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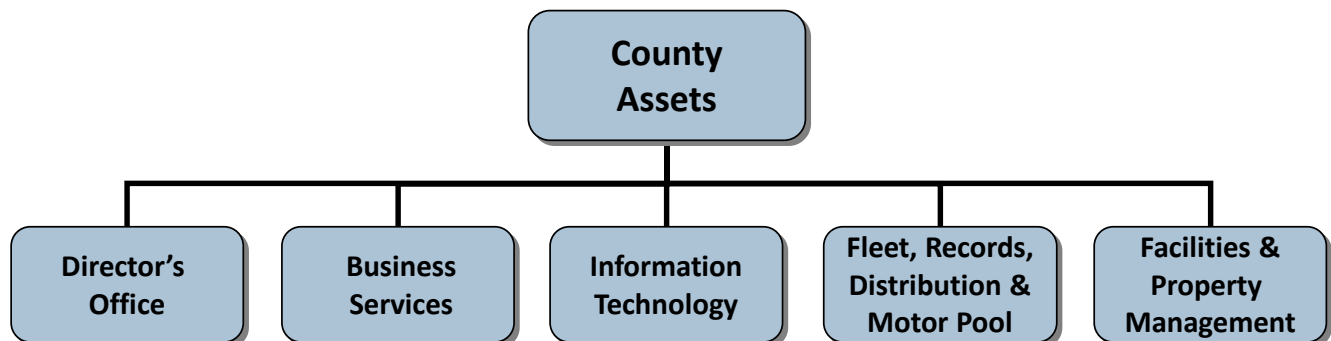
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Department Overview

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. DCA enables the delivery of services to County residents.

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

- The Director’s Office provides strategic leadership and planning, budget, human resources, diversity and equity and budget support for the overall department.
- 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 across the County’s large building footprint.
- 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 non-departmental offices.



\$611.8 million

Total Adopted Budget

Includes cash transfers, contingencies, and unappropriated balances.

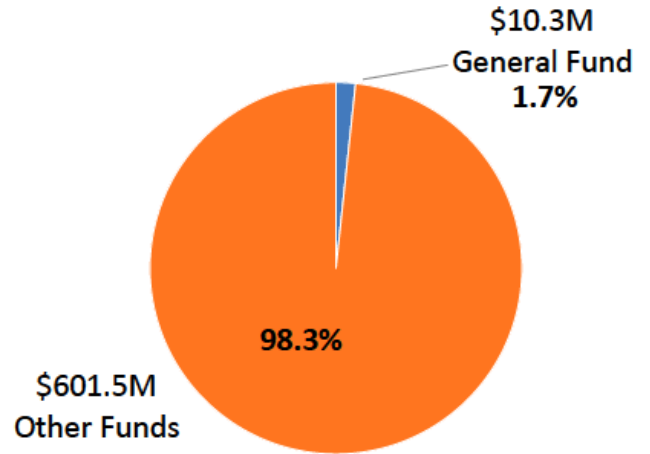
406.50 FTE

Total Adopted Staffing



4.50 FTE

Increase from
FY 2024 Adopted



\$48.6 million

All Funds Decrease from
FY 2024 Adopted



(7%) decrease

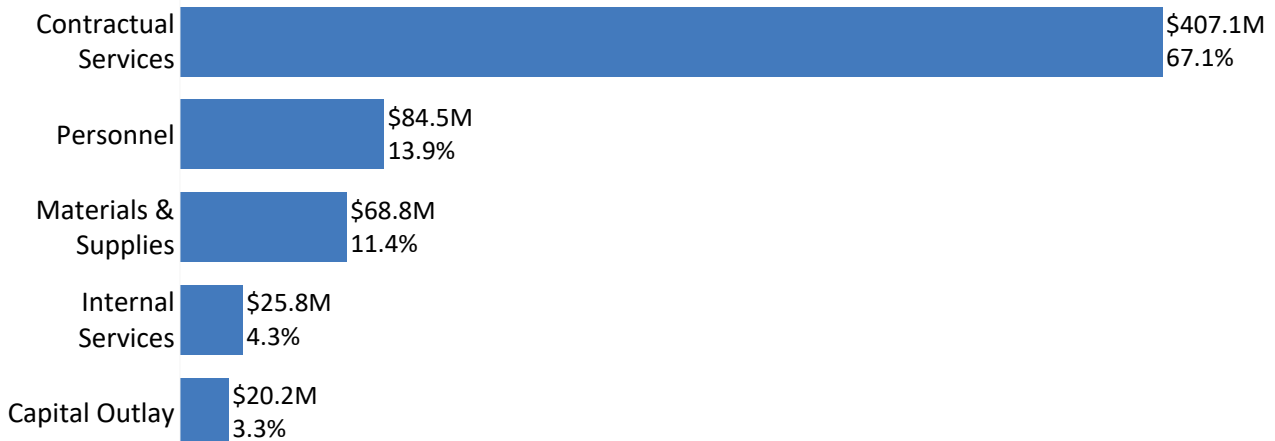
General Fund

\$8.3 million

New One-Time-Only Programs

Operating Budget by Category - \$606.4 million

Does not include cash transfers, contingencies, and unappropriated balances



The department's total budget is its legal budget, totaling \$611.8 million in FY 2025. The County is required by Oregon Budget Law to report the budget at this level, although doing it this way overstates what we actually plan to spend on programming because it includes unappropriated balances, contingencies, and cash transfers from one fund to another. Program offers reflect the total budget.

This budget document will often focus on the operating budget (a subset of the total budget) because that number avoids some double counting and provides a clearer picture of what the department expects to spend in a year. The operating budget excludes unappropriated balances, contingencies, and cash transfers. The table below shows the amounts that add up to the department's total budget.

FY 2025 County Assets Budget	
Operating Budget	606,444,749
Contingency (All Funds)	4,217,254
Internal Cash Transfers	1,099,618
Reserves (Unappropriated Balances)	<u>0</u>
Total Budget	\$611,761,621

Mission, Vision, and Values

DCA's mission is to *ensure that those who serve the community have what they need to provide excellent services*. Our mission scaffolds the County's mission by providing excellent customer service to our internal partners, so they are best able to prioritize the needs of, and promote the health and safety of our community. This happens through the development and maintenance of secure and up-to-date facilities that house our community members and County staff. We also provide secure technology and software applications that best serve our County's staff's unique needs and structure. This, in addition to our fleet, distribution, records and business services, provide the foundation for the County to do their best work.

At DCA we envision a *thriving community built on information, spaces, and services for everyone*. DCA continually leverages innovations in technology, transportation and construction to meet the existing and future needs of Multnomah County staff and community. By doing this we hope to achieve our vision as well as support the County's vision by providing the spaces and resources needed to build and maintain a healthy and thriving community.

DCA's values serve as the backbone for our work and ensure we meet the needs of our customers. These values are:

- Stewardship - We are responsible for overseeing and preserving the public's assets. We use good judgment, sound thinking, and our subject matter expertise when making technical and financial decisions.
- Equity - We value all people and perspectives and intentionally create inclusive environments where everyone can grow through culture change and organizational policies.
- Innovation - We embrace change openly and enthusiastically. We are adaptive and constantly assess our actions based on new information and ideas. We encourage ingenuity and resourcefulness.
- Collaboration - We have close, cooperative working relationships with our customers and each other. We see the possibilities from others' perspectives. We know our customers and how they use and rely on services and products.

DCA's priorities for FY 2025 include the following goal areas within our three year strategic plan: excellent service, collaborative partnerships, inclusive workplace, operational effectiveness, and innovation. These priorities include:

- Provide relevant, consistent, and timely services that enable the County's mission and vision.
- Strategically support Countywide expansion, ongoing change and increasing demand for services.
- Provide an inclusive workplace that supports recruiting and retaining a skilled and diverse workforce.
- Enhance the Customer Experience programs across DCA's divisions.

Each division has priorities that support DCA's strategic plan.

Diversity, Equity, and Inclusion

Equity is a value of DCA: *we intentionally create inclusive environments where everyone can grow through culture change and organizational policies.* This value is demonstrated in our external and internal services.

External Services

As the County's internal service provider, DCA is responsible for ensuring that departments have the services and spaces it needs to serve the most vulnerable in our communities. We do this in a variety of ways. For example, this means that medicine gets delivered to clinics, buildings are safe for occupants, and our digital data stays secure. The majority of DCA services are internally facing which means that we rarely work directly with the public. We rely on County departments to inform us of the public's needs. We intentionally create inclusive environments through relationships with County departments. We work collaboratively in planning and development conversations to evaluate, identify, and apply equity in County operations, solutions, and sites.

Internal Services

DCA supports its internal staff and services through initiatives, trainings, and resources that align with our equity value and the County's Workforce Equity Strategic Plan, such as:

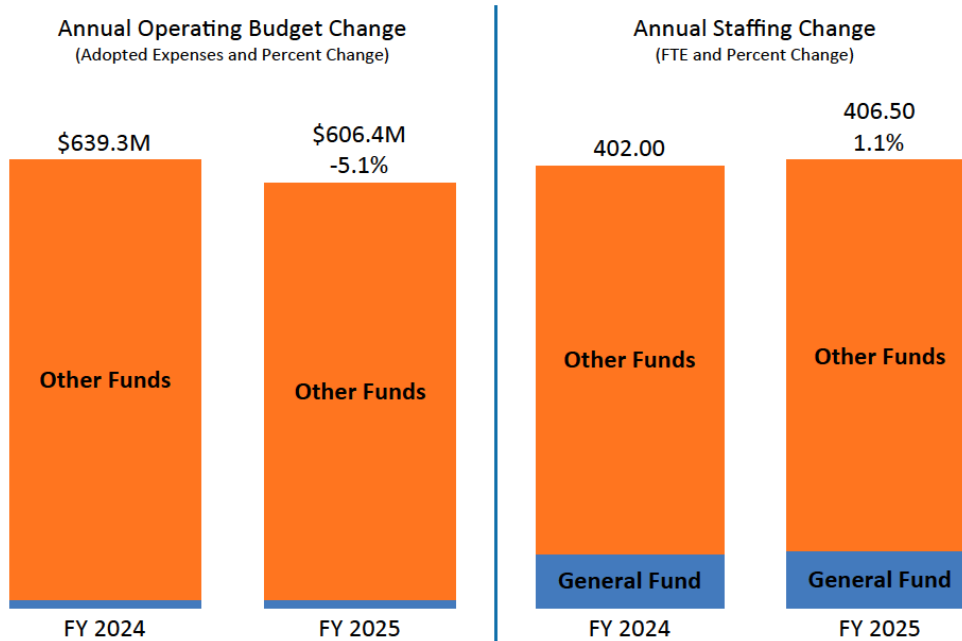
- **Career Pathways Committee** - Eliminate barriers to promotion and guide support of DCA employee's professional development. Hiring managers will be aware of inherent biases that impact the diversification of the DCA workforce.
- **College to County** - Support hiring, onboarding, and curriculum development for college students from underrepresented communities with paid summer internships in DCA.
- **DCA New Employee Orientation** - Provide comprehensive onboarding experience to support retention for all new hires that includes in-person classes and a Peer Partner Program.
- **Learning & Development Plan** - Create equity focused training and learning opportunities at all levels in the department such as the DCA Gender Inclusion Initiative launched in FY 2024.
- **Employee Engagement Survey** - Continuously assess and work to improve employee engagement and sense of belonging through monthly survey management and data analysis.
- **Equity in Budget** - Develop tools and processes to infuse our budget processes with our DCA equity value. For the FY 2025 budget process, the DCA Equity Team:
 - Developed an Equity Matrix utilized in the department's budget prioritization process.
 - Led four trainings for DCA Equity Committee members to evaluate program offers with an equity lens and serve as DCA Equity in Budget Reviewers.
 - DCA Equity in Budget Reviewers reviewed a select amount of DCA program offers using the FY 2025 DCA Equity in Budget Reviewer Toolkit. This tool was also utilized by the DCA Community Budget Advisory Committee (CBAC) to evaluate program offers with an equity lens.
- **Equity Committee** - Staff led to examine policy and lead transformative change efforts to build infrastructure to support equity and empowerment practices, policies and programs in DCA.
- **Interview Panel Committee** - Eliminate barriers and bias during the interview process through development of DCA Hiring Manager Training.

- **Restorative Support** - Advise on interpersonal conflicts and investigations related to protected class in collaboration with DCA Human Resources, Organizational Learning, and the Complaints Investigation Unit.

Equity is practiced in all of our work and through dedicated positions. We hired a new Senior Equity Analyst to support this work in 2024, and we are hiring an Evaluation Analyst in our department to help us make data informed decisions that align with our equity value. As we look to the next fiscal year, we will continue to prioritize equity in all of our work.

Budget Overview

The FY 2025 County Assets operating budget is \$606.4 million, a (\$32.9) million decrease from the FY 2024 Adopted budget. It includes: \$10.3 million (2%) in the General Fund, \$189.7 million (31%) in Internal Service funds, and \$406.3 million (67%) in Capital funds. Internal Service funds include facilities, information technology, fleet, records, distribution, motor pool, and are funded by charges to all departments.



Decreases totaling (\$32.9) million include the following: Capital funds decreased as construction proceeds and funds are spent down, including (\$80.6) million for the Library Capital Bond construction (78228A-J) and (\$4.3) million for the Juvenile Detention Building Improvements (78206B). Capital funds for facilities increased \$35.6 million for new and routine facilities projects, including \$6.3 million for the Justice Center Electrical System Upgrade (78233A/B), \$15.0 million for the Joint Office of Homeless Services Capital program (78243), \$3.0 million for the New Animal Services Facility - Design Phase (78234), \$12.2 million for the Capital Improvement (78205), and Asset Preservation funds (78206A), and \$1.0 million for the Juvenile Justice Complex Security Foyer (78244).

New Information Technology projects also increased capital funds by \$5.3 million, including \$1.5 million for Public Website and Digital Service Transformation (78332A/B), \$0.3 million for Network Access Control (78337), \$2.0 million for Joint Office of Homeless Services Datamart Development (78338), \$0.5 million for County Human Services Workflow Software (78339), and \$1.0 million for Enterprise Resource Planning Historical Data Retention (78340).

Additionally, County Asset internal service funds increased \$10.2 million as the Facilities Management (78200-78203, 78207-78210A/B) and Vehicle Replacement (78401) funds increase to support demand across all County departments.

The following table shows the new ongoing and one-time-only programs. This table, along with information on the County Assets’ reductions and reallocations, can be found in the Overview of Additions, Reductions, and Reallocations section of the Budget Director’s Message in Volume 1. In addition, the Budget Director’s Message contains a list of one-time-only programs for all departments.

New Ongoing and One-Time-Only Programs

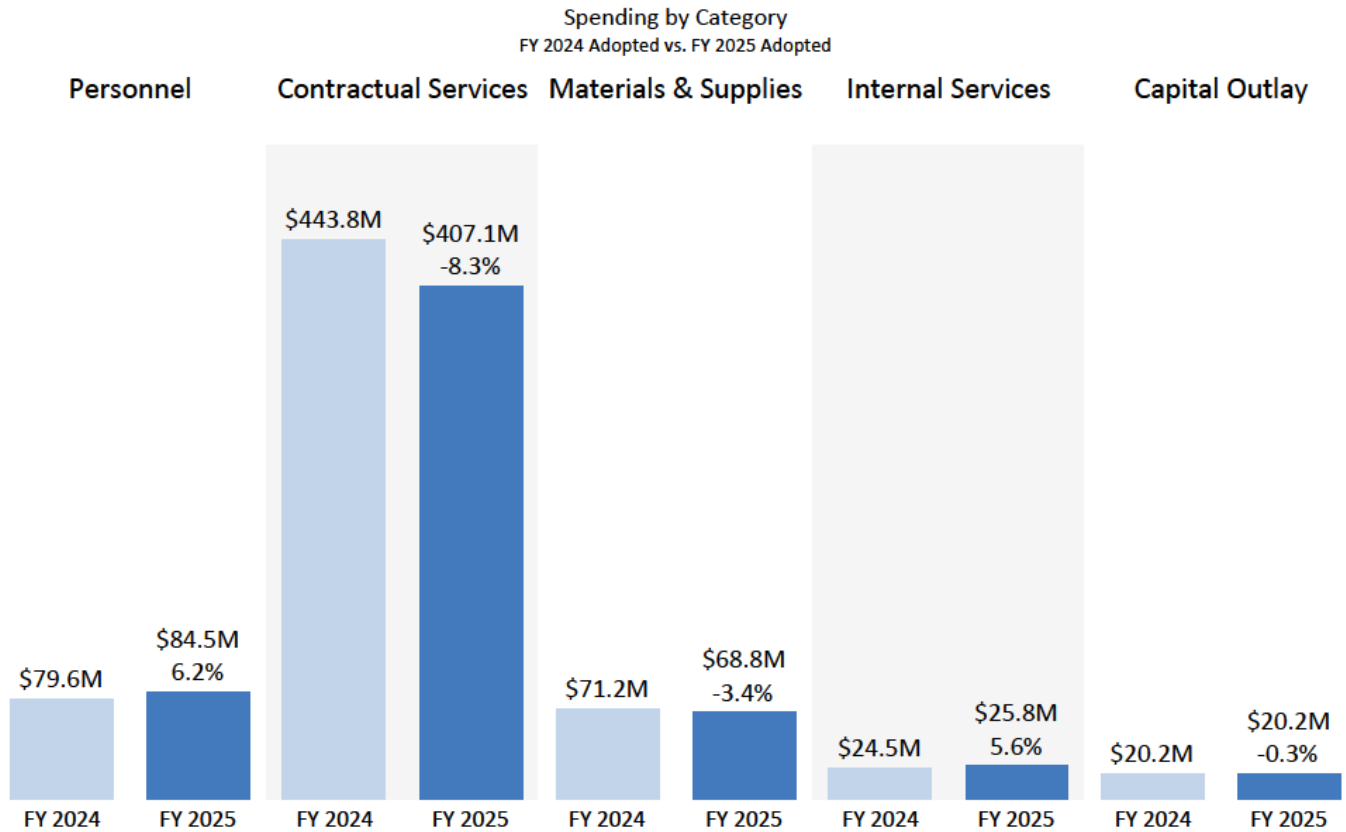
Prog. #	Program Offer Name	General Fund		
		Ongoing	OTO	FTE
County Assets				
78233B*	Justice Center Electrical System Upgrade - Bus Duct Replacement - Phase 2		3,812,900	
78240*	Hansen Complex Deconstruction		150,000	
78244*	Juvenile Justice Complex Security Foyer		1,000,000	
78332B*	Public Website and Digital Services Transformation		1,500,000	
78337*	Network Access Control		310,000	
78339*	DCHS Workflow Software		500,000	
78340*	Enterprise Resource Planning Historical Data Retention		<u>1,000,000</u>	
County Assets Total		\$0	\$ 8,272,900	0.00

*Funded by the General Fund and budgeted in other funds.

County Assets

FY 2025 Adopted Budget

The chart and table below provides a breakdown of the budget's expense categories by fiscal year. Contractual Services is the largest component of the County Assets budget. The decrease in Contractual Services from the prior year is associated with the spend down of funding for major capital projects, such as the Library Capital Bond projects (78228A-J). The Operating Budget Trends table follows the chart, with additional details.



Operating Budget Trends	FY 2023	FY 2024	FY 2024	FY 2025	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	396.00	402.00	402.00	406.50	4.50
Personnel Services	66,179,223	75,644,150	79,636,602	84,542,536	4,905,934
Contractual Services	103,563,724	153,073,247	443,792,693	407,094,495	(36,698,198)
Materials & Supplies	55,293,856	61,493,832	71,230,974	68,839,535	(2,391,439)
Internal Services	32,566,107	26,961,309	24,458,494	25,817,357	1,358,863
Capital Outlay	10,577,981	3,670,631	20,220,379	20,150,826	(69,553)
Debt Service	7,116,623	0	0	0	0
Total Costs	\$275,297,515	\$320,843,169	\$639,339,142	\$606,444,749	(\$32,894,393)

Does not include cash transfers, contingencies or unappropriated balances. Program offers DO contain cash transfers, contingencies, and unappropriated balances.

Budget by Division

Division Name	General Fund	Other Funds	Total Division Cost	Total FTE
Business Services	5,657,529	0	5,657,529	30.00
Director's Office	4,616,601	0	4,616,601	21.00
Facilities & Property Management	0	476,094,662	476,094,662	138.75
Fleet, Records, Distribution Services & Motor Pool	0	28,177,595	28,177,595	27.75
Information Technology	0	97,215,234	97,215,234	189.00
Total County Assets	\$10,274,130	\$601,487,491	\$611,761,621	406.50

Includes cash transfers, contingencies and unappropriated balances

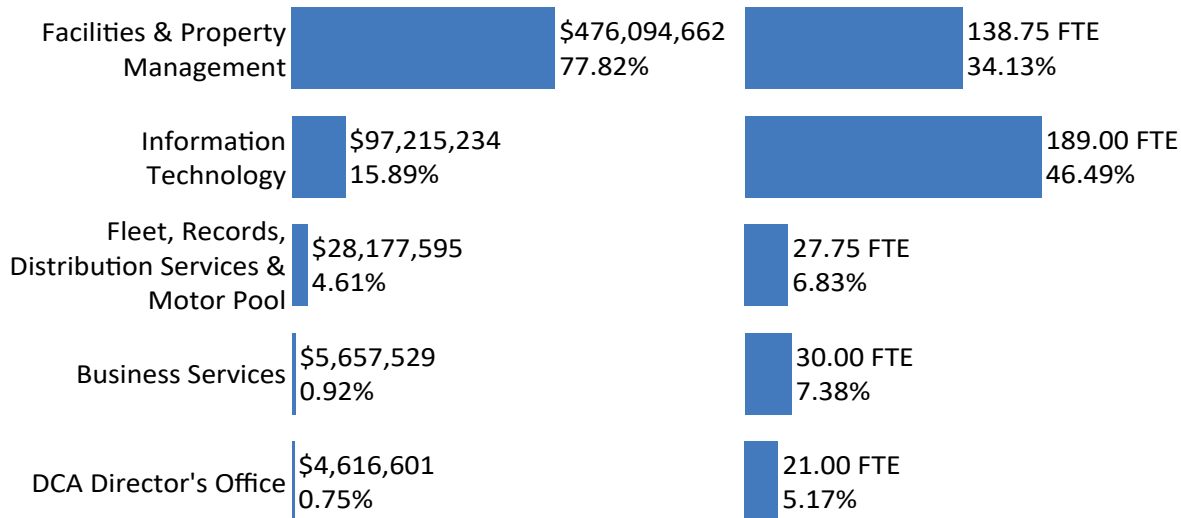


Table of All Program Offers

The following table shows the programs by division that make up the department's total budget. The individual programs follow, grouped by division.

