performance Measures Descriptions

- #1 - An accessible website is published that provides Financial Data Mart information
- #2 - Timely, relevant information is available for Budget to Actuals
- #3 - Appropriate staff across the County have been trained to use the Financial Data Mart

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$1,200,000
Total GF/non-GF	\$0	\$0	\$0	\$1,200,000
Program Total:	\$0		\$1,200,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,200,000
Total Revenue	\$0	\$0	\$0	\$1,200,000

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Chris Clancy

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
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 who are impacted by the work that we do. This effort is expected to be multi-year. We are currently in Year 1 and an analysis of the needs of the key stakeholders and a recommendation about the future technology solution is underway. We will transition to investigating solution options later this FY. This program offer will fund a set of project team members within Information Technology and the Health Department.

Program Description

CEDARS (Clarity Extract Database and Reporting System) is a set of databases currently used for reports that are critical for strategic and operational functioning of programs at the Health Department. Multnomah County IT developed CEDARS in early 2000s, and has since only maintained it in its current form without any significant updates to the databases or to meet evolved business needs. CEDARS currently contains a database that is a weekly extract of patients' electronic health record (EHR) information from EPIC, a data warehouse that was built by IT, a database that houses stored procedures built by IT and now maintained by department developers and other databases that are used by data analysts and decision-makers. The Finance Business Management Division, Integrated Clinical Services (Community Health Center) Division, some Public Health Division Programs, Corrections Health Division, and Health Officer rely in part on CEDARS to provide analytics and make business decisions as part of service to the under-represented communities.

CEDARS is a legacy system that is expensive to support and maintain, poses compliance risks, and doesn't meet the needs of Health Department's divisions.

This project is expected to be multi-year (2-4) as a result of both the complexity and scope. It will involve stakeholders from across the Health Department and will require an analysis of complex data transformation and business rules embedded in the current system as well as considering out of box data warehouse solutions or other capabilities built by EPIC or OCHIN and learning from best practices of other entities using OCHIN EPIC. FY 2024 of this initiative involves analysis of stakeholder needs and a recommended future technology solution.

An analysis of the needs of the key stakeholders and a recommendation about the future technology solution is underway, once that is complete we will begin investigating solution options. This program offer will fund a project team to address the identified needs.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Requirements will be gathered and agreed upon by stakeholders.	N/A	100%	98%	98%
Outcome	Solutions outlined to meet prioritized requirements	N/A	N/A	95%	95%

Performance Measures Descriptions

PM#1 - Key requirements to inform the solution are the key deliverable for this phase

PM#2 - A thorough set of options presented to stakeholders for consideration

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$5,000,000	\$0	\$4,895,000
Total GF/non-GF	\$0	\$5,000,000	\$0	\$4,895,000
Program Total:	\$5,000,000		\$4,895,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$5,000,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$4,895,000
Total Revenue	\$0	\$5,000,000	\$0	\$4,895,000

Explanation of Revenues

This program will carryover unspent one-time-only revenues from the FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78330 CEDARS Replacement

Department: County Assets

Program Contact: Daniel Cole

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

IT Portfolio Management Services provides effective alignment of IT services and software systems for the Department of County Human Services (over 50 systems), the Department of County Justice (60 systems), the Joint Office of Homeless Services, and Local Public Safety Coordinating Council. Portfolio Management focuses on delivering high business value technology to departments and constituents, maintaining existing systems through application life-cycle management, implementing and supporting vendor systems, and project governance. Portfolio Management works collaboratively across the IT enterprise to ensure that the technology solutions provided align with business partner needs, in support of the business' priorities and strategies, while remaining fiscally prudent within budget limits.

Program Description

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.

Strategies include:

- 1) Applying IT resources focused on new project requests in accordance with department governance forums including consideration of the workforce equity strategic plan (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.

This program also manages and supports the Homeless Management Information System (HMIS) for the Tri-County region including Multnomah, Clackamas, and Washington Counties.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums established enabling the application of the strategies and equity lens defined in this program.	N/A	N/A	25%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	N/A	25%	50%

Performance Measures Descriptions

Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program.