Prog. #	Program Name	One-Time-Only	General Fund	Other Funds	Total Cost	FTE
Business Services						
78101	DCA Business Services Procurement & Contracting		3,454,292	0	3,454,292	18.50
78102	DCA Business Services Finance		1,679,870	0	1,679,870	9.00
78104	DCA Business Services Countywide Strategic Sourcing		<u>523,367</u>	<u>0</u>	<u>523,367</u>	<u>2.50</u>
Total Business Services			\$5,657,529	\$0	\$5,657,529	30.00
DCA Director's Office						
78000	DCA Director's Office		1,324,951	0	1,324,951	5.00
78001	DCA Human Resources		1,779,893	0	1,779,893	8.00
78002	DCA Budget & Planning		<u>1,511,757</u>	<u>0</u>	<u>1,511,757</u>	<u>8.00</u>
Total DCA Director's Office			\$4,616,601	\$0	\$4,616,601	21.00
Facilities and Property Management						
78200	Facilities Director's Office		0	4,786,274	4,786,274	12.75
78201	Facilities Debt Service and Capital Fee Pass Through		0	7,808,208	7,808,208	0.00
78202A	Facilities Operations and Maintenance		0	31,947,179	31,947,179	78.50
78202B	Facilities Machine Guards	X	0	200,000	200,000	0.00
78203	Facilities Client Services		0	19,343,980	19,343,980	9.00
78204	Facilities Capital Improvement Plan Operational Costs		0	2,699,277	2,699,277	12.50
78205	Facilities Capital Improvement Fund		0	33,807,157	33,807,157	0.00
78206A	Facilities Asset Preservation Fund		0	39,333,055	39,333,055	0.00
78206B	Facilities Juvenile Detention Building Improvements		0	1,754,447	1,754,447	0.00
78207	Facilities Interiors Group		0	925,612	925,612	4.00
78208	Facilities Utilities		0	7,838,209	7,838,209	0.00
78209	Facilities Lease Management		0	11,394,506	11,394,506	2.00
78210A	Facilities Strategic Planning and Projects		0	1,487,317	1,487,317	6.00
78210B	Facilities Vance Property Master Plan		0	370,000	370,000	0.00
78213	Facilities Library Construction Fund		0	10,103,981	10,103,981	0.00
78219	Behavioral Health Resource Center Capital		0	880,000	880,000	0.00
78228A	Library Capital Bond Construction		0	34,272,790	34,272,790	14.00

County Assets

FY 2025 Adopted Budget

Prog. #	Program Name	One-Time-Only	General Fund	Other Funds	Total Cost	FTE
78228B	Library Capital Bond Construction: Operations Center		0	3,056,023	3,056,023	0.00
78228C	Library Capital Bond Construction: Midland Library		0	6,748,263	6,748,263	0.00
78228D	Library Capital Bond Construction: Holgate Library		0	4,883,009	4,883,009	0.00
78228E	Library Capital Bond Construction: North Portland Library		0	5,932,953	5,932,953	0.00
78228F	Library Capital Bond Construction: Albina Library		0	30,773,013	30,773,013	0.00
78228G	Library Capital Bond Construction: East County Library		0	120,542,648	120,542,648	0.00
78228H	Library Capital Bond Construction: Belmont Library		0	25,310,031	25,310,031	0.00
78228I	Library Capital Bond Construction: Northwest Library		0	12,102,105	12,102,105	0.00
78228J	Library Capital Bond Construction: St. Johns Library		0	11,355,145	11,355,145	0.00
78233A	Justice Center Electrical System Upgrade - Bus Duct Replacement Phase 1		0	4,199,169	4,199,169	0.00
78233B	Justice Center Electrical System Upgrade - Bus Duct Replacement - Phase 2	X	0	6,500,000	6,500,000	0.00
78234	New Animal Services Facility - Design Phase	X	0	3,960,421	3,960,421	0.00
78235	Walnut Park Redevelopment Planning		0	100,000	100,000	0.00
78237	Rockwood Community Health Center	X	0	6,230,000	6,230,000	0.00
78240	Hansen Complex Deconstruction	X	0	150,000	150,000	0.00
78243	Joint Office of Homeless Services (JOHS) Capital Program		0	24,299,890	24,299,890	0.00
78244	Juvenile Justice Complex Security Foyer	X	0	1,000,000	1,000,000	0.00
	Total Facilities & Property Management		\$0	\$476,094,662	\$476,094,662	138.75
Fleet, Records, Distribution Services & Motor Pool						
78400	Fleet Services		0	7,826,459	7,826,459	12.00
78401	Fleet Vehicle Replacement		0	13,935,093	13,935,093	0.00
78402	Motor Pool		0	1,091,132	1,091,132	2.25
78403	Distribution Services		0	2,264,258	2,264,258	6.50
78404	Records Management		0	3,060,653	3,060,653	7.00
	Total Fleet, Records, Distribution Services & Motor Pool		\$0	\$28,177,595	\$28,177,595	27.75

County Assets

FY 2025 Adopted Budget

Prog. #	Program Name	One-Time-Only	General Fund	Other Funds	Total Cost	FTE
Information Technology						
78301A	IT Innovation & Investment Projects		0	2,327,417	2,327,417	0.00
78302	IT Planning, Projects & Portfolio Management		0	2,357,360	2,357,360	9.00
78303	IT Help Desk Services		0	1,387,805	1,387,805	7.75
78304A	IT Telecommunications Services		0	3,469,864	3,469,864	6.00
78305	IT Mobile Device Expense Management		0	3,007,531	3,007,531	1.00
78306	IT Network Services		0	4,734,028	4,734,028	7.00
78307	IT Desktop Services		0	4,050,138	4,050,138	23.50
78308	IT Asset Replacement		0	8,552,249	8,552,249	0.00
78309	IT Portfolio Services: Health, Sheriff's Office, District Attorney, Enterprise		0	2,542,960	2,542,960	8.00
78310	IT Software Development and Application Integration		0	3,117,983	3,117,983	13.00
78311	IT Portfolio Services: General Government		0	2,225,059	2,225,059	9.00
78312	IT Data & Reporting Services		0	9,555,285	9,555,285	32.00
78313	IT Enterprise Resource Planning Application Services		0	4,232,217	4,232,217	7.00
78314	IT Enterprise and Web Application Services		0	6,898,559	6,898,559	16.00
78315	IT Portfolio Services: Library		0	770,279	770,279	3.00
78315B	Library Audio Visual (AV) Support Services		0	224,000	224,000	0.00
78316	IT Division Administration		0	9,856,358	9,856,358	6.00
78317	IT Data Center & Technical Services		0	7,928,374	7,928,374	24.75
78327	IT Cybersecurity and Data Compliance Services		0	2,657,465	2,657,465	6.00
78329	Financial Data Mart Phase 2	X	0	661,257	661,257	0.00
78330	CEDARS Replacement	X	0	4,478,780	4,478,780	0.00
78331	IT Portfolio Services: DCHS, DCJ, JOHS, LPSCC		0	2,414,418	2,414,418	8.00
78331B	Homeless Management Information System (HMIS) Staffing	X	0	0	0	2.00
78332A	Public Website and Digital Services Transformation Strategy	X	0	300,000	300,000	0.00
78332B	Public Website and Digital Services Transformation	X	0	1,500,000	1,500,000	0.00
78334	Health - Supplemental Datasets for Analytics and Reporting	X	0	800,000	800,000	0.00
78335	Preschool For All - Preschool Early Learning Technology	X	0	457,169	457,169	0.00

County Assets

FY 2025 Adopted Budget

Prog. #	Program Name	One-Time-Only	General Fund	Other Funds	Total Cost	FTE
78336	Radio System Replacement	X	0	2,898,679	2,898,679	0.00
78337	Network Access Control	X	0	310,000	310,000	0.00
78338	Joint Office of Homeless Services Datamart Development	X	0	2,000,000	2,000,000	0.00
78339	DCHS Workflow Software	X	0	500,000	500,000	0.00
78340	Enterprise Resource Planning Historical Data Retention	X	<u>0</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>0.00</u>
	Total Information Technology		\$0	\$97,215,234	\$97,215,234	189.00
	Total County Assets¹		\$10,274,130	\$601,487,491	\$611,761,621	406.50

¹ 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 oversight of Information Technology (IT), Facilities and Property Management (FPM), Fleet, Records, Distribution Services and Motor Pool, and oversight of Budget and Planning, Human Resources, Equity and Inclusion, and Business Services Team. The Director's Office works with the Chief Operating Officer's Office, County department leadership, and elected officials to establish priorities and guidelines for department-wide engagement in strategic countywide initiatives including, 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
- County Electric Vehicle Strategy
- Think Yes program evolution

\$4.6 million

Director's Office

Total Adopted Budget

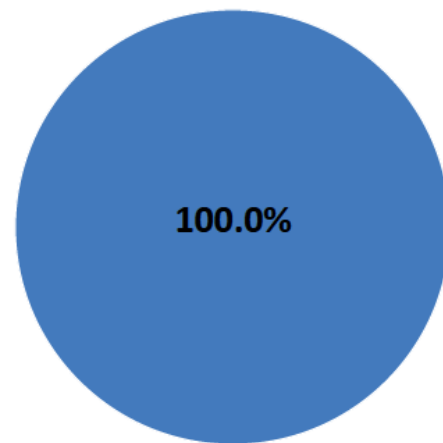
Including cash transfers, contingencies, and unappropriated balances.



21.00 FTE

(full time equivalent)

\$4.6M
General Fund



Significant Division Changes

There are no significant changes in FY 2025.

Table of Division Programs

The following table shows the programs that make up the division’s budget, including cash transfers, contingencies, and unappropriated balances. The individual programs for this division follow in numerical order.

Prog. #	Program Name	One-Time-Only	General Fund	Other Funds	Total Cost	FTE
DCA Director's Office						
78000	DCA Director's Office		1,324,951	0	1,324,951	5.00
78001	DCA Human Resources		1,779,893	0	1,779,893	8.00
78002	DCA Budget & Planning		<u>1,511,757</u>	<u>0</u>	<u>1,511,757</u>	<u>8.00</u>
Total DCA Director's Office			\$4,616,601	\$0	\$4,616,601	21.00

Department: County Assets

Program Contact: Tracey Massey

Program Offer Type: Administration

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Department of County Assets (DCA) Director's Office is accountable for leadership, oversight and management of county assets. County assets include information technology, facilities and property management, fleet administration and maintenance, motor pool, records and archive management, distribution services, and related functions. The Director's Office is also responsible for ensuring department-wide engagement in strategic countywide initiatives including the Workforce Equity Strategic Plan, Countywide Mission, Vision and Values Refresh, and Climate Action Plan.

Program Description

DCA's mission is ensuring that those who serve the community have what they need to provide excellent services. DCA envisions a thriving community built on information, spaces, and services for everyone. The DCA Director's Office provides leadership, strategic direction, operational assessment, and accountability to ensure that DCA's mission, vision, and goals are met. DCA's goals are:

- Delivering timely and valuable services
- Building and maintaining relationships that enable service delivery
- Building and promoting a high quality and diverse workforce that feels safe bringing their whole selves to work
- Developing practices to streamline processes and deliver value
- Promoting a culture of innovation, creative problem solving, and continuous improvement

The DCA Director's Office accomplishes these goals through collaboration with leaders across the County. The result of this collaboration is ensuring that DCA's services and spaces align with programmatic needs to serve our community, especially the most vulnerable. We continue to work to make sure that safety, trust, and belonging is experienced at every County site, whether physical or online and throughout County services.

The office prioritizes equity in many ways including, but not limited to, leading department wide diversity initiatives in partnership with the DCA Equity Manager, applying the DCA Equity Matrix to prioritize budget decisions, and utilizing a monthly employee engagement survey to assess staff needs. Our success can be measured and tied to our own employees' sense of belonging.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Responses to monthly employee engagement survey.	44%	50%	44%	50%
Outcome	Response score above 9 or higher	57%	58%	55%	60%

Performance Measures Descriptions

Output - Percentage of employees responding to the survey.

Outcome - Percentage of employees deemed "promoters"; scoring 9 or 10 on survey.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$1,103,195	\$0	\$1,163,884	\$0
Contractual Services	\$4,454	\$0	\$10,581	\$0
Materials & Supplies	\$52,272	\$0	\$39,922	\$0
Internal Services	\$52,258	\$0	\$110,564	\$0
Total GF/non-GF	\$1,212,179	\$0	\$1,324,951	\$0
Program Total:	\$1,212,179		\$1,324,951	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,212,179	\$0	\$1,310,285	\$0
Total Revenue	\$1,212,179	\$0	\$1,310,285	\$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 2024: 78000A DCA Director's Office

One FTE (Evaluation Analyst) added from scaled program offer 78000B-24.

Department: County Assets **Program Contact:** Patsy Moushey
Program Offer Type: Administration **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

The goal of the Human Resources (HR) team is to support Department of County Assets' (DCA) employees by recruiting, hiring, on-boarding, developing, and sustaining a healthy, diverse, and inclusive workforce. The HR team demonstrates the County's values of social justice, stewardship, sustainability, and innovation by providing direct employee relations and workforce equity related services for nearly 450 staff members within DCA. This team is under the direction of the Human Resources Manager and reports to the DCA Director.

Program Description

To achieve our goal of “a healthy, diverse, and inclusive workforce”, the HR team performs as a strategic business partner for managers and employees. HR staff work directly with managers on succession planning, workforce development, and recruiting while ensuring compliance with the civil service process. They help monitor the timely and thorough completion of performance plans and appraisals, and advise managers on appropriate evaluation criteria and processes for all employees. They maintain employee information systems, enter data, and manage complex records, including timekeeping and required training. The HR team interprets collective bargaining agreements and personnel rules and participates on labor/management and bargaining teams. The team ensures department compliance with the county's compensation and classification plans and policies.

The HR team also provides leadership, strategic planning, and accountability regarding workforce diversity, equity, and inclusion (DEI). To understand the unique needs and goals of DCA employees, we use several methods including the Countywide employee survey data, department pulse survey data, and direct employee and group feedback sessions. HR staff create effective DEI strategies and tools for employees and managers in alignment with the Workforce Equity Strategic Plan (WESP), participate in the department equity community, and collaborate with the Complaints Investigation Unit (CIU) to make sure we are supporting employees most negatively impacted. Two positions are dedicated to WESP: the departmental Equity and Inclusion Manager and the Equity and Inclusion Analyst.

This program is an administrative program within DCA providing a full range of HR services to approximately 450 regular, temporary/on-call, and limited duration employees of the DCA divisions, which in turn serve the other County departments. The supported employees include members of AFSCME Local 88, IUOE Local 701 (Operating Engineers) and members of IBEW Local 48 (Electrical Workers). Additionally, non-represented executive and management employees. All DCA employees can request HR services at any time by directly contacting the HR team.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of recruitments	115	60	90	60
Outcome	Percent of recruitments that are successful (result in a hire).	80%	95%	95%	95%
Output	% of new & transferring regular employees that receive all performance reviews during their trial service period.	98%	95%	95%	95%

Performance Measures Descriptions

PM #1 Output - Number of recruitments.

PM #2 Outcome - Percent of recruitments that are successful (end in a hire). *One recruitment may be used to fill multiple vacant positions.

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

Legal / Contractual Obligation

Federal, state, and local laws and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability and Accountability Act (HIPAA), 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	2024	2024	2025	2025
Personnel	\$1,547,385	\$0	\$1,603,791	\$0
Contractual Services	\$15,000	\$0	\$16,050	\$0
Materials & Supplies	\$9,952	\$0	\$10,591	\$0
Internal Services	\$120,131	\$0	\$149,461	\$0
Total GF/non-GF	\$1,692,468	\$0	\$1,779,893	\$0
Program Total:	\$1,692,468		\$1,779,893	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,682,524	\$0	\$1,785,063	\$0
Total Revenue	\$1,682,524	\$0	\$1,785,063	\$0

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2024: 78001 DCA Human Resources

Department: County Assets **Program Contact:** Lisa Whedon
Program Offer Type: Administration **Program Offer Stage:** Adopted

Related Programs:

Program Characteristics:

Executive Summary

The Budget and Planning team provides financial planning, forecasting, and reporting services to the Department of County Assets (DCA). The team develops the countywide cost allocations and recovery for DCA’s internal services. An equity lens and related tools are applied throughout all phases of the budget process, from development and planning through prioritization, implementation, measurement, and evaluation to help ensure budgetary decisions align with the County’s priorities, mission, vision, and values.

Program Description

This program is a DCA administrative program and reports to the DCA Director. Services are provided to DCA divisions, County departments, and external stakeholders. These services include:

- Providing planning and structure for DCA funding in collaboration with stakeholders.
- Allocating costs equitably across the County and within DCA divisions. This is accomplished by applying the County's Equity and Empowerment Lens and utilizing an Equity Matrix Budget Tool.
- Providing tools and analysis for budgeting and modeling scenarios.
- Monitoring budget to actual spend to ensure funding decisions are meeting intended targets. This means that we can provide information to help understand the impact of funding decisions on underserved populations.

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

The goal of the program is to practice stewardship of County and DCA funds. This aligns with the County's vision that we have the resources to meet the community’s needs.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Conduct monthly and/or quarterly current year estimates meetings with management	9	9	9	9
Outcome	Expenditures are in alignment with approved budget as demonstrated through budget to actuals reporting	100%	100%	100%	100%

Performance Measures Descriptions

Output: Consistent reporting
 Outcome: Analysis of budget to spend supports DCA's stewardship responsibility

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	2024	2024	2025	2025
Personnel	\$1,364,729	\$182,058	\$1,392,474	\$0
Materials & Supplies	\$37,215	\$0	\$24,341	\$0
Internal Services	\$85,802	\$0	\$94,942	\$0
Total GF/non-GF	\$1,487,746	\$182,058	\$1,511,757	\$0
Program Total:	\$1,669,804		\$1,511,757	
Program FTE	7.00	1.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,487,746	\$0	\$1,509,623	\$0
Total Revenue	\$1,487,746	\$0	\$1,509,623	\$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 2024: 78002 DCA Budget & Planning

One position in support of the Library Bond was budgeted in program 78228A in FY 2024. This position's costs are still in that program offer's budget for FY 2025, but the FTE resides in this program offer.

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 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.

The Division provides strategic leadership to DCA and the Non-Departmental Offices and Elected Officials in these three functional areas:

1. Procurement and Contracting provides solicitation and contract development, negotiation, risk assessment, risk management, vendor management, and contract administration in the areas of commercial services, construction, repair/maintenance, leases, software acquisition, and architecture and engineering across County operations.
2. Finance supports DCA and Non-Departmental offices with administrative services that include capital project accounting and administration, accounts receivable, accounts payable, grant accounting, travel coordination 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.

\$5.7 million

Business Services

Total Adopted Budget

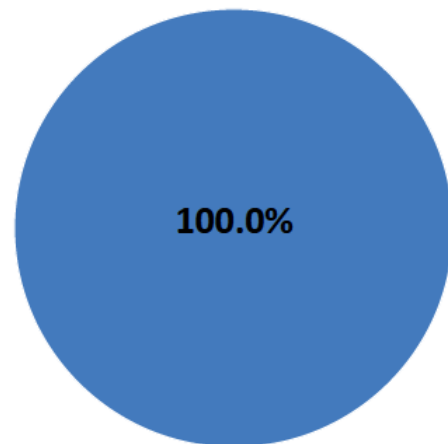
Including cash transfers, contingencies, and unappropriated balances.



30.00 FTE

(full time equivalent)

\$5.7M
General Fund



Significant Division Changes

There are no significant changes in FY 2025.

Table of Division Programs

The following table shows the programs that make up the division’s budget, including cash transfers, contingencies, and unappropriated balances. The individual programs for this division follow in numerical order.

Prog. #	Program Name	One-Time-Only	General Fund	Other Funds	Total Cost	FTE
Business Services						
78101	DCA Business Services Procurement & Contracting		3,454,292	0	3,454,292	18.50
78102	DCA Business Services Finance		1,679,870	0	1,679,870	9.00
78104	DCA Business Services Countywide Strategic Sourcing		<u>523,367</u>	<u>0</u>	<u>523,367</u>	<u>2.50</u>
Total Business Services			\$5,657,529	\$0	\$5,657,529	30.00



Program #78101 - DCA Business Services Procurement & Contracting FY 2025 Adopted

Department: County Assets **Program Contact:** Heidi Leibbrandt

Program Offer Type: Administration **Program Offer Stage:** Adopted

Related Programs:

Program Characteristics:

Executive Summary

The Department of County Assets' (DCA) Procurement & Contracting team is one of three service teams with the DCA's Business Services Division. This team is responsible for developing, negotiating, and managing the procurement and contracting functions in support of Fleet, Distribution, Facilities, IT, Records, and the DCA Administration programs, as well as Non-Departmental Offices and elected officials.

Program Description

The Department of County Assets' Procurement & Contracting Program is responsible for the procurement of goods and services in support of countywide operations. The program is responsible for large-scale procurements associated with our Facilities and Property Management Division and Information Technology Division. These procurements and resulting contracts have impact across the county with the residents of Multnomah County. The team provides consultation, risk assessment, procurement and contracting development, contract negotiation, acquisition services, supplier management and on-going contract administration. The program ensures compliance with applicable procurement and contracting rules and laws; collaborates with departmental partners in the review of administrative procedures, policies and the implementation of best practices; participates in countywide teams including the Purchasing Advisory Council, Purchasing Leaders Group, and the Strategic Sourcing Council.

This program follows Workforce Equity Strategic Plan and Think Yes principles to ensure inclusive, transparent and equitable processes through the lifespan of public procurement and contracting activities. This program reports to the departmental Business Services/Deputy Director.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of procurements and contracts processed	3,357	3,331	3,664	3,700
Outcome	Percentage of contract processed following established processes	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 - Measures the total volume of procurements, contracts, amendments, renewals, and purchase orders processed by the Procurement and Contracting staff.

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$3,069,383	\$223,089	\$3,165,556	\$0
Contractual Services	\$1,748	\$0	\$0	\$0
Materials & Supplies	\$43,766	\$0	\$11,713	\$0
Internal Services	\$309,699	\$0	\$277,023	\$0
Total GF/non-GF	\$3,424,596	\$223,089	\$3,454,292	\$0
Program Total:	\$3,647,685		\$3,454,292	
Program FTE	17.50	1.00	18.50	0.00

Program Revenues				
Other / Miscellaneous	\$2,989,604	\$0	\$3,008,547	\$0
Total Revenue	\$2,989,604	\$0	\$3,008,547	\$0

Explanation of Revenues

Costs are allocated proportionately among users: Departments of County Assets, County Management, and Non-Departmental programs. 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 2024: 78101 DCA Business Services Procurement & Contracting

One position in support of the Library Bond was budgeted in program 78228A in FY 2024. This position's costs are still in that program offer's budget for FY 2025, but the FTE resides in this program offer.



Program #78102 - DCA Business Services Finance FY 2025 Adopted

Department: County Assets **Program Contact:** Mark Kuester
Program Offer Type: Administration **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

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

Program Description

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

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

The Business Services Finance program goals are to adhere to County policies and General Accepted Accounting Principles, while efficiently processing and managing invoice payments, County grant reporting, staff travel and training, and procurement card administration. Impacts to reducing services may result in delayed payments to vendors and suppliers and meeting grant reporting deadlines to receive funding.

This program follows Workforce Equity Strategic Plan and Think Yes principles to ensure inclusive, transparent, and equitable processes through the lifespan of finance activities.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Maintain quarterly aged receivable balance below \$100,000.	\$812,247	\$200,000	\$200,000	\$100,000
Outcome	Percent of invoices entered and paid within standard net 30 days	77%	85%	80%	85%

Performance Measures Descriptions

- PM#1 - Demonstrates we are collecting from agencies in a timely manner and help improve the County's overall cash position.
- PM#2 - Demonstrates we are entering in invoices and paying our vendors in a timely manner.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$1,443,350	\$0	\$1,511,271	\$0
Materials & Supplies	\$45,968	\$0	\$13,201	\$0
Internal Services	\$150,810	\$0	\$155,398	\$0
Total GF/non-GF	\$1,640,128	\$0	\$1,679,870	\$0
Program Total:	\$1,640,128		\$1,679,870	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,261,524	\$0	\$1,230,732	\$0
Total Revenue	\$1,261,524	\$0	\$1,230,732	\$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 2024: 78102 DCA Business Services Finance

Department: County Assets **Program Contact:** Heidi Leibbrandt
Program Offer Type: Administration **Program Offer Stage:** Adopted

Related Programs:
Program Characteristics:

Executive Summary

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

Program Description

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

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

Based upon experiences with emergency responses to fires; the pandemic; and sheltering requirements; in addition to a greater focus on diversity, equity, and inclusion, the focus of Strategic Sourcing and the associated performance measures are evolving to better align with the County's direction and strategies to respond to events encountered and values held by the County.

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

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percentage of strategic sourcing contracts reviewed and amended for emergency operations priority.	50%	60%	90%	100%
Outcome	Dollars spent under managed contracts as a percentage of non-personnel dollars in the County.	1.59%	1.65%	1.65%	1.65%

Performance Measures Descriptions

PM#1 - Improves the County's ability to obtain goods and services in an emergency
 PM#2 - The total amount spent under Strategic Sourcing Initiatives/Contracts as a percentage of the total amount of Nonpersonal services (i.e., excluding Health and Human Services) spent across the County. Increasing percentage demonstrates value for the County.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$466,936	\$0	\$473,355	\$0
Materials & Supplies	\$4,668	\$0	\$2,626	\$0
Internal Services	\$42,064	\$0	\$47,386	\$0
Total GF/non-GF	\$513,668	\$0	\$523,367	\$0
Program Total:	\$513,668		\$523,367	
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 Fund.

Significant Program Changes

Last Year this program was: FY 2024: 78104 DCA Business Services Countywide Strategic Sourcing

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages or coordinates work at over 165 buildings and over three 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 historically disadvantaged firms and Oregon Forward vendors for services.

In FY 2025, FPM will continue to support all departments and programs in the County. FPM will adapt to the continued growth and innovation of the Joint Office of Homeless Services and Office of Emergency Management 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. Planning, leasing, design and construction work will continue in support of programs right-sizing 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.

\$476.1 million

Facilities and Property Management

Total Adopted Budget

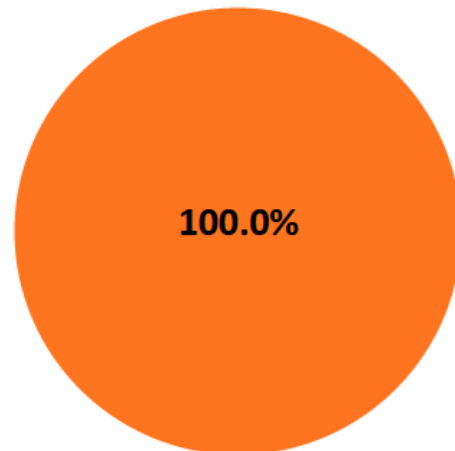
Including cash transfers, contingencies, and unappropriated balances.



138.75 FTE

(full time equivalent)

\$476.1M
Other Funds



Significant Division Changes

The FY 2025 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). 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 Hansen Complex Deconstruction (78240) will fund the development of a deconstruction and remediation design and plan for the six building structures commonly referred to as the Hansen Complex, located on the corner of NE Glisan Street and NE 122nd Avenue. The Juvenile Justice Complex (JJC) Security Foyer (78244) will reconfigure the JJC foyer and install new security features to create a safer, more functional environment.

The Library Capital Bond Construction Program (78228A-J), in partnership with the Library District, continues to deliver on bond funded projects. Bond premium reserve Unappropriated & Contingency funds are fully appropriated in FY 2025 as more projects complete construction and open to the public. \$7.5 million is transferred to projects within the scaled offer with the remaining \$12.9 million held in reserve. The Operations Center (78228B) is fully operational with administrative and close out expenses projected in FY 2025. The project is transferring \$400,000 in unspent project funds to the North Portland Library project (78228E), \$4.7 million to The East County Library project (78228G) and \$750,000 to the St. Johns Library project (78228J). The East County Library project will see significant progress in FY 2025. In addition to the funds from the Operations Center, the project will receive \$1.0 million in bond premium reserve funds, \$750,000 in bond interest earnings and roughly \$6.6 million in additional funding from sources outside of the bond.

In alignment with best practice, the County established a dedicated capital fund to manage JOHS capital projects through completion, the Joint Office of Homelessness Services (JOHS) Capital Program (78243) . The new fund provides greater financial reporting transparency, reflects where the projects are being managed, and helps the County manage the asset capitalization process. Arbor Lodge, North Portland Day Center, Cook Plaza, Montavilla, and Willamette Shelter projects are housed in this fund and program offer. In addition, \$17.5 million of General Funds are being transferred to the fund.

Table of Division Programs

The following table shows the programs that make up the division’s budget, including cash transfers, contingencies, and unappropriated balances. The individual programs for this division follow in numerical order.

Prog. #	Program Name	One-Time-Only	General Fund	Other Funds	Total Cost	FTE
Facilities & Property Management						
78200	Facilities Director's Office		0	4,786,274	4,786,274	12.75
78201	Facilities Debt Service and Capital Fee Pass Through		0	7,808,208	7,808,208	0.00
78202A	Facilities Operations and Maintenance		0	31,947,179	31,947,179	78.50
78202B	Facilities Machine Guards	X	0	200,000	200,000	0.00
78203	Facilities Client Services		0	19,343,980	19,343,980	9.00

County Assets

FY 2025 Adopted Budget

Prog. #	Program Name	One-Time-Only	General Fund	Other Funds	Total Cost	FTE
78204	Facilities Capital Improvement Plan Operational Costs		0	2,699,277	2,699,277	12.50
78205	Facilities Capital Improvement Fund		0	33,807,157	33,807,157	0.00
78206A	Facilities Asset Preservation Fund		0	39,333,055	39,333,055	0.00
78206B	Facilities Juvenile Detention Building Improvements		0	1,754,447	1,754,447	0.00
78207	Facilities Interiors Group		0	925,612	925,612	4.00
78208	Facilities Utilities		0	7,838,209	7,838,209	0.00
78209	Facilities Lease Management		0	11,394,506	11,394,506	2.00
78210A	Facilities Strategic Planning and Projects		0	1,487,317	1,487,317	6.00
78210B	Facilities Vance Property Master Plan		0	370,000	370,000	0.00
78213	Facilities Library Construction Fund		0	10,103,981	10,103,981	0.00
78219	Behavioral Health Resource Center Capital		0	880,000	880,000	0.00
78228A	Library Capital Bond Construction		0	34,272,790	34,272,790	14.00
78228B	Library Capital Bond Construction: Operations Center		0	3,056,023	3,056,023	0.00
78228C	Library Capital Bond Construction: Midland Library		0	6,748,263	6,748,263	0.00
78228D	Library Capital Bond Construction: Holgate Library		0	4,883,009	4,883,009	0.00
78228E	Library Capital Bond Construction: North Portland Library		0	5,932,953	5,932,953	0.00
78228F	Library Capital Bond Construction: Albina Library		0	30,773,013	30,773,013	0.00
78228G	Library Capital Bond Construction: East County Library		0	120,542,648	120,542,648	0.00
78228H	Library Capital Bond Construction: Belmont Library		0	25,310,031	25,310,031	0.00
78228I	Library Capital Bond Construction: Northwest Library		0	12,102,105	12,102,105	0.00
78228J	Library Capital Bond Construction: St. Johns Library		0	11,355,145	11,355,145	0.00
78233A	Justice Center Electrical System Upgrade - Bus Duct Replacement Phase 1		0	4,199,169	4,199,169	0.00
78233B	Justice Center Electrical System Upgrade - Bus Duct Replacement - Phase 2	X	0	6,500,000	6,500,000	0.00
78234	New Animal Services Facility - Design Phase	X	0	3,960,421	3,960,421	0.00

County Assets

FY 2025 Adopted Budget

Prog. #	Program Name	One-Time-Only	General Fund	Other Funds	Total Cost	FTE
78235	Walnut Park Redevelopment Planning		0	100,000	100,000	0.00
78237	Rockwood Community Health Center	X	0	6,230,000	6,230,000	0.00
78240	Hansen Complex Deconstruction	X	0	150,000	150,000	0.00
78243	Joint Office of Homeless Services (JOHS) Capital Program		0	24,299,890	24,299,890	0.00
78244	Juvenile Justice Complex Security Foyer	X	0	1,000,000	1,000,000	0.00
	Total Facilities & Property Management		\$0	\$476,094,662	\$476,094,662	138.75

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Administration

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Director's Office provides leadership to connect, elevate, and be of service to the Division's work units: client & support services, operations & maintenance, and project management teams. FPM administration ensures that work to design, construct, renovate, operate, maintain, acquire, and lease facilities is done with high quality, excellent service and equitable outcomes at the forefront of all decisions. As stewards of taxpayer's dollars, making good financial decisions is a high priority for the administrative team while prioritizing the environmental and social impact of decisions. Funding decisions for the division are made in collaboration with Department leadership by using the DCA Equity Matrix Budget Tool, responding to customer needs from the bi-annual Think Yes Customer Service Survey, and in alignment with our County values.

Program Description

FPM Administration provides oversight and guidance on the acquisition, operation, and maintenance of County-owned and County-leased properties. The team also oversees planning, design and construction projects. They make thoughtful decisions to ensure that buildings are in good condition and are welcoming to all occupants and visitors. They ensure that design and construction projects are implemented and delivered with high quality, effective management and a collaborative approach.

The team 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. They use DCA's core values of stewardship, equity, collaboration, innovation, and integrity when making recommendations on real estate and facilities issues. The division's 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Average employee engagement score increase over previous year	22	30	24	30
Outcome	Number of active corrective tasks division-wide	4,983	3,000	3,400	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. Declining numbers indicate improvement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$2,299,763	\$0	\$2,459,522
Contractual Services	\$0	\$12,162	\$0	\$13,013
Materials & Supplies	\$0	\$166,023	\$0	\$170,552
Internal Services	\$0	\$2,204,001	\$0	\$2,143,187
Total GF/non-GF	\$0	\$4,681,949	\$0	\$4,786,274
Program Total:	\$4,681,949		\$4,786,274	
Program FTE	0.00	12.75	0.00	12.75

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$4,786,274
Total Revenue	\$0	\$0	\$0	\$4,786,274

Explanation of Revenues

This program offer is funded by internal service revenues. Building Data Management Center (BDMC) cost center \$890,132 and Administration cost center \$3,896,143.

Significant Program Changes

Last Year this program was: FY 2024: 78200 Facilities Director's Office

Starting in FY 2025, Facilities is balancing revenues and expenses for each program offer to allow for enhanced transparency of internal service cost recovery. Last year the internal service revenue was located in program offer 78202A Facilities Operations and Maintenance.



Program #78201 - Facilities Debt Service and Capital Fee Pass Through FY 2025 Adopted

Department: County Assets **Program Contact:** Cindy Forsythe
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs: 78205, 78206A, 10026
Program Characteristics:

Executive Summary

Facilities and Property Management (FPM) manages the countywide building portfolio allocations for debt and capital cash transfer expenses based on occupancy data. The goal of this program is to ensure clarity in the accounting process for these expenses. This program is an accounting pass-through for the County departments' and external tenants' capital fees paid to the Facilities Capital Improvement (78205), Facilities Asset Preservation (78206) and County Debt Service (10026) programs. This program aligns with our County and DCA Strategic Plan value of stewardship, specifically our responsibility for overseeing and preserving the public's assets. The funding decision was informed by our legal and contractual obligations.

Program Description

FPM collects payments from County departments for Bond Series 2017 debt. All binding obligations were confirmed by the Chief Financial Officer and approved by the Board of County Commissioners and a Bond Committee. FPM serves as a pass through cost center for this specific bond debt repayment.

The purpose of this program offer is to ensure that the bond's debt funds specific capital improvements and acquisitions. In FY 2025, debt payments continue to support the new Central Courthouse, the Gladys McCoy Health Headquarters and Department of Community Justice (DCJ) East Campus. The goal of the program offer is to make 100% accurate and complete annual bond debt allocations to departments.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Percent accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

Performance Measures Descriptions

PM #1: FPM provides accurate billing for debt service and capital fee pass through expenses
PM #2: FPM ensures accurate compilation and allocation of occupancy data for departmental reporting and response to internal and external information requests.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Internal Services	\$0	\$5,974,731	\$0	\$7,580,481
Cash Transfers	\$0	\$310,548	\$0	\$227,727
Total GF/non-GF	\$0	\$6,285,279	\$0	\$7,808,208
Program Total:	\$6,285,279		\$7,808,208	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,253,200	\$0	\$7,808,208
Total Revenue	\$0	\$6,253,200	\$0	\$7,808,208

Explanation of Revenues

This programs pass-through revenues are collected via internal services from County departments. The amount is annualized and recovered monthly. Methodology is a calculation of current debt owed on specific buildings by square footage occupied.

Significant Program Changes

Last Year this program was: FY 2024: 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 encompasses the operation, maintenance, and repair of County properties and buildings, 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, in order to meet the needs of all people who reside, work in or visit County facilities. Decisions are made using an equity lens 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 County 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 also assist in identifying and prioritizing short term and long term capital projects.

The O&M team is a diverse workforce. They apply the lens of equity and inclusion to build collaborative teams, incorporate continuous review and improvement of policies, procedures, and our department's internal "Think Yes" customer service problem-solving methodology.

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 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percentage of preventive maintenance work order costs out of total maintenance work order costs	35%	45%	42%	45%
Outcome	Percentage of customer satisfaction surveys with a result of "very satisfied"	81%	85%	85%	90%

Performance Measures Descriptions

PM #1 - 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 which demonstrates stewardship.

PM #2 - Demonstrates commitment to our Think Yes customer service principles.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$12,763,922	\$0	\$13,537,954
Contractual Services	\$0	\$525,410	\$0	\$467,386
Materials & Supplies	\$0	\$13,822,609	\$0	\$15,456,755
Internal Services	\$0	\$2,370,651	\$0	\$2,379,702
Cash Transfers	\$0	\$0	\$0	\$105,382
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$29,482,592	\$0	\$31,947,179
Program Total:	\$29,482,592		\$31,947,179	
Program FTE	0.00	78.50	0.00	78.50

Program Revenues				
Other / Miscellaneous	\$0	\$42,623,693	\$0	\$30,858,785
Beginning Working Capital	\$0	\$496,399	\$0	\$355,382
Service Charges	\$0	\$391,828	\$0	\$733,012
Total Revenue	\$0	\$43,511,920	\$0	\$31,947,179

Explanation of Revenues

This program offer is funded by internal service revenues from County departments. Revenues are calculated by space type and total occupied square footage.

Significant Program Changes

Last Year this program was: FY 2024: 78202A Facilities Operations and Maintenance

Starting in FY 2025, Facilities is balancing revenues and expenses for each program offer to allow for enhanced transparency of internal service cost recovery. As a result, Operations and Maintenance revenue is now forecasted in the corresponding program offer.

Department: County Assets **Program Contact:** Jon Ison

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

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

Executive Summary

This program is for contracted work to purchase and install machine guarding for all antiquated equipment with moving parts to improve safety and compliance with Occupational Safety and Health Administration (OSHA) standards. This program was funded by one-time-only (OTO) funding in FY 2024 and will be completed in FY 2025.

Program Description

This program will add safety guards on antiquated equipment with moving parts that present a potential safety hazard to employees and contractors. This equipment is located in buildings across the County. Facilities and Property Management (FPM) will work with the contractor to determine the priority order of replacements. Because the contractor is specialized, the work must be planned and scheduled across two fiscal years. These newly designed and installed guards will bring the County equipment in compliance with OSHA. This program is in alignment with the County's safety, trust and belonging values.

This project will span FY 2024 through FY 2025 and costs are projected to be \$445,000. In FY 2024 forty-eight buildings will be upgraded at an approximate cost of \$5,000/building or \$240,000. The remaining forty-one buildings will be upgraded in FY 2025 using the remaining funds from project.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of machine guards installed on equipment in identified buildings	N/A	48	48	41
Outcome	Percentage of machine guards meeting compliance with OSHA standards on completed buildings	N/A	100%	100%	100%

Performance Measures Descriptions

- PM #1 - Demonstrates plan to address all affected equipment
- PM #2 - Demonstrates commitment to meeting OSHA standards

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	2024	2024	2025	2025
Materials & Supplies	\$0	\$445,000	\$0	\$200,000
Total GF/non-GF	\$0	\$445,000	\$0	\$200,000
Program Total:	\$445,000		\$200,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$445,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$200,000
Total Revenue	\$0	\$445,000	\$0	\$200,000

Explanation of Revenues

This funding originated as a one-time-only General Fund cash transfer to fund 3505 Facilities Management Fund.

Significant Program Changes

Last Year this program was: FY 2024: 78202B Facilities Machine Guards

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 165 buildings and approximately 3 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 work, address property issues, and ensure collaboration, communication and coordination with program representatives for optimal service delivery. They ensure that our public buildings are available and accessible to all County residents.

Program Description

Facilities' Property Managers ensure that all County building users have a single, visible, and accessible point of contact for property and building related 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, landscaping, and window washing) and ensuring that repairs and/or maintenance projects are completed. The goal is to ensure buildings are 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.

This program administers approximately \$15 million of contracted services, ensuring high quality vendor performance and accurate billing. They also help to identify and prioritize needed building improvements delivered through the Capital Improvement Program. These recommendations are typically based on building system life, safety, fire regulations, and building condition. 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.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of annual customer expectation surveys with "very satisfied" score.	60%	70%	70%	70%
Outcome	Average time in months to complete reactive work tasks	3	2.5	2.5	2.5

Performance Measures Descriptions

PM#1 - Demonstrates commitment to Think Yes customer service principles.
 PM#2 - Reducing the average length of time to complete reactive work tasks improves efficiency and demonstrates stewardship.

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	2024	2024	2025	2025
Personnel	\$0	\$1,630,993	\$0	\$1,667,409
Contractual Services	\$0	\$14,388,334	\$0	\$16,601,090
Materials & Supplies	\$0	\$803,178	\$0	\$665,206
Internal Services	\$0	\$415,069	\$0	\$410,275
Total GF/non-GF	\$0	\$17,237,574	\$0	\$19,343,980
Program Total:	\$17,237,574		\$19,343,980	
Program FTE	0.00	9.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$7,988,055	\$0	\$19,277,832
Service Charges	\$0	\$246,607	\$0	\$66,148
Total Revenue	\$0	\$8,234,662	\$0	\$19,343,980

Explanation of Revenues

This program offer is funded by internal service revenues from County departments. Revenues are calculated by space type and total occupied square footage.

Significant Program Changes

Last Year this program was: FY 2024: 78203 Facilities Client Services

Starting in FY 2025, Facilities is balancing revenues and expenses for each program offer to allow for enhanced transparency of internal service cost recovery. Last year the internal service revenue was located in program offer 78202A Facilities Operations and Maintenance.

Program #78204 - Facilities Capital Improvement Plan Operational Costs FY 2025 Adopted

Department: County Assets **Program Contact:** Christina Pomrenke
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs: 78205, 78206A, 78213
Program Characteristics:

Executive Summary

The Facilities Capital Improvement Plan (CIP) project team manages the County's long-term improvement and replacement plan for the major building systems in County-owned buildings. The goal of this program is to practice stewardship of County-owned buildings to align with the County's mission of ensuring quality services to promote a healthy, safe, and prosperous community for all. The program houses the personnel and operating costs associated with the Capital Improvement Plan (CIP), prioritizes work with available resources and provides management and oversight of 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 Facilities' Capital Improvement Program (CIP) provides project management services for projects in the Facilities Capital Improvement Plan, ensuring compliance with policies and statutory requirements and green building initiatives, while incorporating the County's diversity and equity goals. The team incorporates 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), consultants, and contractors, and are a resource for improving services to the community. The result is buildings that are functional, maintainable, and accessible, ensuring continued operations to all County communities.

The goal of the CIP team is to efficiently manage CIP projects and multiple client-funded project requests from departments, while taking into account the needs of the operating programs and their clients, as well as accomplishing the work on time and in a cost effective manner. They ensure their projects are completed as planned and within their approved budgets. They manage all phases of their projects, including planning, design, construction and closeout.

This program supports clients internal to Multnomah County to ensure the physical environment supports 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 Asset Preservation fund (78206A), with funding for project management coming from the Capital Improvement Program (78205), the Library Construction Fund (78213), one time only (OTO) projects, as well as client-funded projects.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of new projects added to the capital projects portfolio	39	32	30	45
Outcome	Percent of completed planned active projects	53%	60%	55%	60%

Performance Measures Descriptions

PM #1 - Number of new capital projects added to the Capital 5-year plan portfolio in the fiscal year
 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 2025 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	2024	2024	2025	2025
Personnel	\$0	\$1,145,904	\$0	\$1,294,387
Materials & Supplies	\$0	\$123,541	\$0	\$122,300
Internal Services	\$0	\$1,348,425	\$0	\$1,282,590
Total GF/non-GF	\$0	\$2,617,870	\$0	\$2,699,277
Program Total:	\$2,617,870		\$2,699,277	
Program FTE	0.00	12.30	0.00	12.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,811,227	\$0	\$1,783,016
Total Revenue	\$0	\$1,811,227	\$0	\$1,783,016

Explanation of Revenues

This program is funded by internal service revenues from County departments and project overhead charges at 87% burden rate.