Outcome - Measured by the assessment of hours spent by resources working on vetted/documented workload versus ad hoc requests that may arise outside of governance structures.

Legal / Contractual Obligation

None

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,688,429	\$0	\$1,796,530
Contractual Services	\$0	\$456,200	\$0	\$456,200
Materials & Supplies	\$0	\$0	\$0	\$10,453
Total GF/non-GF	\$0	\$2,144,629	\$0	\$2,263,183
Program Total:	\$2,144,629		\$2,263,183	
Program FTE	0.00	8.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$667,200	\$0	\$2,263,183
Financing Sources	\$0	\$75,000	\$0	\$0
Total Revenue	\$0	\$742,200	\$0	\$2,263,183

Explanation of Revenues

This program offer is new in FY 2024 and is designed to reflect the ongoing support for its designated portfolio of County departments. As a result, all of the staffing (and dollars) associated with this offer are coming from already established program offers. The program offers affected are: 78309, 78310, and 78311B (8.00 FTE combined, \$2.1M transferred). County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was:

Program #78332 - Website Digital Service Transformation Strategy FY 2024 Adopted

Department: County Assets **Program Contact:** 'Ilima Kennedy
Program Offer Type: New **Program Offer Stage:** Adopted

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

The County’s internal and external websites are digital assets that provide the community with direct access to services, information, business workflows, and other applications. The technology upon which they are built is aging and becoming a security risk. The current websites lack a service-orientation where audiences of all abilities can quickly access digital services, conduct business and easily find information. This program establishes the strategy and approach to transform the websites and seeks input from the community, County leadership, departments, and staff to design an equitable website that is accessible and available to all.

Program Description

The program’s goal is to lay the groundwork to transform the County’s existing information-focused, internal and external websites. This program will focus on community and internal stakeholder engagement and will support the County’s focus on revised mission, vision and values. The design and development process will use human-centered design principles and target both the internal (employee experience) and external websites (community experience), as well as the editor experiences for both.

The output of this program will include summary information from key County stakeholders, the community, and the County’s design team. The output will include a detailed project plan that outlines the scope, resources, design review process, and timeline to complete the transformation. The plan will include expectations and responsibilities of departments across the County, and will provide the time necessary for internal and external stakeholders to identify, archive and remove obsolete information and validate the usability of our websites.

Per the County’s Language, Communication and Cultural Access Policy, this program meets the objective to advance equity and reduce disparities by providing a welcoming web presence that functions as a virtual front door to the County’s service offerings.

The program will fund the resources necessary to develop the website digital transformation strategy. The program will be led by the expertise and knowledge of the IT Enterprise Web team. A follow-on program offer will be prepared for FY 2025 and FY 2026 to complete the work outlined in the transformation strategy.

The County’s Executive Rule 273 makes a reference that websites and other digital assets should meet County web standards. These standards will be developed by the Enterprise Web team and will meet industry best practices as well as Federal and State website and accessibility standards.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Digital Transformation Strategy is developed	N/A	N/A	N/A	100%
Outcome	A detailed project plan to complete the transformation	N/A	N/A	N/A	100%

Performance Measures Descriptions

- PM1 - An overall strategy will be developed during this program offer.
- PM2 - The plan will outline the scope, resources, design review process, and timeline. The outcome of the strategy will provide the ability to develop a full project plan to be executed in FY 2025 and FY 2026.

Legal / Contractual Obligation

The County's Executive Rule 273 makes a reference that websites and other digital assets should meet County web standards. These standards need to be developed to current industry best practices.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$0	\$300,000
Materials & Supplies	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$0	\$300,000
Program Total:	\$0		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$300,000
Total Revenue	\$0	\$0	\$0	\$300,000

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Chris Clancy

Program Offer Type: New

Program Offer Stage: Adopted

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

Executive Summary

The Health Department seeks to better leverage data to improve business decisions. Much of the data needed to improve internal processes and make strategic business decisions is not in a format that is accessible or ready for automation. If approved, this program will fund four Limited Duration IT staff who bring in and improve the key data sets required to strategically improve Health Department's operations and decision making. The goal is to increase the number of projects and requests IT will complete in FY 2024 related to these data sets. This is a refined continuation of FY 2023: 40108-23

Program Description

This program offer will add an IT Business Systems Analyst and three Developer positions, all on a limited duration basis. These positions will address Health Department Projects around data, automation of reporting, and metrics. Their work will support the key business goals of the divisions and also maximizes the automation of data sets and data analysis.