Significant Program Changes

Last Year this program was: FY 2024: 78204 Facilities Capital Operation Costs

FTE changes are reflection of reallocation of resources within Facilities and Property Management (FPM).



Program #78205 - Facilities Capital Improvement Fund FY 2025 Adopted

Department: County Assets **Program Contact:** Christina Pomrenke
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs: 78204, 78206A, 78213
Program Characteristics:

Executive Summary

The Capital Improvement (CI) program actively monitors, upgrades, and improves the County's portfolio of Tier II and III buildings, the County's older buildings. The goal of the program is to preserve 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 the priorities of life, safety, fire, and equity.

Program Description

The CI fund provides funding for the annual 5-year Capital Improvement Plan (CIP) 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 whenever possible in Tier III facilities pending disposition of the building to align with the County's value of stewardship.

The program includes Capital fees, bond/levy, grants, and other funding components distributed based on priorities established with the aid of a needs assessment and a decision-scoring matrix that prioritizes life, safety, maintainability, equipment life cycle, and equity. The program looks for project efficiencies to save County resources and extend the useful life of the building. The program also includes an allocation of project funds to a diversity of local vendors.

The CIP 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 to support equitable decision making.

The majority of the funding for the Capital Improvement (CI) fund comes from internal service rates charged to programs. The capital improvement fund also receives funding from Board of County Commissioner approved projects with one-time-only (OTO) funds, projects that receive special funding from programs for major projects approved by the Board of County Commissioners and funding from client funded projects.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of new projects added to the Capital Improvement Program projects portfolio	9	10	7	7
Outcome	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year	48%	60%	55%	65%

Performance Measures Descriptions

- PM #1: Measures capacity of the CIP project team. Note a decline in projects reflects a concerted effort to combine multiple requested projects that can be managed as one project within a building.
- PM #2: Measures the ability to effectively meet project schedules and free resources for new projects

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2025 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	2024	2024	2025	2025
Contractual Services	\$0	\$25,496,107	\$0	\$33,250,271
Capital Outlay	\$0	\$535,219	\$0	\$556,886
Total GF/non-GF	\$0	\$26,031,326	\$0	\$33,807,157
Program Total:	\$26,031,326		\$33,807,157	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$12,392,895	\$0	\$13,648,825
Financing Sources	\$0	\$161,929	\$0	\$686,308
Interest	\$0	\$150,000	\$0	\$300,000
Beginning Working Capital	\$0	\$13,169,945	\$0	\$18,764,974
Service Charges	\$0	\$156,557	\$0	\$407,050
Total Revenue	\$0	\$26,031,326	\$0	\$33,807,157

Explanation of Revenues

This revenue is collected for the preservation of County tier 2 and tier 3 buildings.

\$0.6 million from asset replacement program offer

Internal service revenue carryover \$18.2 million from project carryover

Internal service revenue from departments, at \$8.02 per square foot and applied to building occupants: \$5.6 million

Cash transfer revenue \$0.2 million from external clients

Cash transfer revenue \$0.5 million from Health Department for Belmont Street lease internal improvement project

IGA City of Portland share of Justice Center projects \$0.4 million

Other revenue \$8.0 million from client funded projects

Interest income \$0.3 million

Significant Program Changes

Last Year this program was: FY 2024: 78205 Facilities Capital Improvement Program

This program receives cash transfers from clients for new capital projects and any remaining project fund balance will be carried over to FY 2025 to be used for the same projects.



Program #78206A - Facilities Asset Preservation Fund FY 2025 Adopted

Department: County Assets **Program Contact:** Christina Pomrenke
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs: 78204, 78205, 78213
Program Characteristics:

Executive Summary

The Asset Preservation (AP) Program is a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the County's Tier I buildings (newer buildings) safe, reliable, maintainable, functional, and efficient for the operating programs. Decisions are based on various priorities such as life safety, system condition, and equity. The majority of the funding for this offer comes from Facilities' Capital Program internal service Asset Preservation (AP) fees, but also from projects funded by one-time-only (OTO) offers, grants, and client-funded projects.

Program Description

The AP Program provides funding for the annual 5-year Capital Improvement Plan (CIP) that focuses on the County's primary owned Tier I buildings. A Tier I building is designated for long-term retention and 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 well maintained. The goal is to provide welcoming and safe spaces to program occupants and clients. Project include planned upgrades in equipment and systems 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 needs. The AP program is managed via the annual 5-year CIP. The CIP is based on a comprehensive database which identifies all projected replacement and renovation needs in Tier I buildings. The CIP 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 to inform equitable decision making.

The program allows capital fees, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a needs assessments and a decision-scoring matrix that prioritizes fire, life, safety, maintainability, 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. The majority of the funding for the AP fund comes from internal service rates charged to programs. The AP fund also receives funding from Board of County Commissioner approved projects with one-time-only (OTO) funds. Additionally, the AP fund funds program 78204, Facilities Capital Improvement Plan Operational Costs.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of new projects added to the Asset Preservation portfolio	18	14	11	30
Outcome	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	62%	60%	52%	65%

Performance Measures Descriptions

- PM #1: Measures the capacity of the Asset Preservation team
- PM #2: Measures the ability to effectively meet project schedules and free resources for new projects

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2025 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	2024	2024	2025	2025
Personnel	\$0	\$927,175	\$0	\$1,053,174
Contractual Services	\$0	\$34,084,699	\$0	\$38,279,881
Total GF/non-GF	\$0	\$35,011,874	\$0	\$39,333,055
Program Total:	\$35,011,874		\$39,333,055	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$7,087,762	\$0	\$9,154,071
Financing Sources	\$0	\$148,619	\$0	\$73,762
Interest	\$0	\$200,000	\$0	\$600,000
Beginning Working Capital	\$0	\$28,382,018	\$0	\$30,421,294
Service Charges	\$0	\$118	\$0	\$189
Total Revenue	\$0	\$35,818,517	\$0	\$40,249,316

Explanation of Revenues

This revenue is collected for the preservation of County tier 1 buildings.

Internal service revenue carryover \$30.4 million from project carryover

Internal service revenue calculated at \$8.02 per square foot and applied to building occupants: \$9.2 million

Cash transfer revenue from external clients \$0.1 million

Interest income \$0.6 million

Significant Program Changes

Last Year this program was: FY 2024: 78206A Facilities Capital Asset Preservation Program

Program #78206B - Facilities Juvenile Detention Building Improvements FY 2025 Adopted

Department: County Assets **Program Contact:** Christina Pomrenke
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs: 78204, 78206A
Program Characteristics:

Executive Summary

This program offer continues the Department of Community Justice (DCJ) and Department of County Assets (DCA) Facilities and Property Management’s (FPM) effort to improve conditions of confinement in the Juvenile Detention facility by investing in the physical building which is 28 years old and in need of capital improvements. The project is in its final stages of work on a major renovation of two sleeping pods (four units) to create a safer and trauma informed environment.

Program Description

Juvenile Justice complex (JJC) was built in 1994. and The current group pods located at JJC do not meet the current programmatic and safety needs for DCJ. In FY 2022, FPM collaborated with DCJ on a new design that fully renovates the entire pod spaces, advocating for DCJ’s priorities of a safe, accessible, and trauma-informed environments.

Youth of color are significantly over-represented in detention. These improvements will support youth of color by providing a safe and trauma-informed environment. When youth feel safe, they are able to gain skills, stabilize and then successfully return home or other community placements. The goal of this program offer is to renovate and update to the pod layouts, plumbing fixtures, lighting, doors, kitchen and laundry facilities, detention electronics, new cabinetry, improved safety railings and upgraded accessibility. All new finishes will be trauma-informed. This offer also creates youth sleeping rooms that are less institutional, safer showers, expands usable space in the dayroom, creates areas for additional programming and services, and improves lighting and ventilation. The funding for this program offer was provided by the Asset Preservation fund and one-time-only (OTO) funds approved by the Board of County Commissioners in FY 2024.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Complete construction and closeout for Pods A and B	20%	100%	90%	100%
Outcome	The percentage of project work completed and operational hand off to DCJ	0%	60%	90%	100%

Performance Measures Descriptions

- PM-1 Complete construction and closeout for Pods A and B.
- PM-2 Percentage of project work completed and operation hand off to DCJ

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$6,032,640	\$0	\$1,754,447
Total GF/non-GF	\$0	\$6,032,640	\$0	\$1,754,447
Program Total:	\$6,032,640		\$1,754,447	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,935,050	\$0	\$1,282,965
Beginning Working Capital	\$0	\$4,097,590	\$0	\$471,482
Total Revenue	\$0	\$6,032,640	\$0	\$1,754,447

Explanation of Revenues

This program offer is partially funded with one-time-only General Fund cash transfer \$500,000 to fund 2509 Asset Preservation Fund and Internal service revenues calculated at \$8.02 per square foot and applied to County building occupants of \$1.3 million

Significant Program Changes

Last Year this program was: FY 2024: 78206B Facilities Juvenile Detention Building Improvements

The project is in final stage of work and will be completed in FY 2025.

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

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

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

The Facilities Interiors program coordinates and manages the moving, adding or changing of systems furniture and interior spaces for all major and minor moves throughout the County. It also delivers project management services for interior building renovations requested by County programs, as well as the inventory of surplus systems furniture for later re-use.

The Interiors team consists of project managers knowledgeable in systems furniture, space planning, interior design, and tenant improvements. The team is currently working with the Library Capital Bond Program in their many renovations and building refresh projects, as well as focusing on workplace consolidation efforts created by the Department of County Management's Future of Work funding approved by the Board of County Commissioners in FY 2024, which supports multiple departments moving across multiple locations. The team also coordinates the selection of interior finishes, such as paint and carpet options, and furnishings, such as systems furniture and task chairs, as well as champions design standards to ensure operational needs are addressed and consistency across all locations, focusing on accessibility and trauma-informed design standards for users of all County services.

The team provides collaboratively planned interior spaces and furniture for County buildings, employees, and the public that promote County values with emphasis on trauma-informed designs that are equitable, bringing “Think Yes!” customer service to each client interaction. The goal of this program is to create and manage interior standards consistently for physical environments that exemplify safety and belonging while aiding the work in the County. The majority of funding for this program is recovered through costs settling to the departments requesting the service on an as-needed basis.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Average Customer Service Satisfaction survey score on a scale of 1-5	4.8	4.5	4.8	4.8
Outcome	Percent of respondents to the Customer Journey Experience survey	18.5%	75%	20%	25%

Performance Measures Descriptions

PM#1 - Demonstrates commitment to Think Yes customer service principles. PM#2 - Increasing the participation rate of the customer survey so that future services are deployed with empathy and efficiency based on customer feedback. Note: PM #2 FY 2024 target to actual variance is due to lower than expected customer response rates.

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	2024	2024	2025	2025
Personnel	\$0	\$748,058	\$0	\$741,274
Contractual Services	\$0	\$11,102	\$0	\$86,277
Materials & Supplies	\$0	\$17,130	\$0	\$18,329
Internal Services	\$0	\$61,035	\$0	\$79,732
Total GF/non-GF	\$0	\$837,325	\$0	\$925,612
Program Total:	\$837,325		\$925,612	
Program FTE	0.00	4.20	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$881,032	\$0	\$925,612
Total Revenue	\$0	\$881,032	\$0	\$925,612

Explanation of Revenues

Facilities Management Fund programs such as this one are funded by labor charge out to other departments through service request.

Significant Program Changes

Last Year this program was: FY 2024: 78207 Facilities Interiors Group

FTE changes are reflection of reallocation of resources within FPM

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

Executive Summary

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

Program Description

The purpose of this program is to provide utilities to County spaces as required to deliver public services. It includes lighting at all of our libraries, heating and cooling at all of our health offices, water for our kitchens in detention facilities, and refuse services at our homeless shelters. The program pays the invoices for electricity, natural gas, water/sewer and refuse/recycling services that are delivered by public utility companies to County facilities. These utilities are required for our Departments to operate their programs, and the utility bills are passed through to them as a function of their occupancy at the site where utilities are provided. County clients and employees access these resources when they visit or work in one of our buildings.

Facilities and Property Management (FPM) provides oversight of the program to ensure utilities are delivered at an appropriate level to meet program needs. Utility rates fluctuate from year to year based on the availability of energy resources, and the amount of resources needed to serve public functions. FPM has a goal to reduce electricity, natural gas, water and garbage consumption by 3% per year, which helps to mitigate utility rate increases and address equity and sustainability initiatives.

FPM implements energy and water efficiency projects in collaboration with building occupants to reduce consumption and achieve Climate Action Plan goals. The Board of County Commissioners resolved to purchase 100% of electricity through renewable energy sources, consequently the FY 2025 utility rates will continue to include the cost of purchasing renewable energy credits.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Energy Use Intensity (kBtu/Sqft/year)	65	69	65	66
Outcome	Percent reduction in carbon emissions (metric tonnes CO2e)	3%	3%	3%	3%

Performance Measures Descriptions

PM#1 - Energy Use Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency and stewardship.
 PM#2 - Reduction of greenhouse gas emissions by 3% annually demonstrates commitment to equity.

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	2024	2024	2025	2025
Materials & Supplies	\$0	\$6,568,390	\$0	\$7,838,209
Total GF/non-GF	\$0	\$6,568,390	\$0	\$7,838,209
Program Total:	\$6,568,390		\$7,838,209	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,770,511	\$0	\$7,337,602
Service Charges	\$0	\$481,611	\$0	\$500,607
Total Revenue	\$0	\$6,252,122	\$0	\$7,838,209

Explanation of Revenues

This programs pass-through revenues are collected via internal services. Methodology is a calculation of building utilities divided by square footage occupied. County departments are billed monthly on the actual utility cost.

Significant Program Changes

Last Year this program was: FY 2024: 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 goal of the Lease Management team is to supplement 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. This goal aligns with the County's visions that "we have the resources to meet the community's needs". 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 compliment existing County programs and services.

Program Description

The Lease Management program is responsible for approximately over 700,000 square feet, or 23%, of the County's portfolio. Lease Management works strategically with programs 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 facilitating 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 are considering reducing their "Brick and Mortar" footprint in buildings. Lease Management and Strategic Planning & Projects (78210A) support this effort by studying sublease and space use reduction options.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Complete an update to the Facilities Real Property Leases Administrative Procedure 3 (FAC-3)	N/A	N/A	0.5	1
Outcome	Percentage of lease renewal evaluations and negotiations completed in-house (excluding JOHS)	100%	95%	100%	100%

Performance Measures Descriptions

PM #1 - Demonstrates commitment to process improvement and customer service by improving the space request and lease approval processes. This is a new measure.

PM #2 - Demonstrates commitment to stewardship by leveraging County staff rather than contractors (excludes JOHS leases).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$324,923	\$0	\$337,436
Contractual Services	\$0	\$60,205	\$0	\$235,955
Materials & Supplies	\$0	\$10,603,302	\$0	\$10,791,548
Internal Services	\$0	\$25,710	\$0	\$29,567
Total GF/non-GF	\$0	\$11,014,140	\$0	\$11,394,506
Program Total:	\$11,014,140		\$11,394,506	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$10,954,232	\$0	\$10,598,974
Service Charges	\$0	\$990,752	\$0	\$795,532
Total Revenue	\$0	\$11,944,984	\$0	\$11,394,506

Explanation of Revenues

Facilities Lease Management program offer is funded by internal service revenue from County departments with the exception of \$795,532 for Property and Space Rental Revenue.

Significant Program Changes

Last Year this program was: FY 2024: 78209 Facilities Lease Management

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs: 78210B, 78219, 78233, 78234, 78235, 78237, 78243, 78304A/B,
Program Characteristics:

Executive Summary

The Strategic Planning and Projects Program is responsible for developing, implementing, and tracking performance against the Facilities Asset Strategic Plan. The program delivers large scale facilities construction projects, and evaluates and recommends strategic portfolio opportunities, including acquisitions, dispositions, major project development, renovations, and strategic programming. This team ensures that the projects match current organizational priorities.

Program Description

The Facilities Strategic Planning and Projects Program is responsible for project management for new or major redevelopment of construction and/or repair projects; engineering design and alterations for complex, multi-use, public facilities; real estate development; property disposition and acquisition; and pre-development and evaluation of major portfolio projects. This includes performing complex feasibility studies, risk management, public process and other management functions.

In FY 2025, the Strategic Planning team will support the Library Capital Bond Projects Team, the Joint Office of Homeless Services (JOHS), the Department of Community Services (DCS), the Department of Community Justice (DCJ), and the Health Department by providing major project expertise and real estate site analysis. This team’s portfolio includes the major renovations of Arbor Lodge, Willamette Center, Rockwood Community Health Center; and DCJ East County campus, the Justice Center electrical system bus duct replacement; preliminary planning for replacement of Animal Services facility, as well as long-term use evaluations, such as the Vance Properties, Hansen Complex, Walnut Park feasibility studies, Downtown Real Estate Study, and Centralized Warehouse Strategy.

This team aligns the goals of departments, customers and organizations with work being evaluated and planned to equitably serve the community at large and is an available and accessible resource to all departments within the County.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of Major projects completed in current fiscal year	3	3	2	4
Outcome	Percentage of projects completed within or close to the desired scheduled date	80%	100%	80%	85%

Performance Measures Descriptions

- PM #1 - Demonstrates capacity and ability to manage complex large projects.
- PM #2 - Demonstrates project management capabilities and alignment with customer needs.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$1,289,367	\$0	\$1,269,852
Contractual Services	\$0	\$135,610	\$0	\$77,298
Materials & Supplies	\$0	\$11,179	\$0	\$11,962
Internal Services	\$0	\$107,959	\$0	\$128,205
Total GF/non-GF	\$0	\$1,544,115	\$0	\$1,487,317
Program Total:	\$1,544,115		\$1,487,317	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$573,444	\$0	\$1,487,317
Total Revenue	\$0	\$573,444	\$0	\$1,487,317

Explanation of Revenues

This program offer is funded by internal service revenues from County departments. Revenues are calculated by space type and total occupied square footage.

Significant Program Changes

Last Year this program was: FY 2024: 78210A Facilities Strategic Planning and Projects

Starting in FY 2025, Facilities is balancing revenues and expenses for each program offer to allow for enhanced transparency of internal service cost recovery. Last year the internal service revenue was located in program offer 78202A Facilities Operations and Maintenance.

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs: 78210A
Program Characteristics:

Executive Summary

The purpose of this program is funding ongoing assessment of site opportunities for the Vance Property that will continue in FY 2025. In FY 2022, the Board of County Commissioners approved the Vance Vision which outlined a Vance Property management strategy. The goal of this program is to further steps toward the redevelopment of these properties to align with the Vance Vision. This will be done in collaboration with multiple internal and external stakeholders. This program aligns with our County values of stewardship as it prioritizes evidence-based, fair decision making resulting in cost effective results that best meet the needs of our community.

Program Description

This Vance Property Master Plan program offer includes environmental site technical studies to continue work to assess the site for future use. Work will lead to enhanced development options to 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 American Land Title Association (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.

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 the Department of Community Services (DCS), including infrastructure, service provision, and present and future division land use needs. Key stakeholders have included members from the Governor’s Regional Solutions team, County leadership, Community Leadership Team, City of Gresham, Metro, Port of Portland, DCS, Multnomah County Health Department (HD), Facilities and Property Management (FPM), and the Office of Sustainability.

In 2019, a contractor was hired through a formal solicitation to provide master planning services that included 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. Through FY 2025, ongoing communication will occur between DCS, the County, the City of Gresham, Metro, Port of Portland, FPM, and community partners to potentially combine resources for grant opportunities and development options. The three major areas of assessment are zoning, park development, and opportunities for economic development investments with the goal of furthering steps toward the redevelopment of these properties to align with the Vision.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Issue Request for Information (RFI) for interest and development strategies for Vision areas	0	1	0	1
Outcome	Define the stabilization strategy to address the slope feature on the properties.	20%	100%	40%	100%

Performance Measures Descriptions

PM #1 Demonstrates commitment to determining the future of the Vance site. PM #2 Demonstrates commitment to maintaining the County's assets. Note: FY 2024 estimate to actuals variance is due to leadership and project team members transitions causing pause in project to ensure alignment on next steps.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$159,654	\$0	\$370,000
Total GF/non-GF	\$0	\$159,654	\$0	\$370,000
Program Total:	\$159,654		\$370,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$50,000	\$0	\$0
Financing Sources	\$0	\$0	\$0	\$100,000
Beginning Working Capital	\$0	\$109,654	\$0	\$270,000
Total Revenue	\$0	\$159,654	\$0	\$370,000

Explanation of Revenues

This funding originated as a one-time-only General Fund cash transfer to fund 3505 Facilities Management Fund

Significant Program Changes

Last Year this program was: FY 2024: 78210B Facilities Vance Property Master Plan

FY 2024 budget modification Vance Vision DCA-018-24 \$150K cash transfer from the Department of Community Services (DCS) General Fund carryover included in FY 2025.

An FY 2025 Board amendment added an additional \$100K cash transfer from the General Fund.

Department: County Assets **Program Contact:** Christina Pomrenke
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs: 78204
Program Characteristics:

Executive Summary

The Library Construction 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 various priorities such as life safety, system condition, and equity. The majority of the funding for this offer comes from Facilities' Capital Program internal service Library Construction fees, but also from projects funded by one-time-only (OTO) offers, grants, and client funded projects.

Program Description

The Library Construction Fund 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 program needs and serving the County's diverse communities.

The Library District Capital Plan is managed via the annual 5-year Capital Improvement Plan (CIP) that focuses on short-term requirements that are integrated with the long-term Library District facility needs. The CIP is based on a comprehensive database which identifies all projected replacement needs in Libraries and then prioritizes and schedules needed work in the future. This allows the Library Capital funds 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 needs assessments and a decision-scoring matrix that prioritizes fire, life, safety, maintainability, 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.