There is a backlog of priority data related projects. These projects were scored and ranked using criteria that cover racial equality, COVID-19 response, access to data, staff efficiencies, client/patient outcomes and fiduciary risk.

The following examples cover Public Health and Integrated Clinical Services:

Public Health requires access to data currently not available for automated reporting. This will support their business goal of creating automated public dashboards. This work involves multiple data sets and any necessary architecture changes to scale including OHA, ORPHEUS, CareWare, and may include morbidity and mortality data.

Integrated Clinical Services (ICS) requires data to support their Value Based Care transformation and Shared Accountability Model implementation with CCOs and OHA. The division requires several new datasets created and faster turnaround times. These data sets are separate from what will be covered with the CEDARS Project. This ultimately translates to faster delivery of analytics to end users who need the data to make clinical, operational, and financial decisions. ICS relies heavily on the EDAT team to create these data sets to meet those reporting needs. Example projects include Pharmacy dataset and Shared Accountability Model dataset.

Finally there are deferred maintenance projects which are required in order for the Health Department to have continued access to critical data sets. Example projects here include SQL Server Upgrades and the ORPHEUS Re-Architecture.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Health Department prioritized requests completed within 3 months	N/A	N/A	N/A	90%
Outcome	Percent of Project Time on these supplemental datasets for these staff members	N/A	N/A	N/A	75%

Performance Measures Descriptions

PM#1 - The progress made on rapidly addressing the Health Department's prioritized requests.

PM#2 - Measures the focused time for the resources on the priority requests.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$690,852	\$0	\$0	\$790,062
Materials & Supplies	\$0	\$0	\$0	\$9,938
Total GF/non-GF	\$690,852	\$0	\$0	\$800,000
Program Total:	\$690,852		\$800,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$400,000
Financing Sources	\$0	\$0	\$0	\$400,000
Total Revenue	\$0	\$0	\$0	\$800,000

Explanation of Revenues

This program is funded with one-time-only General Funds in the amount of \$400,000 and \$400,000 from the Health Department Integrated Clinical Services via internal service billing.

Significant Program Changes

Last Year this program was: FY 2023: 40108 IT: IT Business System Analyst

Department: County Assets **Program Contact:** Daniel Cole
Program Offer Type: New **Program Offer Stage:** Adopted
Related Programs: 25200A/B/C - 25206, 40099B, 72052A/B
Program Characteristics: One-Time-Only Request

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 additional technology solutions that will support parents applying to, County staff administering and preschool providers participating in the program. This offer represents the second phase of work.

Program Description

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.

These are the high level needs for the 2024 fiscal year:

- Enhancements to the Bridgecare Software
- Automated phone call technology for parent and preschool provider notifications
- Customer support software to manage requests and needs from applicants and providers
- Integration Development across platforms for automation

This offer includes external vendor costs and internal project-based resources to establish the vendor solution. The Bridgecare solution is being implemented in late spring of 2023, and there will be needed additional customization and automation.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Support plan is developed and adopted by the program staff	N/A	N/A	N/A	100%
Outcome	Childcare providers are able to effectively use the system	N/A	N/A	50%	100%

Performance Measures Descriptions

- PM#1 - Demonstrates successful adoption of the technology internally within the County
 PM#2 - Providers are able to perform their functions

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	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$225,013
Contractual Services	\$0	\$0	\$0	\$100,000
Materials & Supplies	\$0	\$0	\$0	\$86,373
Total GF/non-GF	\$0	\$0	\$0	\$411,386
Program Total:	\$0		\$411,386	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$411,386
Total Revenue	\$0	\$0	\$0	\$411,386

Explanation of Revenues

This program is funded through a voter-approved tax revenue source and costs will be recovered via Internal Service Reimbursements.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Kerensa Mauck

Program Offer Type: Internal Service **Program Offer Stage:** 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 Description