The majority of the funding for the Library Construction fund comes from internal service rates charged to programs. This fund may also receive Board-approved projects with one-time-only (OTO) funds, or transfers into an existing project to supplement the project based on funding needs. Additionally, for the several years, the Library District has opted to supplement this fund with an additional \$1M per year to address various capital improvement needs.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of new projects added to the Library Construction Fund portfolio.	12	8	12	8
Outcome	Percent of projects planned for completion in a fiscal year that are completed that fiscal year.	62%	50%	60%	65%

Performance Measures Descriptions

PM #1: Measures capacity of the Library Construction Fund project team

PM #2: Measures the ability to effectively meet project schedules and free resources for new projects

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2025 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	2024	2024	2025	2025
Contractual Services	\$0	\$10,737,239	\$0	\$10,103,981
Total GF/non-GF	\$0	\$10,737,239	\$0	\$10,103,981
Program Total:	\$10,737,239		\$10,103,981	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,214,918	\$0	\$4,211,105
Interest	\$0	\$100,000	\$0	\$100,000
Beginning Working Capital	\$0	\$7,422,321	\$0	\$5,792,876
Total Revenue	\$0	\$10,737,239	\$0	\$10,103,981

Explanation of Revenues

This program is funded by the Multnomah County Library District with new and carryover funding via internal service rate at \$8.02 per square foot and applied to building occupants. This revenue is collected for the preservation of Library District buildings.

Significant Program Changes

Last Year this program was: FY 2024: 78213 Library Construction Fund

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs: 78210A
Program Characteristics:

Executive Summary

The Behavioral Health Resource Center (BHRC) opened in December 2022. 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. BHRC is a unique facility designed to address to meet these specific needs in the on-going housing emergency. The goal of this program is to close-out the project, including making any final identified improvements.

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. The facility opened for operations on December 5, 2022 with a final cost of \$28.4M. A few items remain that are being completed by the project team include code required elevator modifications and a minor accessibility change. Additionally, restoration and improvements are being defined for the south parking lot. This work will require close coordination with operations and will be completed in FY 2025. The funding for this program was provided one-time-only funds (OTO) requested by the Health Department and approved by the Board of County Commissioners. Any remaining project funds will return to the County's general fund.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Construction of Behavioral Health Resource Center complete	N/A	100%	100%	100%
Outcome	Complete project closeout.	30%	100%	95%	100%

Performance Measures Descriptions

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

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	2024	2024	2025	2025
Contractual Services	\$0	\$1,200,000	\$0	\$880,000
Total GF/non-GF	\$0	\$1,200,000	\$0	\$880,000
Program Total:	\$1,200,000		\$880,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$1,200,000	\$0	\$880,000
Total Revenue	\$0	\$1,200,000	\$0	\$880,000

Explanation of Revenues

This funding originated as a one-time-only general fund cash transfer to fund 2516 Behavioral Health Resource Center Capital Fund and State and Federal funding.

Significant Program Changes

Last Year this program was: FY 2024: 78219 Behavioral Health Resource Center Capital

Project will close out in FY 2025.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs:
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. Decisions considerations include Library values and goals as outlined in the strategic plan, equity for staff and community members, environmental sustainability, operational efficiency, and fiscal responsibility.

Program Description

As a system, Multnomah County Library offers far less space to its community than in neighboring communities and similarly-sized cities in the United States. The bond program will increase total space in the library portfolio by about 50%. Bond activities started in FY 2021 and are anticipated to continue into FY 2027. The overall program includes:

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

The LCBP formed a Program Management Office (PMO) composed of staff from the Library (MCL) 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. Helping the PMO in this work is a robust set of project principles to provide an overarching structure to consider, review and align across all nine projects. Capital planning project principles include: Accountability, Equity, Accessibility for all, Flexibility today and for the future, Community partnership, Innovative and inspirational design, Sustainability, and Community resilience. Each new library project begins with a robust community and staff engagement and input process to determine the design. All aspects of this work centers on equity, diversity and inclusion, key values of DCA and the Library. Each project has COBID (Certification Office for Business Inclusion and Diversity) certified firm goals, workforce diversity goals, and apprenticeship goals.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Outcome	Participant satisfaction rating (1-5) with their experience as community engagement members	4.5	4.0	4.0	4.0
Output	Provide regularly scheduled updates to the Board of County Commissioners (BCC)	4	4	4	4
Output	Percentage of assigned dollars expended on efficiency and light touch projects	17%	50%	65%	85%

Performance Measures Descriptions

- PM1 - High satisfaction reflects success in ensuring community engagement
PM2 - Ensures solid, consistent, and transparent project management reporting methodology for the program
PM3 - Captures the % of assigned dollars expended of light touch and efficiency (Refresh) projects

Legal / Contractual Obligation

Bond Measure 26-211

There are contractual obligations to consultants/vendors carrying over into FY 2025.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$82,304	\$0	\$714,406
Contractual Services	\$0	\$28,143,699	\$0	\$31,323,873
Materials & Supplies	\$0	\$2,782,226	\$0	\$1,650,794
Internal Services	\$0	\$27,865	\$0	\$130,717
Capital Outlay	\$0	\$0	\$0	\$453,000
Unappropriated & Contingency	\$0	\$20,487,753	\$0	\$0
Total GF/non-GF	\$0	\$51,523,847	\$0	\$34,272,790
Program Total:	\$51,523,847		\$34,272,790	
Program FTE	0.00	16.00	0.00	14.00

Program Revenues				
Intergovernmental	\$0	\$1,020,000	\$0	\$0
Financing Sources	\$0	\$0	\$0	\$0
Interest	\$0	\$2,611,218	\$0	\$3,390,000
Beginning Working Capital	\$0	\$48,297,776	\$0	\$30,882,790
Total Revenue	\$0	\$51,928,994	\$0	\$34,272,790

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.

In FY 2025, this program offer is funded by beginning working capital carryover of remaining bond funds, carryover funds from prior year interest earnings, and additional projected interest earnings in FY 2025. The \$34,272,790 annual budget includes \$12,411,297 committed to projects in this program offer. The remaining funds will be held as reserve funding for projects within the scaled offer.

Significant Program Changes

Last Year this program was: FY 2024: 78228A Library Capital Bond Construction

The program reduces 2.00 FTE (vacant) in FY 2025. Additionally, this program offer funds 1.00 FTE in program offer 78101-DCA Business Services Procurement & Contracting and 1.00 FTE in program offer 78002-DCA Budget and Planning. Remaining bond premium reserve Unappropriated & Contingency funds are fully appropriated in FY 2025. In FY 2024, the program began implementation of Intelligent Materials Management System (IMMS) software, an integrated software package that will enhance the functionality of Automated Materials Handling across the Library System. IMMS has a total estimated implementation cost of \$1,050,000, which includes funding for limited duration staff.

Department: County Assets

Program Contact: Tracey Massey

Program Offer Type: Capital

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program offer funds the purchase, renovation, and expansion of a 73,000 sf building for the Library Operations Center, located in East Portland. Project decisions considerations include Library values and goals as outlined in the strategic plan, equity for staff and community members, environmental sustainability, operational efficiency, and fiscal responsibility.

Program Description

This multi year project completed construction and opened for operation in FY 2024. The project completed an interior renovation, seismic upgrade, and exterior improvements. The project had a minimum goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 25% over the life of the project and achieved over 36% participation.

Located in East Portland, the Operations Center features Automated Materials Handling which provides 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 is an important part of the Library system as it serves as a warehouse for materials and a workspace for library staff. Under this project, centralized outreach, circulation, and other services shifted 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of certified COBID firms contracted for construction	35%	34%	36%	36%
Output	Percent of construction successfully completed	66%	100%	100%	100%
Outcome	Library can provide services from this location	N/A	100%	100%	100%

Performance Measures Descriptions

PM1 - Addresses the percentage of COBID Certified firms contracts by dollars \$ committed

PM2 - Percent of project planned for completion during a fiscal year that is completed in that fiscal year

PM3 - Library is able to provide services from this location

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2025.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$602,399	\$0	\$515,108
Contractual Services	\$0	\$19,986,568	\$0	\$2,450,111
Materials & Supplies	\$0	\$2,505,258	\$0	\$10,571
Internal Services	\$0	\$470,830	\$0	\$80,233
Total GF/non-GF	\$0	\$23,565,055	\$0	\$3,056,023
Program Total:	\$23,565,055		\$3,056,023	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$29,664	\$0	\$0
Beginning Working Capital	\$0	\$23,535,391	\$0	\$3,056,023
Total Revenue	\$0	\$23,565,055	\$0	\$3,056,023

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 is funded by beginning working capital carryover from FY 2024.

Significant Program Changes

Last Year this program was: FY 2024: 78228B Library Capital Bond Construction: Operations Center

The Operations Center project reached substantial completion of construction in FY 2024. The FY 2025 project budget will fund ongoing administrative expenses and close out activities. Any remaining funds will be considered as reserve funding for other Library Capital Bond projects. In FY 2025 the project is transferring \$400,000 in unspent project funds to the North Portland Library project (78228E), \$4.7M to The East County Library project (78228G) and \$750,000 to the St. Johns Library project (78228J).

FY 2025 operating expenses are funded by Library operating funds and are included in Library program offer 80014-Facilities and Logistics.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Midland Library project renovates a 24,000 square feet of the existing library with a roughly 6,000 square feet addition on the existing site. Project decisions considerations include Library values and goals as outlined in the strategic plan, equity for staff and community members, environmental sustainability, operational efficiency, and fiscal responsibility.

Program Description

This multi-year project continues with construction, which is expected to be completed in early FY 2025. The project will increase roughly 6,000 sf and renovate existing space to be more modern, flexible, and accessible by the community. The project has a minimum goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 25% over the life of the project and is expected to achieve 25% participation.

This location will serve as 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. Midland Library is currently one of east Multnomah County’s two designated regional libraries. It has a large geographic draw in one of the most culturally and linguistically diverse areas of the county and is one of the most visited and highest circulating libraries in the Multnomah County Library system. Based on input from community members, new features will include: Outdoor interactive children’s garden; Large play and learning space for children and families; Dedicated teen room with space for technology, homework and creative expression; Updated technology and internet; Outdoor plaza for community members to relax and connect; New art that represents the community; A Gathering Circle for community conversation.

Community outreach and engagement utilized diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services. The building design received input from Community Design Advocates (CDAs), paid community members who provided two-way feedback between community organizations and individuals. Key activities include robust community and staff 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of certified COBID firms contracted for construction	24%	20%	25%	25%
Outcome	Participant satisfaction rating (1-5) with their experience as community engagement members post opening	N/A	N/A	N/A	4.0
Output	Percent of construction successfully completed	19%	N/A	95%	100%
Outcome	Library can provide services from this location	N/A	N/A	N/A	100%

Performance Measures Descriptions

- PM1 - Addresses the percentage of COBID Certified firms contracts by dollars committed
- PM2 - Reflects community advocates' satisfaction with their reflected experience after the building opens
- PM3 - Percent of project planned for completion during a fiscal year that is completed in that fiscal year
- PM4 - Library is able to provide services from this location

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2025.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$433,399	\$0	\$297,697
Contractual Services	\$0	\$19,662,687	\$0	\$5,707,341
Materials & Supplies	\$0	\$4,002,629	\$0	\$505,284
Internal Services	\$0	\$236,288	\$0	\$65,313
Capital Outlay	\$0	\$0	\$0	\$172,628
Total GF/non-GF	\$0	\$24,335,003	\$0	\$6,748,263
Program Total:	\$24,335,003		\$6,748,263	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$1,020
Beginning Working Capital	\$0	\$24,335,003	\$0	\$6,747,243
Total Revenue	\$0	\$24,335,003	\$0	\$6,748,263

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 is funded by beginning working capital carryover from FY 2024 and anticipates \$1,020 in credits from Energy Trust of Oregon in FY 2025.

Significant Program Changes

Last Year this program was: FY 2024: 78228C Library Capital Bond Construction: Midland Library

The budget is decreased in FY 2025 as construction progresses and funds are spent down.

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

Program Offer Type: Capital **Program Offer Stage:** Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Holgate Library project builds an approximately 21,000 square foot new library on the existing site. Project decisions considerations include Library values and goals as outlined in the strategic plan, equity for staff and community members, environmental sustainability, operational efficiency, and fiscal responsibility.

Program Description

This multi-year project is scheduled to complete construction in late FY 2024. A new building replaced the previous Holgate Library, more than tripling space for service. The new Holgate Library will be a neighborhood library - a location smaller than 30,000 sf that provides limited amenities and a community-driven collection. The library will be a brand new two-story building, triple the size of the current space for a total of 21,000 square feet. It will be one of the largest libraries in Multnomah County. The project has a minimum goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 25% over the life of the project and is expected to achieve 28% participation.

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. Based on input from community members, new features will include: Large play and learning space for children and families; Dedicated teen room with space for technology, homework and creative expression; Multiple flexible programming and meeting rooms; Updated technology and internet; Outdoor plaza for community members to relax and connect; New art that represents the community; Solar panels to help offset energy use. Link to Library building website: <https://multcolib.org/about/building-libraries-together>

Community outreach and engagement utilized diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services. The building design received input from Community Design Advocates (CDAs), paid community members who provided two-way feedback between community organizations and individuals. Key activities include robust community and staff 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of certified COBID firms contracted for construction	25%	20%	28%	25%
Outcome	Participant satisfaction rating (1-5) with their experience as community engagement members post opening	N/A	N/A	N/A	4.0
Output	Percent of construction successfully completed	27%	N/A	100%	100%
Outcome	Library can provide services from this location	N/A	N/A	N/A	100%

Performance Measures Descriptions

- PM1 - Addresses the percentage of COBID Certified firms contracts by dollars committed
- PM2 - Reflects community advocates' satisfaction with their reflected experience after the building opens
- PM3 - Percent of project planned for completion during a fiscal year that is completed in that fiscal year
- PM4 - Library is able to provide services from this location

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2025.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$402,293	\$0	\$227,116
Contractual Services	\$0	\$15,806,315	\$0	\$4,290,172
Materials & Supplies	\$0	\$1,932,318	\$0	\$204,658
Internal Services	\$0	\$216,050	\$0	\$56,466
Capital Outlay	\$0	\$0	\$0	\$104,597
Total GF/non-GF	\$0	\$18,356,976	\$0	\$4,883,009
Program Total:	\$18,356,976		\$4,883,009	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$43,720
Beginning Working Capital	\$0	\$18,356,976	\$0	\$4,839,289
Total Revenue	\$0	\$18,356,976	\$0	\$4,883,009

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 is funded by beginning working capital carryover from FY 2024 and anticipates \$43,720 in credits from Energy Trust of Oregon in FY 2025.

Significant Program Changes

Last Year this program was: FY 2024: 78228D Library Capital Bond Construction: Holgate Library

The budget is decreased in FY 2025 as construction progresses and funds are spent down.

Program #78228E - Library Capital Bond Construction: North Portland Library FY 2025 Adopted

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Capital **Program Offer Stage:** Adopted

Related Programs:
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 decisions considerations include Library values and goals as outlined in the strategic plan, equity for staff and community members, environmental sustainability, operational efficiency, and fiscal responsibility.

Program Description

This multi-year project started construction in early FY 2024 and is scheduled to complete construction in early FY 2025. The current building was renovated with a new 1,300 square foot addition, joining the historic space with new, modern amenities. The project has a minimum goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 25% over the life of the project and is expected to achieve 48% participation.

The new North Portland Library will be a neighborhood library - a location smaller than 30,000 sf that provides limited amenities and a community-driven collection. The historic North Portland Library sits on NE Killingsworth Avenue 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 their schedule and goals.

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

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of certified COBID firms contracted for construction	0%	20%	48%	25%
Outcome	Participant satisfaction rating (1-5) with their experience as community engagement members post opening	N/A	N/A	N/A	4.0
Output	Percent of construction successfully completed	N/A	N/A	80%	100%
Outcome	Library can provide services from this location	N/A	N/A	N/A	100%

Performance Measures Descriptions

- PM1 - Addresses the percentage of COBID Certified firms contracts by dollars committed
- PM2 - Reflects community advocates' satisfaction with their reflected experience after the building opens
- PM3 - Percent of project planned for completion during a fiscal year that is completed in that fiscal year
- PM4 - Library is able to provide services from this location

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2025.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$229,996	\$0	\$137,200
Contractual Services	\$0	\$10,184,190	\$0	\$4,638,449
Materials & Supplies	\$0	\$460,976	\$0	\$976,962
Internal Services	\$0	\$95,466	\$0	\$108,036
Capital Outlay	\$0	\$0	\$0	\$72,306
Total GF/non-GF	\$0	\$10,970,628	\$0	\$5,932,953
Program Total:	\$10,970,628		\$5,932,953	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,500	\$0	\$3,467
Beginning Working Capital	\$0	\$10,968,128	\$0	\$5,929,486
Total Revenue	\$0	\$10,970,628	\$0	\$5,932,953

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 is funded by beginning working capital carryover from FY 2024, which includes a transfer or \$400,000 in unspent project funds from the Operations Center project (78228B). The project anticipates \$3,467 in credits from Energy Trust of Oregon in FY 2025.

Significant Program Changes

Last Year this program was: FY 2024: 78228E Library Capital Bond Construction: North Portland Library

In FY 2025, \$400,000 is added to the project to accommodate added site security, unforeseen underground conditions, Issued For Construction set design changes, late requirements from utilities, move costs, upgrades of the historic stair rail to meet current building codes, and internal County labor costs right sizing. The overall project budget is decreased in FY 2025 as construction progresses and funds are spent down.

Program #78228F - Library Capital Bond Construction: Albina Library FY 2025 Adopted

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Albina Library project will result in just over 44,000 square feet of new and renovated library space and administrative offices on the existing Knott Street/Isom site. Project decisions considerations include Library values and goals as outlined in the strategic plan, equity for staff and community members, environmental sustainability, operational efficiency, and fiscal responsibility.

Program Description

This multi-year project continues construction in FY 2024. Construction is expected to be completed in FY 2025. When completed, the site will include ~30,500 square feet allocated to a new library space with the remaining space 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 have been removed. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 25% 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, 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of certified COBID firms contracted for Construction	28%	20%	29%	25%
Outcome	Participant satisfaction rating (1-5) with their experience as community engagement members post opening	N/A	N/A	N/A	4.0
Outcome	Percent of construction successfully completed	N/A	N/A	56%	100%
Outcome	Library can provide services from this location	N/A	N/A	N/A	100%

Performance Measures Descriptions

- PM1 - Addresses the percentage of COBID Certified firms contracts by dollars committed
- PM2 - Reflects community advocates' satisfaction with their reflected experience after the building opens
- PM3 - Percent of project planned for completion during a fiscal year that is completed in that fiscal year
- PM4 - Library is able to provide services from this location

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2025.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$613,448	\$0	\$601,340
Contractual Services	\$0	\$42,431,970	\$0	\$27,181,988
Materials & Supplies	\$0	\$1,404,050	\$0	\$2,508,136
Internal Services	\$0	\$381,336	\$0	\$174,080
Capital Outlay	\$0	\$0	\$0	\$307,469
Total GF/non-GF	\$0	\$44,830,804	\$0	\$30,773,013
Program Total:	\$44,830,804		\$30,773,013	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$44,663
Beginning Working Capital	\$0	\$44,830,804	\$0	\$30,728,350
Total Revenue	\$0	\$44,830,804	\$0	\$30,773,013

Explanation of Revenues

Revenue 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 is funded by beginning working capital carryover from FY 2024 which includes a transfer of \$2,753,406 in bond premium reserve funds (78228A). The program anticipates \$44,663 in credits from Energy Trust of Oregon in FY 2025.

Significant Program Changes

Last Year this program was: FY 2024: 78228F Library Capital Bond Construction: Albina Library

In FY 2025, \$2,753,406 in bond premium reserve funding is added for escalation of construction costs including mass timber, exterior envelope and builder's risk insurance. The overall project budget is decreased in FY 2025 as construction progresses and funds are spent down.



Program #78228G - Library Capital Bond Construction: East County Library FY 2025 Adopted

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Capital **Program Offer Stage:** Adopted

Related Programs:
Program Characteristics:

Executive Summary

The East County Library project builds a 95,000 square foot new flagship library on a new site. Project decisions considerations include Library values and goals as outlined in the strategic plan, equity for staff and community members, environmental sustainability, operational efficiency, and fiscal responsibility.

Program Description

This multi-year project completed design, obtained permits, established the Guaranteed Maximum Price (GMP), and started construction in FY 2024. Construction is expected to complete in FY 2026. The East County Library builds a 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 goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 25% over the life of the project. Link to Library building website: <https://multcolib.org/about/building-libraries-together>

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.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Complete design development and construction documents for the East County Library project	N/A	50%	100%	100%
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	0	1	1
Output	Percent of certified COBID firms contracted for Construction	28%	20%	29%	25%
Outcome	Percent of construction successfully completed	N/A	N/A	30%	75%

Performance Measures Descriptions

- PM1 - Percent complete of design development and construction documents for the East County Library project
- PM2 - Have an executed GMP amendment for the East County Library Project
- PM3 - Addresses the percentage of COBID Certified firms contracts by dollars committed
- PM4 - Percent of project planned for completion during a fiscal year that is completed in that fiscal year

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2025.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$1,294,292	\$0	\$1,360,316
Contractual Services	\$0	\$135,987,825	\$0	\$116,515,697
Materials & Supplies	\$0	\$10,845	\$0	\$2,021,795
Internal Services	\$0	\$1,044,844	\$0	\$544,840
Capital Outlay	\$0	\$0	\$0	\$100,000
Total GF/non-GF	\$0	\$138,337,806	\$0	\$120,542,648
Program Total:	\$138,337,806		\$120,542,648	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$70,000	\$0	\$3,800,000
Other / Miscellaneous	\$0	\$0	\$0	\$83,000
Beginning Working Capital	\$0	\$138,267,806	\$0	\$113,970,503
Service Charges	\$0	\$0	\$0	\$2,689,145
Total Revenue	\$0	\$138,337,806	\$0	\$120,542,648

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 is funded by beginning working capital carryover from FY 2024, which includes \$4.7M in unspent funds transferred from the Operations Center project (78228B), \$750,000 from prior year interest earnings (78228A) and \$1.0M in bond premium reserve funds (78228A). The program anticipates \$83,000 in credits from Energy Trust of Oregon in FY 2025.

In FY 2025, the project will receive \$3.8M in intergovernmental cash transfers from the Library District, which includes funding from the Library District (\$2,000,000) and pass through donations from The Library Foundation (\$100,000), Friends of the Library (\$200,000), and the Oregon Community Foundation (1,500,000). The project will receive an additional estimated \$2.6M in revenue from TriMet and the City of Gresham for the development of the South Civic Hub plaza. The project will carryover \$75,000 in FY 2024 revenue from TriMet for required sewer line improvements, which began in spring of 2024.

Significant Program Changes

Last Year this program was: FY 2024: 78228G Library Capital Bond Construction: East County Library

Additional funds are added to the East County Library (ECL) project in FY 2025 to support the project's mission to deliver a flagship level library and amenities while maintaining adequate contingency reserves as the project moves into construction. Funding includes \$4.7M in unspent funds from the Operations Center project, \$750,000 from prior year interest earnings, \$1.0M in bond premium reserve funds, and \$3.8M in cash transfers. In FY 2024, the Library Capital Bond program signed an Intergovernmental Agreement with TriMet and the City of Gresham to formalize a partnership to develop the South Civic Hub plaza outside of the new ECL building. Work will be managed by the General Contractor for the ECL project and costs will be shared between the three entities. \$2.6M in revenue from TriMet and the City of Gresham is added in FY 2025. The project expects to contribute \$725,000 from existing funds.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs:
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 12,000 square foot addition for a total building size of 15,000 square feet. Project decisions considerations include Library values and goals as outlined in the strategic plan, equity for staff and community members, environmental sustainability, operational efficiency, and fiscal responsibility.

Program Description

This multi-year project started community engagement and design in FY 2024. Construction is expected to start in early FY 2025. The project has a minimum goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 25% over the life of the project.

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

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

Community outreach and engagement will utilize diverse approaches through in-person community meetings with translation and interpretation services and additional asynchronous avenues for engagement. The building design will receive input from Community Design Advocates (CDAs), paid community members who will provide two-way feedback between their communities 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Complete design development and construction documents for the Belmont Library project	N/A	75%	100%	100%
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	0	0	1
Outcome	Percent of construction successfully completed	N/A	N/A	N/A	50%

Performance Measures Descriptions

- PM1 - Percent complete of design development and construction documents for the Belmont Library project
- PM2 - Have an executed GMP amendment for the Belmont Library Project
- PM3 - Percent of project planned for completion during a fiscal year that is completed in that fiscal year

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2025.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$286,529	\$0	\$384,433
Contractual Services	\$0	\$25,084,284	\$0	\$24,310,345
Materials & Supplies	\$0	\$2,294	\$0	\$484,610
Internal Services	\$0	\$28,720	\$0	\$130,643
Total GF/non-GF	\$0	\$25,401,827	\$0	\$25,310,031
Program Total:	\$25,401,827		\$25,310,031	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$5,500
Beginning Working Capital	\$0	\$25,401,827	\$0	\$25,304,531
Total Revenue	\$0	\$25,401,827	\$0	\$25,310,031

Explanation of Revenues

Revenue 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 is funded by beginning working capital carryover from FY 2024, which includes a transfer of \$1,770,000 in bond premium reserve funds (78228A) and \$6,595 from other reserve funds (78228A). The project anticipates \$5,500 in credits from Energy Trust of Oregon in FY 2025.

Significant Program Changes

Last Year this program was: FY 2024: 78228H Library Capital Bond Construction: Belmont Library

In FY 2025, \$1,770,000 in bond premium reserve funding and \$6,595 in other bond reserve funding is added to ensure the project can be completed to the recommended scope.

Program #782281 - Library Capital Bond Construction: Northwest Library FY 2025 Adopted

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs:
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 decisions considerations include Library values and goals as outlined in the strategic plan, equity for staff and community members, environmental sustainability, operational efficiency, and fiscal responsibility.

Program Description

This multi-year project started community engagement and design in FY 2024. 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 goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 25% 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.

Community outreach and engagement will utilize diverse approaches through in-person community meetings with translation and interpretation services, focus groups with key communities and additional asynchronous avenues for engagement.

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

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Complete design development and construction documents for the Northwest Library project	N/A	75%	100%	100%
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	0	0	1
Outcome	Percent of construction successfully completed	N/A	N/A	N/A	90%

Performance Measures Descriptions

- PM1 - Percent complete of design development and construction documents for the Northwest Library project
- PM2 - Have an executed GMP amendment for the NW Library Project
- PM3 - Percent of project planned for completion during a fiscal year that is completed in that fiscal year

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2025.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$163,328	\$0	\$306,363
Contractual Services	\$0	\$10,152,490	\$0	\$9,280,736
Materials & Supplies	\$0	\$1,629	\$0	\$2,165,277
Internal Services	\$0	\$20,407	\$0	\$81,773
Capital Outlay	\$0	\$0	\$0	\$267,956
Total GF/non-GF	\$0	\$10,337,854	\$0	\$12,102,105
Program Total:	\$10,337,854		\$12,102,105	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$11,000
Beginning Working Capital	\$0	\$10,337,854	\$0	\$12,091,105
Total Revenue	\$0	\$10,337,854	\$0	\$12,102,105

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 is funded by beginning working capital carryover from FY 2024, which includes a transfer of \$1,000,000 from bond premium reserve funds (78228A) and \$56,712 from other reserve funds (78228A). The project anticipates \$11,000 in credits from Energy Trust of Oregon in FY 2025.

Significant Program Changes

Last Year this program was: FY 2024: 78228I Library Capital Bond Construction: Northwest Library

During FY 2024, \$1,775,000 in working capital from portfolio reserves and interest earnings was transferred to the project to support a mechanical heat pump system, LEED silver pursuit and a revised building layout to include all user restroom facilities and a reorientation of the building entrance to the north.

In FY 2025, \$1,000,000 in bond premium reserve funding is added to support seismic upgrades. \$56,712 is added to right size the 2% allocation to the Regional Arts and Culture Council (RACC).

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

Program Offer Type: Capital **Program Offer Stage:** Adopted

Related Programs:

Program Characteristics:

Executive Summary

The St. Johns Library project renovates the roughly 5,100 square feet of existing library and adds approximately 2,900 square feet on the existing site. Project decisions considerations include Library values and goals as outlined in the strategic plan, equity for staff and community members, environmental sustainability, operational efficiency, and fiscal responsibility.

Program Description

This multi-year project started community engagement and design in FY 2024. Construction is expected to start in early FY 2025. The project has a minimum goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 25% 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.

Community outreach and engagement will utilize diverse approaches through in-person community meetings with translation and interpretation services and additional asynchronous avenues for engagement. The building design will receive input from Community Design Advocates (CDAs), paid community members who will provide two-way feedback between their communities 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Complete design development and construction documents for the St. Johns Library project	N/A	75%	100%	100%
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	0	0	1
Outcome	Percent of construction successfully completed	N/A	N/A	N/A	50%

Performance Measures Descriptions

PM1 - Percent complete of design development and construction documents for the St Johns Library project

PM2 - Have an executed GMP amendment for the St. Johns Library Project

PM3 - Percent of project planned for completion during a fiscal year that is completed in that fiscal year

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2025.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$113,369	\$0	\$172,039
Contractual Services	\$0	\$7,863,809	\$0	\$10,981,512
Materials & Supplies	\$0	\$755	\$0	\$151,517
Internal Services	\$0	\$9,445	\$0	\$50,077
Total GF/non-GF	\$0	\$7,987,378	\$0	\$11,355,145
Program Total:	\$7,987,378		\$11,355,145	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$9,000
Beginning Working Capital	\$0	\$7,987,378	\$0	\$11,346,145
Total Revenue	\$0	\$7,987,378	\$0	\$11,355,145

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 is funded by beginning working capital carryover from FY 2024, which includes a transfer of \$750,000 from unspent funds from the Operations Center project (78228B), \$680,000 in interest earnings (78228A), \$1.0M in bond premium reserve funds (78228A) and \$232,454 from other reserve funds (78228A). The project anticipates \$9,000 in credits from Energy Trust of Oregon in FY 2025.

Significant Program Changes

Last Year this program was: FY 2024: 78228J Library Capital Bond Construction: St. Johns Library

During FY 2024, \$1,650,000 in working capital from portfolio interest earnings was transferred to the project to support seismic resilience. In FY 2025, \$1,000,000 in bond premium reserve funding and \$750,000 in unspent funds from the Operations Center project are added to ensure the project can be completed to the recommended scope and without reductions in square footage. \$680,000 in interest earnings and \$232,454 from additional reserve funds are added to right size the 2% allocation to the Regional Arts and Culture Council (RACC) and to accommodate the required site and right of way improvements, soft cost alignment, and interior acoustical baffles and historic preservation betterments, appropriate for the size and scale of this project.

Program #78233A - Justice Center Electrical System Upgrade - Bus Duct Replacement Phase 1 FY 2025 Adopted

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs: 78210A
Program Characteristics:

Executive Summary

The Justice Center Critical Electrical System Upgrade Bus Duct Replacement - Phase 1 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 was estimated to be \$25.5 million in fall 2023, with the costs split approximately 59% by the County and 41% by the City of Portland.

Program Description

The Justice Center requires critical upgrades in its electrical systems. They are in poor condition, include sections that cannot be maintained, and 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. This poses a high health and safety risk for those using the building's services and spaces, including community members and County staff. Project costs will be shared with the City of Portland with approximately 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 be in negotiations with the bidding contractor, initiating steps for 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. This will also include elevator hoist way for working platform and conversion to a raceway for the vertical electrical backbone. The goal of Phase 1 in FY 2025 is to actually execute the construction contract, moving the project to Phase 2.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Completed contract negotiations	N/A	N/A	100%	100%
Outcome	Submit for permit	N/A	0%	50%	100%

Performance Measures Descriptions

- PM-1: Complete contract negotiations with contractor
- PM-2: Submit construction documents to the City for approval to obtain a construction permit.

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	2024	2024	2025	2025
Contractual Services	\$0	\$4,400,000	\$0	\$4,199,169
Total GF/non-GF	\$0	\$4,400,000	\$0	\$4,199,169
Program Total:	\$4,400,000		\$4,199,169	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,280,000	\$0	\$0
Financing Sources	\$0	\$1,510,000	\$0	\$0
Beginning Working Capital	\$0	\$1,610,000	\$0	\$2,887,719
Service Charges	\$0	\$0	\$0	\$1,311,450
Total Revenue	\$0	\$4,400,000	\$0	\$4,199,169

Explanation of Revenues

This program offer is funded with one-time-only General Fund cash transfer of \$2.9M to fund 2518 Justice Center Capital Fund and City of Portland reimbursement \$1.2M.

Significant Program Changes

Last Year this program was: FY 2024: 78233B Justice Center Electrical System Upgrade - Bus Duct Replacement Phase

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

Program Offer Type: Capital **Program Offer Stage:** Adopted

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

Executive Summary

The Justice Center Critical Electrical System Upgrade Bus Duct Replacement - Phase 2 program offer is to execute a construction contract to replace the electrical Bus Duct System, begin the submittal process, and initiate onsite mobilization. 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 \$25.5 million, with the costs split approximately 59% by the County and 41% by the City of Portland.

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 are 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 2025, the County intends to execute a contract with a contractor in order to begin the design submittal process. 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. This will also include elevator hoist way for working platform and conversion to a raceway for the vertical electrical backbone.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Execute a contract with a contractor	N/A	N/A	N/A	100%
Outcome	Complete submittal process, obtain permit	N/A	N/A	N/A	100%

Performance Measures Descriptions

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

PM-2: Complete submittal process, obtain permit in order to move the project forward.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$0	\$0	\$6,500,000
Total GF/non-GF	\$0	\$0	\$0	\$6,500,000
Program Total:	\$0		\$6,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$3,812,900
Service Charges	\$0	\$0	\$0	\$2,687,100
Total Revenue	\$0	\$0	\$0	\$6,500,000

Explanation of Revenues

This program offer is funded with one-time-only General Fund cash transfer of \$3.8M to fund 2518 Justice Center Capital Fund and City of Portland reimbursement \$2.7M.

Significant Program Changes

Last Year this program was:

Legal / Contractual Obligation

Contractual obligation for design and consulting.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$485,000	\$0	\$3,045,000
Cash Transfers	\$0	\$0	\$0	\$425,000
Unappropriated & Contingency	\$0	\$0	\$0	\$490,421
Total GF/non-GF	\$0	\$485,000	\$0	\$3,960,421
Program Total:	\$485,000		\$3,960,421	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$3,535,421
Beginning Working Capital	\$0	\$485,000	\$0	\$425,000
Total Revenue	\$0	\$485,000	\$0	\$3,960,421

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 Multnomah County Animal Services 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 2025, \$425,000 working capital carryover from FY 2024 and \$3.1M remaining proceeds transferred in from the General Fund.

Significant Program Changes

Last Year this program was: FY 2024: 78234 New Animal Services Facility

\$3.1M remaining proceeds from the sale of the Edgefield North property transferred in from the General Fund.

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs: 7810A
Program Characteristics:

Executive Summary

This program offer provides funding to continue the exploration and analysis of property development and renovation options for the Walnut Park property. This aligns with County values to provide welcoming, safe and accessible spaces for its employees and those we serve.

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 in 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. In September of 2023, development options were completed. Currently, further assessment is underway to provide a cost evaluation comparison for the major renovation of the current structure versus a complete replacement. This program offer provides funding for consulting services to continue to assess options, and the associated project management costs.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Complete assessment of the redevelopment of the current structure	N/A	N/A	80%	100%
Outcome	Determine next steps for Walnut Park development	0%	100%	10%	100%

Performance Measures Descriptions

PM-1 - Complete assessment of the redevelopment of the current structure. This is a new measure.
 PM-2 - Determine next steps for Walnut Park redevelopment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$140,000	\$0	\$100,000
Total GF/non-GF	\$0	\$140,000	\$0	\$100,000
Program Total:	\$140,000		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$140,000	\$0	\$100,000
Total Revenue	\$0	\$140,000	\$0	\$100,000

Explanation of Revenues

This funding originated as a one-time-only General Fund cash transfer to fund 2507 Capital Improvement Fund.

Significant Program Changes

Last Year this program was: FY 2024: 78235 Walnut Park Redevelopment Planning

Program #78237 - Rockwood Community Health Center

FY 2025 Adopted

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs: 78210A
Program Characteristics: One-Time-Only Request

Executive Summary

The Rockwood Community Health Center provides a key access point for comprehensive primary care, dental, and pharmacy services to the Rockwood community, which represents a culturally and linguistically diverse population, with more than 64% of patients identifying as a Black, Indigenous, and/or Person of Color. The goal of this program offer is to provide building improvements and repairs identified as a priorities to assure that the space continues to provide the highest quality experience for patients.

Program Description

The Rockwood community represents a culturally and linguistically diverse population, and more than 64% of patients of the Rockwood Community Health Center identify as a Black, Indigenous, and/or Person of Color. Since purchasing the property in FY 2023, Facilities and Property Management (FPM) and the Health Department have been planning a major renovation of the facility to make it more welcoming and safe, and to improve building systems. The Board of County Commissioners approved proceeding with the project, and construction is expected to start in FY 2025 and complete in FY 2026. Improvements include:

1. Replacement of the roof and rooftop HVAC units, the addition of emergency lighting and replacement and addition of cameras.
2. Upgrades to the main entry, waiting area and reception area for security and energy efficiency purposes and to make the facility more welcoming.
3. Significant HVAC, electrical and plumbing system upgrades.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Develop a phased design and specification	N/A	100%	75%	100%
Outcome	Complete design documents, submit for permit and execute a contract to order products	N/A	100%	50%	100%

Performance Measures Descriptions

- PM-1 Develop a phased design and specification
 PM-2 Develop design documents with costs estimates that address the level 1-3 priorities for procurement

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	2024	2024	2025	2025
Contractual Services	\$0	\$3,572,285	\$0	\$6,230,000
Total GF/non-GF	\$0	\$3,572,285	\$0	\$6,230,000
Program Total:	\$3,572,285		\$6,230,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$3,572,285	\$0	\$1,970,000
Beginning Working Capital	\$0	\$0	\$0	\$4,260,000
Total Revenue	\$0	\$3,572,285	\$0	\$6,230,000

Explanation of Revenues

This funding is carryover of a one-time-only General Fund cash transfer to fund 2507 Capital Improvement Fund.

Significant Program Changes

Last Year this program was: FY 2024: 78237 Rockwood Community Health Center - Priority 1

In addition to the \$3.6M OTO funds in this program in FY 2024, the project has \$0.9M working capital in program offer 78205 Facilities Capital Improvement Fund Program carryover from FY 2023 to FY 2024.

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Capital **Program Offer Stage:** Adopted

Related Programs:

Program Characteristics: New Request, One-Time-Only Request

Executive Summary

The Hansen Building was built in 1956 as a County health clinic and was later used by the Multnomah County Sheriff's Office (MCSO). Due to infrastructural needs, seismic liability, inefficient layout, and security challenges, it is no longer in service and sits unoccupied. This program is for the efficient, economical and environmentally-friendly deconstruction and remediation of six building structures commonly referred to as the Hansen Complex, located on the corner of NE Glisan Street and NE 122nd Avenue.

Program Description

The Hansen Building and its surrounding property was declared surplus in November of 2004 by Resolution No. 04-169, approved by the Board of County Commissioners. This project would remediate and deconstruct the Hansen Building and five auxiliary buildings, and will prevent potential public safety issues. The deconstruction will create a safer environment and less of an eyesore in the community in alignment with the County's values of providing safe and welcoming environments. The project will use efficient, economical, and environmentally-friendly methods of demolition, as well as continue to assess future options for the site.

Initial abatement cost estimates were funded from Facilities & Property Management (FPM)'s operating fund. Continued funding for this project will be from one-time-only funds supplied to the Facilities Capital Improvement fund, as approved by the Board of County Commissioners, and will eliminate all ongoing maintenance costs for the complex, create potential redevelopment options for the County, or revenue as a high market value property for sale. Redevelopment opportunities for this property will be evaluated and discussed in the context of other major capital projects that the County could pursue, so that the prioritization direction is clear to understand financial tradeoffs of opportunities for other investments.

During FY 2025, a contracted design firm will design and plan the deconstruction and remediation of the buildings and property. Regulatory and permitting requirements will be factored into the design and subsequent project plan.

The full project is estimated to be two years in duration. The total estimated cost of this two year project is \$5.0 million. A funding request will be submitted in FY 2026 to complete the actual demolition of the buildings on the property.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Complete design estimate and obtain permit	N/A	N/A	N/A	100%
Output	Project plan for full property demolition	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM-1 Design estimate will inform the project requirements
 PM-2 Defined project plan demonstrates commitment to improve the County's asset

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$0	\$0	\$150,000
Total GF/non-GF	\$0	\$0	\$0	\$150,000
Program Total:	\$0		\$150,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$150,000
Total Revenue	\$0	\$0	\$0	\$150,000

Explanation of Revenues

This funding is a one-time-only General Fund cash transfer to fund 2507 Capital Improvement Fund.

An additional \$550K is earmarked in General Fund contingency for this project.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs: 78210A
Program Characteristics:

Executive Summary

The purpose of the Joint Office of Homeless Services (JOHS) Capital Fund (2519) is to transparently track the amount of money being spent for the JOHS Capital Program. Decisions about how to use these funds are made in partnership between Facilities and Property Management (FPM) and JOHS, and are informed by the needs of the community's homeless population. The goal of this fund is to provide greater financial reporting transparency.

Program Description

The purpose of the Joint Office of Homeless Services (JOHS) Capital Program is to track capital work expenditures for JOHS facilities projects that are not covered in FPM's 5 year Capital Improvement Funds through the JOHS Capital Fund (2519). The program ensures project planning, design and construction is managed collaboratively among FPM, JOHS and shelter operators. The goal of this program offer is to ensure that the JOHS facilities projects match current organizational priorities that include County design standards and accessibility goals. Design elements include the creation of warm, welcoming, trauma informed spaces for the public and employees alike.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	N/A	100%	70%	100%
Outcome	Percentage of beds returned to service for maximum capacity	N/A	100%	70%	100%

Performance Measures Descriptions

- PM #1 - Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.
- PM #2 - Percentage of beds returned to service for maximum capacity after completion of renovations

Legal / Contractual Obligation

Projects 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	2024	2024	2025	2025
Contractual Services	\$0	\$9,061,812	\$0	\$24,299,890
Internal Services	\$0	\$68,188	\$0	\$0
Unappropriated & Contingency	\$0	\$145,000	\$0	\$0
Total GF/non-GF	\$0	\$9,275,000	\$0	\$24,299,890
Program Total:	\$9,275,000		\$24,299,890	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,666,279
Financing Sources	\$0	\$975,000	\$0	\$17,500,000
Beginning Working Capital	\$0	\$8,300,000	\$0	\$5,133,611
Total Revenue	\$0	\$9,275,000	\$0	\$24,299,890

Explanation of Revenues

\$1.4 million working capital carryover from FY 2024 for the Arbor Lodge Shelter Renovation Project
\$0.7 million working capital carryover from FY 2024 for the Willamette Shelter Electrical Project
\$0.5 million working capital carryover from FY 2024 for the North Portland Day Center Project
\$0.2 million working capital carryover from FY 2024 for the Cook Plaza Project
\$2.3 million working capital carryover from FY 2024 for the Montavilla The Light Community Project
\$1.7 million Federal earmark for the Cook Plaza Project
\$17.5 million from General Fund for all other JOHS projects

Significant Program Changes

Last Year this program was: FY 2024: 78243 Joint Office of Homeless Services (JOHS) Capital Program

Arbor Lodge Shelter Renovation Project will substantially complete in late FY 2024. Willamette Shelter Electrical project and North Portland Day Center project started in FY 2024 and will continue through FY 2025. All three projects have working capital carryover from FY 2024 to FY 2025.

Department: County Assets **Program Contact:** Christina Pomrenke
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs: 78210A, 78206A
Program Characteristics: New Request, One-Time-Only Request

Executive Summary

The Juvenile Justice Complex (JJC) is located in NE Portland and supports the youth of Multnomah County through services provided by the Department of Community Justice's (DCJ) Juvenile Services Division (JSD), the Oregon State Courts, and the Multnomah County Sheriff's Office (MCSO). This program offer is to reconfigure the JJC foyer and install new security features to create a safer, more functional environment. Security improvements, as identified by the County's Workplace Security team, would align with the County's mission of promoting a healthy, safe and prosperous space for public and staff use.

Program Description

The current layout and design of the JJC foyer presents safety and security risks to employees and the public. The present configuration lacks visibility, provides no staff protection for an active shooter scenario, has limited ability to lock-down front doors when a threat is identified, and lacks the ability to control the flow of traffic and separate potential threats. Facilities and Property Management (FPM), the Department of Community Justice (DCJ) and Workplace Security are working collaboratively to define these security needs and upgrades. This project will: upgrade and relocate the MCSO security/screening desk, including ballistic paneling and auto-lock doors, upgrade and relocate the customer service desks, install features such as new electronic turnstiles, stainless steel stanchions, security barrier glass panels and a newly furnished waiting area in the lobby. The project furthers equity for County employees and partners working in the building by bridging existing gaps in site security; reorganizes the entrance and exit to be more intuitive and improve signage for visitors; provide more welcoming, accessible, and sensible seating for clients and members of the public; and creates a more accessible, ergonomic workspace for receptionists.