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 Portland 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of billable hours	69%	70%	77%	70%
Outcome	Percent of vehicles out of service less than 48 hours	54%	50%	55%	50%

Performance Measures Descriptions

PM #1 - A measure of productivity that evaluates Fleet Technician's time spent working on vehicles/equipment

PM #2 - 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	2023	2023	2024	2024
Personnel	\$0	\$1,515,129	\$0	\$1,689,142
Contractual Services	\$0	\$29,213	\$0	\$49,178
Materials & Supplies	\$0	\$2,207,257	\$0	\$2,344,054
Internal Services	\$0	\$1,596,504	\$0	\$1,745,413
Capital Outlay	\$0	\$781,392	\$0	\$967,159
Cash Transfers	\$0	\$378,800	\$0	\$54,870
Total GF/non-GF	\$0	\$6,508,295	\$0	\$6,849,816
Program Total:	\$6,508,295		\$6,849,816	
Program FTE	0.00	11.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,750,427	\$0	\$6,065,896
Beginning Working Capital	\$0	\$711,622	\$0	\$680,252
Service Charges	\$0	\$46,246	\$0	\$103,668
Total Revenue	\$0	\$6,508,295	\$0	\$6,849,816

Explanation of Revenues

The program is funded by internal service charges.

Significant Program Changes

Last Year this program was: FY 2023: 78400 Fleet Services

Fleet operations non-personnel expenditures increase due to supply chain, fuel costs and inflationary pressures. In addition, FTE increases by 1.00 FTE due to a Limited Duration Appointment position conversion to permanent FTE.

Department: County Assets**Program Contact:** Kerensa Mauck**Program Offer Type:** Internal Service**Program Offer Stage:** Adopted**Related Programs:****Program Characteristics:****Executive Summary**

This program administers replacement schedules and the collection of funds on assigned vehicles and equipment. The goal of the program is to support County agencies by supplying vehicle and equipment options that support their core missions. To achieve this, we collaborate with County agencies to ensure successful vehicle deployments.

Program Description

Fleet's Vehicle Replacement program goal is to support County agencies' Fleet purchasing needs. Fleet provides the following services to achieve that goal:

- Collects and manages the funding for future replacements;
- Specifies, bids, awards, receives, inspects, prepares for service, and assigns replacement vehicles;
- Manages the vehicle resale program (surplus disposal), using revenue received to offset future vehicle purchases;
- Establishes and manages the replacement schedules used to determine collection of replacement funds. Fleet uses the collected funds to buy new vehicles after the predetermined years of life;
- Reviews the following elements when considering a new or replacement vehicle: 1) Vehicle use (miles driven/time of operation); 2) Agency operational needs; 3) Emission footprint; 4) Current working condition of vehicle; 5) Vehicle downtime and predicted future repair costs; 6) Safety;
- Identification of opportunities for electric and hybrid vehicles when purchasing.

County agencies interact with Fleet in meetings with Fleet to review current and upcoming purchasing needs. Current and future options emerging for vehicle purchasing are reviewed. Review is also done of any supply chain or other scheduling impacts. County agencies interact with Fleet in person and electronically when updates are required for purchasing activities. The program works with County departments to conduct both funding and functional assessments. A recent example is the conversion of a mid-size sedan to a compact hatchback sedan to ensure ease of transport for both a client demographic and their mobility equipment such as a wheelchair. This collaboration led to both a reduction in the purchase and ongoing maintenance cost of the vehicle, and a safer way to transport the mobility equipment. It also reduced the emission footprint of the vehicle. These types of outcomes ensure resources are directed toward an agency's critical service delivery needs. It also supports emission reduction goals which positively impact the community.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of vehicles and equipment replaced within two (2) years of planned retirement date	N/A	N/A	N/A	30%
Outcome	Percent of vehicles deployed with carbon emission reductions	11%	10%	10%	10%

Performance Measures Descriptions

PM #1 - Percent of vehicles and equipment replaced within two (2) years of their planned retirement date. Shortages caused by supply chain disruptions impact vehicle availability.