Initial funding for scope development and design estimates was supplied by one-time-only funds set aside for security infrastructure needs in the County's General Fund (78003-24). Continued funding for construction of the project would be from one-time-only funds approved by the Board of County Commissioners in FY 2025 and supplied to the FPM's Facilities Asset Preservation fund. This is a multi-year project. A follow on program offer will be required in FY2026 for funding to complete this project. The estimated total cost of the project is \$2.5 million over two years.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Complete design estimate	N/A	N/A	0.5	1
Outcome	Percentage of construction complete	N/A	N/A	0%	50%

Performance Measures Descriptions

- PM-1 Complete design estimates, submit for permits, begin construction demonstrates commitment to project management processes
- PM-2 Delivering a complete construction project will meet DCJ's programmatic goals

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This funding is a one-time-only General Fund cash transfer to fund 2509 Asset Preservation Fund.

Significant Program Changes

Last Year this program was:

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. The mission and vision guide the development and implementation of the County’s FY 2025 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 services 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 and projects. Access to services, transformation of data into information, and the replacement of obsolete technology are driving factors in our budget.

The IT Division manages more than 11,100 PCs, laptops, and mobile devices, 6,850 phone numbers, 750 servers, 118 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.

\$97.2 million

Information Technology

Total Adopted Budget

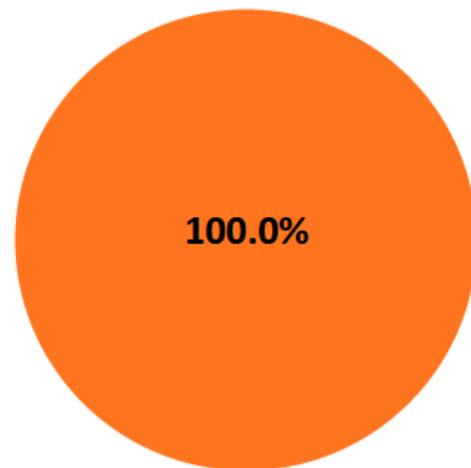
Including cash transfers, contingencies, and unappropriated balances.



189.00 FTE

(full time equivalent)

\$97.2M
Other Funds



Significant Division Changes

The FY 2025 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 continue to fund the Radio System Replacement (78336) modernizing equipment and improving coverage and the Financial Data Mart (78329) which will increase the County’s ability to make data driven decisions. The Public Website and Digital Service Transformation Strategy (78332A/B) lays the groundwork to transform the County’s 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. Network Access Control (78337) will implement a solution to better protect against potential threats with the goal of keeping the County electronic data safe and secure. DCHS Workflow Software (78339) funds the implementation of a workflow management tool. This will ensure tracking of tasks, improve quality of service delivery and productivity. Historical employee data resides on hardware and software that has reached its end of life. Enterprise Resource Planning Historical Data Retention (78340) project will move the data to a sustainable solution that meets data retention requirements.

Preschool for All (PFA)- Preschool Early Learning Technology (78335) project will move into the second phase 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.

Table of Division Programs

The following table shows the programs that make up the division’s budget, including cash transfers, contingencies, and unappropriated balances. The individual programs for this division follow in numerical order.

Prog. #	Program Name	One-Time-Only	General Fund	Other Funds	Total Cost	FTE
Information Technology						
78301A	IT Innovation & Investment Projects		0	2,327,417	2,327,417	0.00
78302	IT Planning, Projects & Portfolio Management		0	2,357,360	2,357,360	9.00
78303	IT Help Desk Services		0	1,387,805	1,387,805	7.75
78304A	IT Telecommunications Services		0	3,469,864	3,469,864	6.00
78305	IT Mobile Device Expense Management		0	3,007,531	3,007,531	1.00
78306	IT Network Services		0	4,734,028	4,734,028	7.00
78307	IT Desktop Services		0	4,050,138	4,050,138	23.50
78308	IT Asset Replacement		0	8,552,249	8,552,249	0.00
78309	IT Portfolio Services: Health, Sheriff's Office, District Attorney, Enterprise		0	2,542,960	2,542,960	8.00

County Assets

FY 2025 Adopted Budget

Prog. #	Program Name	One-Time-Only	General Fund	Other Funds	Total Cost	FTE
78310	IT Software Development and Application Integration		0	3,117,983	3,117,983	13.00
78311	IT Portfolio Services: General Government		0	2,225,059	2,225,059	9.00
78312	IT Data & Reporting Services		0	9,555,285	9,555,285	32.00
78313	IT Enterprise Resource Planning Application Services		0	4,232,217	4,232,217	7.00
78314	IT Enterprise and Web Application Services		0	6,898,559	6,898,559	16.00
78315	IT Portfolio Services: Library		0	770,279	770,279	3.00
78315B	Library Audio Visual (AV) Support Services		0	224,000	224,000	0.00
78316	IT Division Administration		0	9,856,358	9,856,358	6.00
78317	IT Data Center & Technical Services		0	7,928,374	7,928,374	24.75
78327	IT Cybersecurity and Data Compliance Services		0	2,657,465	2,657,465	6.00
78329	Financial Data Mart Phase 2	X	0	661,257	661,257	0.00
78330	CEDARS Replacement	X	0	4,478,780	4,478,780	0.00
78331	IT Portfolio Services: DCHS, DCJ, JOHS, LPSCC		0	2,414,418	2,414,418	8.00
78331B	Homeless Management Information System (HMIS) Staffing	X	0	0	0	2.00
78332A	Public Website and Digital Services Transformation Strategy	X	0	300,000	300,000	0.00
78332B	Public Website and Digital Services Transformation	X	0	1,500,000	1,500,000	0.00
78334	Health - Supplemental Datasets for Analytics and Reporting	X	0	800,000	800,000	0.00
78335	Preschool For All - Preschool Early Learning Technology	X	0	457,169	457,169	0.00
78336	Radio System Replacement	X	0	2,898,679	2,898,679	0.00
78337	Network Access Control	X	0	310,000	310,000	0.00
78338	Joint Office of Homeless Services Datamart Development	X	0	2,000,000	2,000,000	0.00
78339	DCHS Workflow Software	X	0	500,000	500,000	0.00
78340	Enterprise Resource Planning Historical Data Retention	X	0	<u>1,000,000</u>	<u>1,000,000</u>	<u>0.00</u>
	Total Information Technology		\$0	\$97,215,234	\$97,215,234	189.00

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Department: County Assets **Program Contact:** Andy Whaples
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

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

Program Description

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

There is an extensive list of systems to be remediated due to outdated and obsolete technologies. The list is regularly evaluated and re-prioritized, and work is planned in alignment with resource availability within IT and the departments. In FY 2023, the County invested \$2.0 million one-time-only as an initial investment to fund the TIP program in addressing capital reinvestment and lifecycle management. No additional funds are being requested as part of this program offer. The 2023 Fitness Assessment included 12 projects for completion in FY 2024, this work is on track, and another 11 projects identified to be completed in FY 2025. In 2025 a new Fitness Assessment will also be completed. The outcome of this assessment will identify systems in need of lifecycle remediation in future years.

This program aligns with County and DCA Mission, Vision and Values. By upgrading or retiring applications and priority systems in need of replacement the IT Division is being a steward of resources, with a focus on innovation and long-term sustainability. Additionally, many of these applications and systems are used to deliver/track services that positively impact the residents of the County.

Progress on these application and system replacements is posted to the County's intranet, Multco Commons.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of projects monitored per TIP monitoring process.	100%	100%	100%	100%
Outcome	Strategic reports will be shared to Commons website to improve transparency.	12	12	12	12

Performance Measures Descriptions

- P1 - Ensures projects meet deliverables and timelines
- P2 - Demonstrates transparency in project status

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$220,838	\$0	\$229,983
Contractual Services	\$0	\$2,547,215	\$0	\$2,097,434
Materials & Supplies	\$0	\$135,661	\$0	\$0
Total GF/non-GF	\$0	\$2,903,714	\$0	\$2,327,417
Program Total:	\$2,903,714		\$2,327,417	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$2,903,714	\$0	\$2,327,417
Total Revenue	\$0	\$2,903,714	\$0	\$2,327,417

Explanation of Revenues

This funding is carryover of a one-time-only General Fund cash transfer to fund 2508 Information Technology Capital Fund.

Significant Program Changes

Last Year this program was: FY 2024: 78301A IT Innovation & Investment Projects

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 information technology (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 technology project work. Intake for project work is initiated through each department's governing body in collaboration with the DCA IT Portfolio Teams. The PPM program is designed to provide leadership, best practices, support and training for PPM practices in DCA IT. PPM provides project management using consistent, scalable, inclusive processes and tools to match the approach and style to the type of IT project needed. PPM brings diverse people together in building project teams utilizing 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 on time, within budget and scope. After project completion, we perform project retrospectives to continually improve our processes, skills and tools. The PPM program creates an atmosphere of continuous learning to enhance project manager's skills and provide coaching to others. For Portfolio Management, we provide portfolio analysis and data needed for IT management 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. County workers may access the PPM Commons site for project information.

Without the PPM program, there would be a lower level of certainty in technology delivery and adoption. PPM coordination 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.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Maintain ratio of planned to unplanned work for actual time worked	73%	77%	76%	75%
Outcome	Number of strategic reports shared with leaders improving transparency.	29	30	28	30
Outcome	Percent of strategic projects completed on time per project schedules baseline.	57%	75%	71%	75%
Outcome	Incorporate the equity lens to determine if and how projects impact the community or end-users.	50%	100%	60%	70%

Performance Measures Descriptions

- PM #1 - Designed to ensure that project management staff are working on planned projects.
- PM #2 - Designed to ensure that project information is consistently shared. Provides transparency to IT work.
- PM #3 - Designed to measure one element of project success, and help ensure that resources are applied to the most strategic projects.
- PM #4 - Incorporate the equity lens to determine if and how projects impact the community or end-users.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$2,408,387	\$0	\$2,296,993
Contractual Services	\$0	\$107,260	\$0	\$3,715
Materials & Supplies	\$0	\$43,287	\$0	\$56,251
Internal Services	\$0	\$400	\$0	\$401
Total GF/non-GF	\$0	\$2,559,334	\$0	\$2,357,360
Program Total:	\$2,559,334		\$2,357,360	
Program FTE	0.00	10.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,460,934	\$0	\$2,357,360
Beginning Working Capital	\$0	\$98,400	\$0	\$0
Total Revenue	\$0	\$2,559,334	\$0	\$2,357,360

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 2024: 78302 IT Planning, Projects & Portfolio Management

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. This program is funded by internal service rates and aligns with County and DCA Mission, Vision and Values through stewardship of technology resources and supporting the mission of the County.

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 1,900 customer tickets per month. Of those tickets, an average of 60% are resolved at the Help Desk. The remaining 40%, 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of customer tickets processed	22,977	30,000	20,000	30,000
Quality	90% of customers rate the IT Help Desk as a 4 or higher on surveys (5 being the highest score)	96%	90%	95%	90%
Outcome	Percent of calls resolved at the Help Desk without requiring escalation.	60%	60%	60%	60%

Performance Measures Descriptions

PM #1 Output - Tracks the number of tickets created on an annual basis; used for trending and capacity planning.

PM #2 Quality – Measures the satisfaction level and Think Yes alignment.

PM #3 Outcome - A measure of efficiency of the Help Desk and the effectiveness of the knowledge base.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$1,266,337	\$0	\$1,297,075
Contractual Services	\$0	\$72,000	\$0	\$79,920
Materials & Supplies	\$0	\$9,607	\$0	\$10,810
Total GF/non-GF	\$0	\$1,347,944	\$0	\$1,387,805
Program Total:	\$1,347,944		\$1,387,805	
Program FTE	0.00	7.75	0.00	7.75

Program Revenues				
Other / Miscellaneous	\$0	\$1,347,944	\$0	\$1,387,805
Total Revenue	\$0	\$1,347,944	\$0	\$1,387,805

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 2024: 78303 IT Help Desk Services

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 staff. The County maintains an enterprise voice system that processes more than 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 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 Services also manages the acquisition, configuration, and maintenance of video conferencing units at multiple locations as well as the County's video collaboration platform.

County staff and the community depend on the telecommunications services provided by this program offer. It connects people with 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Average time (in hours) to respond to high priority incidents.	1	1	1	1
Outcome	Percent of high priority incidents resolved within 12 hours.	98%	98%	98%	98%
Quality	95% of customers rate the IT Telecom Services as a 4 or higher on surveys (5 being the highest score)	95%	75%	95%	95%

Performance Measures Descriptions

- PM #1 - Measures effectiveness of customer service processes to facilitate quick resolution of high priority incidents
- PM #2 - Ensures high priority incidents are assigned the right resources for resolution
- PM #3 - Designed to measure customer satisfaction and alignment with Think Yes

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$1,426,431	\$0	\$1,489,150
Contractual Services	\$0	\$60,725	\$0	\$363,870
Materials & Supplies	\$0	\$1,679,095	\$0	\$1,604,110
Internal Services	\$0	\$6,266	\$0	\$12,734
Total GF/non-GF	\$0	\$3,172,517	\$0	\$3,469,864
Program Total:	\$3,172,517		\$3,469,864	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,157,615	\$0	\$3,457,094
Service Charges	\$0	\$14,902	\$0	\$12,770
Total Revenue	\$0	\$3,172,517	\$0	\$3,469,864

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 2024: 78304A IT Telecommunications Services

Department: County Assets **Program Contact:** Shireen Khormooji

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

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

The County maintains over 2,800 wireless devices. This group works closely with departments, IT management, IT Support Staff, and IT Security to identify wireless communication needs and set standards for devices and service plans to address these needs. This program coordinates the acquisition of all cellular devices as well as the provisioning of the cellular services for these devices, also known as mobile devices.

Services include:

- Sources and/or negotiates contracts for the services for delivery to internal and external customers;
- Provides resources and services in support of emergency responses by the County, to ensure vital communications are maintained;
- Provides reliable, sustainable services to mobile device users, a primary goal is to continue to improve the per unit costs of the services over the prior year. This includes procurement and delivery of mobile devices and ensuring accuracy of billing, vendor management, text message archiving and customer service management.

The total overall costs include personnel and non-personnel expenses, the costs for the services supporting the Telecommunication Expense Management System, plus the costs for all wireless services usage. All of which are passed through to the departments of the wireless device users on a pro-rata basis.

This offer is critical to the operations of the County. The mobile devices provided are used across all departments to deliver services to staff and the community, and ensure that County operations are running effectively.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percentage of new and replacement mobile device requests processed within 10 days of receiving the request	N/A	N/A	N/A	99%
Quality	90% customers rate the IT Wireless Team as a 4 or higher on customer satisfaction surveys (5 being the high	N/A	N/A	N/A	90%

Performance Measures Descriptions

PM #1 - Measures ability to process requests through fulfillment and deployment so that staff get the device they need timely

PM #2 - Designed to measure customer satisfaction and alignment with Think Yes

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$157,432	\$0	\$168,790
Contractual Services	\$0	\$2,076,896	\$0	\$2,400,287
Materials & Supplies	\$0	\$227,448	\$0	\$197,880
Unappropriated & Contingency	\$0	\$0	\$0	\$240,574
Total GF/non-GF	\$0	\$2,461,776	\$0	\$3,007,531
Program Total:	\$2,461,776		\$3,007,531	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,237,996	\$0	\$2,502,998
Beginning Working Capital	\$0	\$223,780	\$0	\$504,533
Total Revenue	\$0	\$2,461,776	\$0	\$3,007,531

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 2024: 78305 IT Mobile Device Expense Management

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, Colorado. 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. By effectively managing County network services the IT Division is being a steward of resources, with a focus on innovation and long-term sustainability. Network services allow all other IT services, telecommunications and systems to function. This enables County staff to deliver services that impact the residents of the County. This program is funded by internal service rates and aligns with County and DCA Mission, Vision and Values.

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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	County WAN sites network availability 24 x 7, excluding scheduled maintenance.	99.9%	99.9%	99.9%	99.9%
Outcome	75% of customers rate the IT Network Services as a 4 or higher on surveys (5 being the highest score)	95%	75%	75%	75%

Performance Measures Descriptions

PM#1 Network connectivity ensures access to County data and systems. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.
 PM#2 Measures the satisfaction level and Think Yes alignment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$1,452,355	\$0	\$1,677,354
Contractual Services	\$0	\$133,000	\$0	\$341,000
Materials & Supplies	\$0	\$3,196,115	\$0	\$2,714,672
Internal Services	\$0	\$1,000	\$0	\$1,002
Total GF/non-GF	\$0	\$4,782,470	\$0	\$4,734,028
Program Total:	\$4,782,470		\$4,734,028	
Program FTE	0.00	6.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,782,470	\$0	\$4,734,028
Total Revenue	\$0	\$4,782,470	\$0	\$4,734,028

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 2024: 78306 IT Network Services

Program FTE increased by 1.00 FTE (Sr Systems Administrator).

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). Computers 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 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.

This program is funded by internal service rates and aligns with County and DCA Mission, Vision and Values. By effectively managing and providing desktop systems IT is being a steward of resources. Many of these desktop services are used by County staff to deliver services to the community.

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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	95%	90%	95%	90%
Outcome	New hire devices installed and functional on employee start date on requests received 5 days prior to start day	96%	95%	97%	95%

Performance Measures Descriptions

PM #1 - Measures the team's staffing capacity to meet the volume of work

PM #2 - Measures the team's ability ensure new staff have the tools they need when they start at the County

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$3,840,606	\$0	\$3,933,226
Contractual Services	\$0	\$174,568	\$0	\$89,576
Materials & Supplies	\$0	\$26,518	\$0	\$27,336
Total GF/non-GF	\$0	\$4,041,692	\$0	\$4,050,138
Program Total:	\$4,041,692		\$4,050,138	
Program FTE	0.00	23.50	0.00	23.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,041,692	\$0	\$4,050,138
Total Revenue	\$0	\$4,041,692	\$0	\$4,050,138

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 2024: 78307 IT Desktop Services

Program #78308 - IT Asset Replacement

FY 2025 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 is funded by internal service rates and 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percentage of personal computer devices replaced according to replacement schedule	95%	80%	70%	70%
Outcome	Asset database quality, accuracy and completeness	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 - Measures the capacity of the team given the volume of work.

PM #2 - 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	2024	2024	2025	2025
Contractual Services	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$5,576,879	\$0	\$4,851,358
Capital Outlay	\$0	\$4,449,242	\$0	\$3,700,891
Total GF/non-GF	\$0	\$10,026,121	\$0	\$8,552,249
Program Total:	\$10,026,121		\$8,552,249	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,794,116	\$0	\$4,705,323
Beginning Working Capital	\$0	\$5,232,005	\$0	\$3,846,926
Total Revenue	\$0	\$10,026,121	\$0	\$8,552,249

Explanation of Revenues

This program is funded by two methods: a 1/12th collection of an annualized budget via internal service rates, meant to fund the life-cycle replacement of countywide IT assets (i.e. PCs/Laptops, Telephones/Systems, etc.) over a multi-year period; carryover of prior-years' collected funds that support this replacement process.

Significant Program Changes

Last Year this program was: FY 2024: 78308 IT Asset Replacement

Our asset refresh program is still recovering from the pandemic's impact. The shift from desktops to laptops during the pandemic has increased the volume of devices that need to be refreshed each year. All laptops deployed in 2020 are due for refresh. We are working on improving the asset replacement program by moving the work out to the larger support team, which allows more people to assist with this work. We are also implementing a system allowing us to reduce build time of each device by leveraging the hardware as we receive it from our vendors.

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:

- Applying IT resources focused on new project requests in accordance with department governance forums including consideration of Workforce Equity Strategic Plan (WESP) and County Core Competencies as guidance.
- Evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests.
- 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.
- Following Department of County Assets (DCA) Think Yes customer service 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Governance forums established within each department to ensure appropriate use of IT resources	N/A	100%	95%	100%
Outcome	Percent of projects and tickets vetted via governance forums aligning technical strategy and equity lens.	N/A	60%	50%	60%

Performance Measures Descriptions

- PM #1 - Governance forums help ensure that IT resources meet the Department's needs and priorities, business strategy, and equity goals.
 PM #2 - Demonstrates transparency in IT's work and commitment to customer priorities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$2,147,113	\$0	\$2,308,960
Contractual Services	\$0	\$500,000	\$0	\$202,000
Materials & Supplies	\$0	\$21,413	\$0	\$32,000
Total GF/non-GF	\$0	\$2,668,526	\$0	\$2,542,960
Program Total:	\$2,668,526		\$2,542,960	
Program FTE	0.00	7.50	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,668,526	\$0	\$2,542,960
Total Revenue	\$0	\$2,668,526	\$0	\$2,542,960

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 2024: 78309 IT Portfolio Services: HD, ENT, MCSO, DA

This program reflects a net increase of 0.50 FTE. This is the result of a -0.50 FTE reduction (position 746048, Sr Business Systems Analyst), and a +1.00 FTE addition (new position, Business Systems Analyst).

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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percentage of newly developed applications meeting Web Content Accessibility Guidelines 2.1 AA accessibility	N/A	100%	100%	100%
Outcome	Modernize our build and deployment infrastructure by migrating to Microsoft DevOps	50%	95%	75%	95%

Performance Measures Descriptions

PM #1 - Demonstrates commitment to equity through developing software usable by everyone.

PM #2 - Demonstrates commitment to improved processes, cost savings, and efficiency.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$2,847,410	\$0	\$3,060,077
Materials & Supplies	\$0	\$66,733	\$0	\$57,906
Total GF/non-GF	\$0	\$2,914,143	\$0	\$3,117,983
Program Total:	\$2,914,143		\$3,117,983	
Program FTE	0.00	13.00	0.00	13.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,914,143	\$0	\$3,117,983
Total Revenue	\$0	\$2,914,143	\$0	\$3,117,983

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 2024: 78310 IT Software Development and Application Integration

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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Governance forums are established to ensure appropriate use of IT resources	N/A	85%	85%	85%
Outcome	Percentage of hours dedicated to requests that are delivering goals defined by customer governance.	N/A	60%	60%	65%

Performance Measures Descriptions

PM #1 - Governance forums help ensure that IT resources meet the Department's needs and priorities, business strategy, and equity goals.

PM #2 - Demonstrates transparency in IT's work and commitment to customer priorities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$2,052,613	\$0	\$2,137,559
Contractual Services	\$0	\$0	\$0	\$19,327
Materials & Supplies	\$0	\$72,523	\$0	\$68,173
Total GF/non-GF	\$0	\$2,125,136	\$0	\$2,225,059
Program Total:	\$2,125,136		\$2,225,059	
Program FTE	0.00	9.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,125,136	\$0	\$2,225,059
Total Revenue	\$0	\$2,125,136	\$0	\$2,225,059

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 2024: 78311 IT Portfolio Services: DCS, NonD/EM, DCA, DCM,ERP

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. 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 Black, Indigenous, and People of Color (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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percentage of time staff is working on planned projects	N/A	48%	50%	50%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99.9%	99.9%	99.9%	99.9%

Performance Measures Descriptions

PM #1 - Greater percentage of staff time spent on planned projects provides better value to customers.
 PM #2 - Ensures data is available when staff need it.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$7,015,937	\$0	\$7,837,402
Contractual Services	\$0	\$163,964	\$0	\$221,941
Materials & Supplies	\$0	\$1,470,501	\$0	\$1,495,942
Total GF/non-GF	\$0	\$8,650,402	\$0	\$9,555,285
Program Total:	\$8,650,402		\$9,555,285	
Program FTE	0.00	31.00	0.00	32.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,889,731	\$0	\$9,555,285
Total Revenue	\$0	\$8,889,731	\$0	\$9,555,285

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 2024: 78312 IT Data & Reporting Services

Program #78313 - IT Enterprise Resource Planning Application Services FY 2025 Adopted

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 Questica. 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Governance forums are established to ensure appropriate use of IT resources	N/A	80%	100%	100%
Outcome	Percent of hours dedicated to delivering goals and strategies defined by customer governance forums.	N/A	70%	70%	70%

Performance Measures Descriptions

- PM #1 - Governance forums help ensure that IT resources meet the Department's needs and priorities, business strategy, and equity goals.
- PM #2 - Demonstrates transparency in IT's work and commitment to customer priorities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$1,545,866	\$0	\$1,609,881
Materials & Supplies	\$0	\$2,502,169	\$0	\$2,622,336
Total GF/non-GF	\$0	\$4,048,035	\$0	\$4,232,217
Program Total:	\$4,048,035		\$4,232,217	
Program FTE	0.00	7.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,048,035	\$0	\$4,232,217
Total Revenue	\$0	\$4,048,035	\$0	\$4,232,217

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 2024: 78313 IT ERP Application Services

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. A focus has been made on using open source tools 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of employee hours spent on planned projects and direct customer work.	22.2%	28%	26%	28%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99.9%	99%	99.9%	99.9%

Performance Measures Descriptions

PM #1 - Greater percentage of staff time spent on planned projects provides better value to customers.
 PM #2 - Ensures data/systems are available when staff and the public need them.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$3,298,303	\$0	\$3,615,540
Contractual Services	\$0	\$160,000	\$0	\$125,169
Materials & Supplies	\$0	\$2,774,039	\$0	\$3,157,850
Total GF/non-GF	\$0	\$6,232,342	\$0	\$6,898,559
Program Total:	\$6,232,342		\$6,898,559	
Program FTE	0.00	14.00	0.00	16.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,232,342	\$0	\$6,898,559
Total Revenue	\$0	\$6,232,342	\$0	\$6,898,559

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 2024: 78314 IT Enterprise and Web Application Services

This program offer increased their staff by 2.00 FTE: 1.00 FTE Sr Development Analyst supporting Google Administration; 1.00 FTE Sr Development Analyst supporting the Web Team.

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 IT Portfolio Services team works directly with Library Leadership, Library Committees, and a broad range of IT and Library managers to prioritize, plan, coordinate, prototype, and deliver solutions that meet the quickly changing needs of Library patrons and staff. The program coordinates a wide range of IT desktop, network, and telecom operations within IT, including the maintenance and support of existing systems through life-cycle planning, usage reporting, mobile device management, development of library patron accessed systems, onsite installations, and ensuring resource accountability and documentation of solutions. Team tasks include coordinating security and contract reviews, facilitating enterprise IT initiatives with Library stakeholders, reviewing/refining solutions in Library committees, informing Library staff of major changes, and ensuring the Library's accessibility and digital equity goals are met in our service delivery. Our goals are to ensure solutions align with emerging Library needs, the Library's Strategic Plan, and DCA's Strategic Plan, and are continually improved over time.

Operational 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 DCA Strategic Plan as guidance.
- 2) Evaluating existing solutions and identifying opportunities for refinement, consolidation, retirement, replacement, or other means of improving solutions to meet changing Library needs.
- 3) Following Department of County Assets (DCA) Think Yes customer service principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of work tasks and changes to systems performed annually	152	200	250	250
Output	Number of large technology innovations and/or products launched annually outside of the Library Capital Bond Pr	4	7	12	12

Performance Measures Descriptions

PM #1: Demonstrates capacity to meet the Library's ongoing technology support needs

PM #2: Demonstrates capacity to meet the strategic needs of the Library and its patrons through technology innovation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$705,365	\$0	\$725,429
Materials & Supplies	\$0	\$1,648	\$0	\$44,850
Total GF/non-GF	\$0	\$707,013	\$0	\$770,279
Program Total:	\$707,013		\$770,279	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$707,013	\$0	\$770,279
Total Revenue	\$0	\$707,013	\$0	\$770,279

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 2024: 78315 IT Portfolio Services: Library



Program #78315B - Library Audio Visual (AV) Support Services FY 2025 Adopted

Department: County Assets **Program Contact:** Kaleb Smith
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs: 80018
Program Characteristics: New Request

Executive Summary

The need for Audio Visual (AV) support is growing across Multnomah County driven in part by hybrid workforce needs, and the Library Capital Bond Program. The Multnomah County Library (Library) is planning to deploy advanced AV systems to dozens of patron and staff rooms over the next several years. Additionally, the Library will offer a 250 seat auditorium and a video/music production studio that will allow "after-hours" access. Currently, there is no overall ownership of AV support and support is performed ad hoc by the IT Help Desk, Desktop staff and Network team in their spare time. This model is not sustainable and does not meet the needs of the Library.

Program Description

The program goal is to identify dedicated ownership of Library AV in order to meet the needs of its users. This program will provide a dedicated contractor supporting the Library and is funded by the Library. The role will report into the County Department of County Assets (DCA) IT to assist in creating support content, standard practices, and training content which will benefit all County audio/video users.

This program will assist with the design and implementation of new AV systems ensuring alignment to standard hardware and software. When the Library has scheduled events (staff or public) this program will ensure all systems are functional prior to the event and those hosting the event are able to be successful. At times this may even include remaining onsite for the duration of the event.

To ensure AV systems are running properly, routine reviews of systems, applications and hardware will be performed and ensuring they remain patched and updated. This program will work with others in support roles to help with knowledge sharing and insight on issues to help promote AV additional awareness across IT. The program will assist in documenting standards, support processes, and ensuring any changes in AV hardware and/or software is validated and approved prior to deployment. Equity is incorporated throughout all objectives of this service, from development and planning, professional services implementation and training as it aligns with the needs of our customers. The use of publicly available hybrid meeting spaces will provide access to those in our community who may not have internet or computers allowing them to virtually connect with friends, family and others.

This program will be evaluated to determine the best approach toward funding as part of ongoing internal services rates for FY 2026.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Quality	Percent of Library customers rating AV support as a 4 or higher on customer surveys (5 being the highest score)	N/A	N/A	N/A	90%
Outcome	Mean time to repair Library customer AV incident tickets. Excludes incidents associated with warranty/defect return	N/A	N/A	N/A	3 days or less

Performance Measures Descriptions

- PM #1 Measures satisfaction level and Think Yes alignment.
- PM #2 Designed to ensure AV system availability.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$0	\$0	\$224,000
Total GF/non-GF	\$0	\$0	\$0	\$224,000
Program Total:	\$0		\$224,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$224,000
Total Revenue	\$0	\$0	\$0	\$224,000

Explanation of Revenues

This program offer is funded by Library internal service revenues.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Sim Ogle
Program Offer Type: Administration **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, the budget for IT trainers that work in the County's Organizational Learning group in the Department of County Management, and the budget for the County Data Governance Manager.

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 Building 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. This program also addresses the WESP by removing technological barriers for staff. These services are provided through IT funded staff working on the Organizational Change team.

This program also includes the budget for the County's Data Governance Manager. This role addresses countywide strategic needs related to information management and data sharing internally and with residents. The aim of this position is to simplify the way we work, better protect and share government information, and automate repetitive work, so we can focus more time enacting change and less time managing data and starting from scratch.

Finally, this program provides funding for up to four Computer Science interns participating in the PSU/PDX Cooperative Education Program (PCEP) who receive paid training (20 hours a week, for 12 weeks) and learn hands-on from experienced IT staff.

Collectively this program provides direct impact to County staff in the form of equitable training, county-wide computing and application resources from our data centers, data governance internally and for residents, and IT internship opportunities for students in our community.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Outcome	Hire and train a diverse candidate pool of up to four PCEP interns in FY 2025.	4	4	4	4
Output	Group FY 2023 Customer Service Survey by theme, and implement a solution that improves technology training.	N/A	N/A	N/A	1

Performance Measures Descriptions

PM #1 - Measures commitment to equity through providing opportunities to students.

PM #2 - Demonstrates commitment to DCA's Think Yes program and continual customer service improvement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$1,296,065	\$0	\$1,680,145
Contractual Services	\$0	\$130,896	\$0	\$332,601
Materials & Supplies	\$0	\$271,190	\$0	\$262,074
Internal Services	\$0	\$4,958,050	\$0	\$5,450,065
Capital Outlay	\$0	\$2,150,904	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$2,131,473
Total GF/non-GF	\$0	\$8,807,105	\$0	\$9,856,358
Program Total:	\$8,807,105		\$9,856,358	
Program FTE	0.00	5.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,416,872	\$0	\$7,724,885
Beginning Working Capital	\$0	\$2,150,904	\$0	\$2,131,473
Total Revenue	\$0	\$8,567,776	\$0	\$9,856,358

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 2024: 78316 IT Shared Operating Expenses

Adding a new position in FY 2025 (1.00 FTE, Enterprise Architect). Increased contractual services due to the expansion of consulting services with an existing vendor. An increase of 10% in internal services, primarily due to facilities (enhanced security, etc.).

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.

This program is funded by internal service rates and aligns with County and DCA Mission, Vision and Values. By effectively managing County IT systems and services the IT Division is being a steward of resources, with a focus on innovation and long-term sustainability. Many of these systems and services are used by County staff to deliver/track services that positively impact the residents of the County.

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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
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	2024	2024	2025	2025
Personnel	\$0	\$5,288,950	\$0	\$5,512,247
Contractual Services	\$0	\$143,800	\$0	\$536,900
Materials & Supplies	\$0	\$1,833,796	\$0	\$1,874,152
Internal Services	\$0	\$0	\$0	\$5,075
Total GF/non-GF	\$0	\$7,266,546	\$0	\$7,928,374
Program Total:	\$7,266,546		\$7,928,374	
Program FTE	0.00	24.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$7,266,546	\$0	\$7,928,374
Total Revenue	\$0	\$7,266,546	\$0	\$7,928,374

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 2024: 78317 IT Data Center & Technical Services

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 system users by providing security: monitoring, incident response, education/awareness. This includes providing security reviews and approval for hardware and software procurement, installation, upgrades, asset management and proper disposal of all devices. IT Security is responsible to oversee compliance to the Health Insurance Portability and Accountability Act (HIPAA) security rule and is accountable for investigating all reported HIPAA security incidents. The IT Security program is a shared organizational entity available to assist County departments with their data security and compliance needs.

IT Security provides services using consistent, scalable, inclusive processes and tools to match the approach and style to the type of information technology project needed. IT Security brings diverse people together in building project teams using many skills including interpersonal, change and conflict management, user-centered decisions and remediation techniques. 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Average time respond to high priority incidents: 4 hours	80%	80%	80%	80%
Outcome	Percentage of 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 - 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

OR SB619 - Oregon Senate Bill 619

<https://olis.oregonlegislature.gov/liz/2023R1/Downloads/MeasureDocument/SB619/Enrolled>

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$1,372,356	\$0	\$1,434,537
Contractual Services	\$0	\$143,711	\$0	\$120,000
Materials & Supplies	\$0	\$1,429,746	\$0	\$1,102,928
Total GF/non-GF	\$0	\$2,945,813	\$0	\$2,657,465
Program Total:	\$2,945,813		\$2,657,465	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,945,813	\$0	\$2,657,465
Total Revenue	\$0	\$2,945,813	\$0	\$2,657,465

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 2024: 78327 IT Cybersecurity and Data Compliance Services

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

Program Offer Type: Capital **Program Offer Stage:** Adopted

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

Executive Summary

County IT in partnership with the Department of County Management (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 Enterprise Resource Planning 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 and FY 2024.

Program Description

The project establishes a Financial Data Mart (FDM) from which critical information can be mined. The purpose of the project is to enable County departments to make informed funding decisions to meet intended targets and align with Department of County Assets (DCA) and County values around equity and inclusion. In addition the goal of this project is 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 data 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 Established the 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 that began in FY 2024 and continues with this program offer in 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 warehouse, as well as, ongoing maintenance to support system updates and source system changes.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Publish an accessible Multco Site for the Financial Data Mart with a status page to enable project transparency	N/A	1	1	1
Outcome	Finance and Budget Offices are able to produce Budget to Actual reporting from the Financial Data Mart	0%	100%	100%	100%
Outcome	Training & support for Financial Data Mart reporting is rolled out by IT, Finance and Budget Office	0%	100%	100%	100%
Outcome	Prioritized requests compared to requests as defined by the FDM Product Owner & Subject Experts	0%	50%	80%	100%

Performance Measures Descriptions

- PM #1 - A reliable, accessible source of data is available.
- PM #2 - Timely, relevant information is available for Budget to Actuals reporting to facilitate decision making.
- PM #3 - Trained staff are able to access, understand and use the data to produce the reports they need.
- PM #4 - Prioritization of future needs drives IT work and helps ensure the right work is happening

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$1,200,000	\$0	\$661,257
Total GF/non-GF	\$0	\$1,200,000	\$0	\$661,257
Program Total:	\$1,200,000		\$661,257	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,200,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$661,257
Total Revenue	\$0	\$1,200,000	\$0	\$661,257

Explanation of Revenues

This funding is carryover of one-time-only General Fund cash transfer to fund 2508 Information Technology Capital Fund

Significant Program Changes

Last Year this program was: FY 2024: 78329 Financial Data Mart Phase 2

None

Department: County Assets **Program Contact:** Chris Clancy

Program Offer Type: Capital **Program Offer Stage:** Adopted

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

CEDARS is a critical data system for the Health Department. The system is more than 15 years old and struggles to meet the needs of all of the Health Department's divisions. The health clinics, Public Health Program, and administrative programs rely on the data to make data driven decisions to serve underrepresented communities who are impacted by the work that we do. This effort is expected to be multi-year. The project team is analyzing the needs of the key stakeholders and a recommendation about the future technology solution is underway. This program 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 (4-6) 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 (the organization who hosts EPIC) and learning from best practices of other entities using OCHIN EPIC. FY 2025 of this initiative involves concluding the needs analysis and beginning of the 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Requirements will be gathered and agreed upon by stakeholders.	N/A	98%	80%	98%
Outcome	Solutions outlined to meet prioritized requirements	N/A	95%	0%	95%

Performance Measures Descriptions

PM #1 - Requirements are the key input to a new solution. PM #2 - Demonstrates commitment to move the large project forward with a measurable deliverable. Note: The FY 2024 actual to estimate variance is due to severe staffing constraints and leadership changes within the Health Dept. which have paused the effort. IT and Health department leadership will restart this effort in late FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$0	\$0	\$344,627
Contractual Services	\$0	\$4,895,000	\$0	\$4,134,153
Total GF/non-GF	\$0	\$4,895,000	\$0	\$4,478,780
Program Total:	\$4,895,000		\$4,478,780	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$4,895,000	\$0	\$4,478,780
Total Revenue	\$0	\$4,895,000	\$0	\$4,478,780

Explanation of Revenues

This funding is carryover of one-time-only General Fund cash transfer to fund 2508 Information Technology Capital Fund

Significant Program Changes

Last Year this program was: FY 2024: 78330 CEDARS Replacement

Department: County Assets

Program Contact: Daniel Cole

Program Offer Type: Internal Service

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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Governance forums established within each department to ensure appropriate use of IT resources	N/A	100%	100%	100%
Outcome	Percent of projects or requests that deliver goals and strategies defined by leadership and governance groups.	N/A	100%	100%	100%

Performance Measures Descriptions

PM #1 - Governance forums help ensure that IT resources meet the Department's needs and priorities, business strategy, and equity goals.

PM #2 - Demonstrates transparency in IT's work and commitment to customer priorities.

Legal / Contractual Obligation

None

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$1,796,530	\$0	\$1,896,903
Contractual Services	\$0	\$456,200	\$0	\$488,134
Materials & Supplies	\$0	\$10,453	\$0	\$29,381
Total GF/non-GF	\$0	\$2,263,183	\$0	\$2,414,418
Program Total:	\$2,263,183		\$2,414,418	
Program FTE	0.00	8.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,263,183	\$0	\$2,414,418
Total Revenue	\$0	\$2,263,183	\$0	\$2,414,418

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 2024: 78331 IT Portfolio Services: DCHS, DCJ, JOHS, LPSCC

Program #78331B - Homeless Management Information System (HMIS) Staffing FY 2025 Adopted

Department: County Assets **Program Contact:** Daniel Cole
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs: 78331A, 30006D
Program Characteristics: New Request, One-Time-Only Request

Executive Summary

The Department of County Assets (DCA) IT Division is creating two key positions to support the Homeless Management Information System (HMIS). These positions include a Senior Business System Analyst who will serve as the Primary HMIS System Administrator, and the Senior Development Analyst who will support a large datamart project and the on-going needs of the Joint Office of Homeless Services (JOHS) data and reporting team.

Program Description

The Department of County Assets IT Division provides overall support for the HMIS software, infrastructure, and integrated technologies for the Tri-Counties (Multnomah, Clackamas, and Washington). Through contractual agreement between the three counties, Multnomah County IT will staff the Primary System Administrator (Sr. BSA Analyst) position which will ensure overall HMIS system integrity as well as lead projects, changes, system evaluation, security, and governance.

The Senior Development Analyst position will support the long term need to enhance the reporting and analytics infrastructure of the JOHS, which includes extracting data from the HMIS, building supporting databases, and enabling the integration of data with other systems of care such as behavioral and physical health. The JOHS is also implementing a datamart infrastructure for the HMIS that would allow greater analytics and reporting capabilities and this position would support this initiative by providing the technical coding, development, design and support to the cloud infrastructure.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Outcome	Number of new reports, dashboards, or analytics features successfully implemented per quarter.	N/A	N/A	N/A	1 to 5
Quality	Develop HMIS change control processes, procedures and standards across the jurisdictions.	N/A	N/A	N/A	100%

Performance Measures Descriptions

- PM #1 - This measures progress in expanding reporting capabilities.
- PM #2 - This measure ensures changes within the system are coordinated and implemented effectively.

Legal / Contractual Obligation

HMIS Intergovernmental Agreement between Multnomah, Clackamas, and Washington Counties for the Primary System Administrator Position.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$0	\$0
Program Total:	\$0		\$0	
Program FTE	0.00	0.00	0.00	2.00

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

Explanation of Revenues

These positions will reside in DCA and the associated costs will be allocated to JOHS via payroll allocations. The budget for these positions reside in JOHS program offer 30006D.

Significant Program Changes

Last Year this program was:

Department:	County Assets	Program Contact:	'ilima Kennedy
Program Offer Type:	Capital	Program Offer Stage:	Adopted
Related Programs:	10017C		
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 focuses on community and internal stakeholder engagement and supports 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.

This project began in FY 2024 and may carryover into FY 2025 for the completion of the final deliverables. 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.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Digital Transformation Strategy is developed	N/A	100%	50%	100%
Output	A detailed project plan to complete the transformation	N/A	100%	50%	100%

Performance Measures Descriptions

- PM1 - The strategy is the main deliverable for this program.
- PM2 - The plan will outline the scope, resources, design review process, and timeline to implement the strategy.

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	2024	2024	2025	2025
Personnel	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$300,000	\$0	\$300,000
Materials & Supplies	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$300,000	\$0	\$300,000
Program Total:	\$300,000		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This funding is carryover of one-time-only General Fund cash transfer to fund 2508 Information Technology Capital Fund.

Significant Program Changes

Last Year this program was: FY 2024: 78332 Website Digital Service Transformation Strategy

Program #78332B - Public Website and Digital Services Transformation FY 2025 Adopted

Department: County Assets **Program Contact:** Ilima Kennedy
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs: 10017C
Program Characteristics: New Request, One-Time-Only Request

Executive Summary

This program seeks to transform the County’s public website into a welcoming digital space, empowering individuals of all abilities to access and request County services, conduct business, and stay informed about news and program information. Recognizing the increasing reliance on the internet, particularly through mobile devices, this program addresses the barriers that currently hinder individuals from accessing essential County services online. In today’s digital landscape, limited access to online services presents practical challenges and also raises concerns of social justice. By prioritizing accessibility and inclusivity, our digital presence serves as a bridge to connect people with the resources they need, fostering an equitable and digitally inclusive society.

Program Description

The County's public website serves as a vital digital resource, offering direct access to program details, news updates, essential County services, and convenient business transactions. During FY 2024, significant advancements were made to modernize the website's foundational infrastructure, establish digital experience (DX) standards, and develop a comprehensive digital transformation strategy in collaboration with stakeholders. The FY 2025 program implements that strategy by leveraging internal and external partnerships to co-design a user-centric digital experience, developing accessible county services, while prioritizing the needs and voices of the community. The program goal is to foster transparency and build trust in government, ensuring that our digital presence best serves our community’s needs. Key outcomes of this program include:

- A refreshed public county website, transformed and in alignment with our newly developed DX standards.
- Collaboration with users of the public website: external community members and internal business partners and content editors
- Training in best practices for developing usable services and accessible content.
- Addition of language translations to the public website.
- Establishment of a Digital Experience Team that will provide the County with user experience research and digital service design capabilities.

This program team will comprise five limited duration appointment staff to set up and initiate the digital experience practice for the website transformation. New capacity and functional skills include user experience research, digital service design, web design, content quality assurance. This is a two year project. In FY 2026, a follow on program offer will be required to complete the work. The total cost of this two year project is \$3.0 million.

In FY 2027, 3.00 Full Time Equivalent (FTE) will be requested through DCA's operating budget to continue governance and support of these capabilities and services.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of the County's primary public websites meeting Digital Experience Standards	N/A	N/A	N/A	50%
Outcome	Percent increase over baseline in the Usefulness and Usability metrics	N/A	N/A	N/A	50%
Outcome	Percentage of Accessible content published and maintained by County website editors	N/A	N/A	N/A	70%

Performance Measures Descriptions

- #1: Adheres to the digital experience standards and is a model for future County-sponsored digital assets.
- #2: Commitment to lower barriers so that all people can interact with County services in ways that meet their needs.
- #3: Commitment to the content lifecycle, improving accessibility, relevance and usability of the County’s authoritative, published content.

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 were developed as part of the County