PM #2 - Percent of vehicles replaced that decreased carbon emissions through change in model, or change in fuel type from traditional (i.e. gas) to alternative (i.e. hybrid, EV).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Capital Outlay	\$0	\$10,921,339	\$0	\$11,508,887
Total GF/non-GF	\$0	\$10,921,339	\$0	\$11,508,887
Program Total:	\$10,921,339		\$11,508,887	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,629,586	\$0	\$2,954,347
Financing Sources	\$0	\$378,800	\$0	\$54,870
Beginning Working Capital	\$0	\$7,912,953	\$0	\$8,499,670
Total Revenue	\$0	\$10,921,339	\$0	\$11,508,887

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; thus, the source of these proceeds is Local. 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 2023: 78401 Fleet Vehicle Replacement

Program #78402 - Motor Pool FY 2024 Adopted

Department: County Assets **Program Contact:** Edward Reed
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Motor Pool program offers 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.

Program Description

The goal of this program is to offer County employees accessible and convenient options for work-related travel. Motor Pool services connect with numerous County departments with an overarching goal to seamlessly support and engage with the community.

There are two County owned motor pool sites supporting the County's short-term business transportation needs using County owned vehicles. In addition, County employees can access the car rentals through a contract with Enterprise. Work is being done to restart the CarShare program to support employees at downtown locations for the Health and Human Services departments, who regularly travel to meet the people they serve. This blend of County-owned and vendor-supported motor pools strives to remove barriers to transportation and provides employees with accessible and convenient options for work-related travel.

We include County departments in our budget decision-making process and try to align the program's strengths and funding with the County department's goals. We recently purchased two 15-passenger vans for the motor pool to provide clients with more accessibility and increase their capacity to support our community into the future.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Motor Pool, CarShare and Enterprise rental annual hours of usage.	56,158	50,728	50,728	44,704
Outcome	Vehicle availability. Provide the optimal blend of transportation options to support County program needs.	99%	99%	99%	99%

Performance Measures Descriptions

- PM#1- Tracking the number of hours of usage provides meaningful data for planning future needs.
- PM#2- Providing the right blend of vehicle rental options to meet needs on a daily basis.

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	2023	2023	2024	2024
Personnel	\$0	\$238,645	\$0	\$269,152
Contractual Services	\$0	\$658,648	\$0	\$631,772
Materials & Supplies	\$0	\$3,892	\$0	\$4,101
Internal Services	\$0	\$342,454	\$0	\$352,602
Capital Outlay	\$0	\$405,525	\$0	\$194,332
Total GF/non-GF	\$0	\$1,649,164	\$0	\$1,451,959
Program Total:	\$1,649,164		\$1,451,959	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$1,258,966	\$0	\$1,257,627
Beginning Working Capital	\$0	\$389,313	\$0	\$194,332
Service Charges	\$0	\$885	\$0	\$0
Total Revenue	\$0	\$1,649,164	\$0	\$1,451,959

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 2023: 78402 Motor Pool

Department: County Assets **Program Contact:** Edward Reed

Program Offer Type: Internal Service **Program Offer Stage:** 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 Description

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. Distribution Services 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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Customers have access to information and needed supplies.	99%	99%	99%	99%
Outcome	Complaints against distribution drivers is five or fewer annually.	2	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	2023	2023	2024	2024
Personnel	\$0	\$644,084	\$0	\$722,774
Contractual Services	\$0	\$695,946	\$0	\$698,584
Materials & Supplies	\$0	\$25,529	\$0	\$26,596
Internal Services	\$0	\$525,458	\$0	\$557,226
Capital Outlay	\$0	\$199,511	\$0	\$232,135
Total GF/non-GF	\$0	\$2,090,528	\$0	\$2,237,315
Program Total:	\$2,090,528		\$2,237,315	
Program FTE	0.00	6.50	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,876,102	\$0	\$1,988,696
Beginning Working Capital	\$0	\$199,511	\$0	\$232,135
Service Charges	\$0	\$14,915	\$0	\$16,484
Total Revenue	\$0	\$2,090,528	\$0	\$2,237,315

Explanation of Revenues

Distribution Services is funded via internal service charges.

Significant Program Changes

Last Year this program was: FY 2023: 78403 Distribution Services

Department: County Assets **Program Contact:** Lisa Whedon
Program Offer Type: Internal Service **Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of records retrievals and interfiles (record actions) performed on behalf of customers	1,779	1,300	2,272	2,500
Outcome	Percentage increase of reference requests compared to previous fiscal year	56%	30%	-20%	25%
Output	Number of new EDRMS users onboarded	46	100	64	100
Outcome	Number of public sessions initiated in the digital archives	2,307	2,250	2,600	2,750

Performance Measures Descriptions

PM #1 - Record actions indirectly impacted by departments directly impacted by changing Oregon legislation.

PM #2 - Based on number of discrete requests. Anticipated to increase to or exceed pre-COVID levels.

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	2023	2023	2024	2024
Personnel	\$0	\$832,188	\$0	\$904,936
Contractual Services	\$0	\$326,859	\$0	\$342,620
Materials & Supplies	\$0	\$155,749	\$0	\$153,918
Internal Services	\$0	\$883,263	\$0	\$969,753
Capital Outlay	\$0	\$140,003	\$0	\$182,501
Total GF/non-GF	\$0	\$2,338,062	\$0	\$2,553,728
Program Total:	\$2,338,062		\$2,553,728	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,097,593	\$0	\$2,406,944
Beginning Working Capital	\$0	\$240,167	\$0	\$291,372
Service Charges	\$0	\$302	\$0	\$454
Total Revenue	\$0	\$2,338,062	\$0	\$2,698,770

Explanation of Revenues

Records Management is funded via internal service charges.

Significant Program Changes

Last Year this program was: FY 2023: 78404 Records Management

Department: County Assets

Program Contact: Lauren Kelly

Program Offer Type: New

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

This program supports Department of County Asset’s stewardship of public records by funding a Data Analyst position to continue the successful expansion of electronic document records management system, Content Manager, an enterprise tool to manage electronic records compliance with County regulations, the Health Insurance Portability and Accountability Act, Criminal Justice Information Services Security Policy, state, and federal laws and regulations.

Program Description

This program adds a full time Content Manager (CM) Analyst position. The CM Analyst will assist with the short term goals of on-boarding four Human Resources programs (Central HR, Health Department HR, Department of Community Justice HR and Labor Relations) into Content Manager and responding to Content Manager tickets and service issues. This includes: conducting basic testing of functionality, Access Controls, and system Functions Permissions in the test environment; transferring approved builds from Test into Training (as needed) and Production environments; adapting end-user quick reference guides (QRGs) to new custom builds; serving as a resource for basic troubleshooting and end-user training; updating onboarding project documentation and entry into Content Manager; updating End-User and Records Management & Archives Content Manager manuals; conducting initial bulk uploads via Dataport; assisting with new customer consultations and onboarding project initiations and resolving simple tickets. The Analyst will assist with longer term projects by conducting organizational structure field mapping between Workday and Content Manager systems, common records category identification/mapping to retention schedules, and implementation of functional classification for all County records.

Aside from DCA’s legal and stewardship obligations, the innovations produced by this program (person) in conjunction with the existing team members will provide resources, efficiencies, and more effective leveraging of existing county systems and resources to elevate the County’s compliance with records management obligations.

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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Register all onboarding project documentation & updated RMA manual in Content Manager.	N/A	N/A	N/A	100%
Outcome	Successful completion of four In Process/Proposed on-boarding.	N/A	N/A	N/A	75%
Output	Timely ticket resolution & better absence coverage.	N/A	N/A	N/A	90%

Performance Measures Descriptions

PM #1 - Register all on-boarding project documentation & updated RMA manual in Content Manager.

PM #2 - Successful completion of four In Process/Proposed on-boarding.

PM#3 - Timely ticket resolution & better absence coverage.

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	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$145,042
Materials & Supplies	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$0	\$145,042
Program Total:	\$0		\$145,042	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program offer is funded via Beginning Working Capital and a reduction in Information Technology fund for ongoing FY 2024 costs. Ongoing costs for FY 2025 and beyond will be incorporated into and recovered via the County's internal services.

Significant Program Changes

Last Year this program was: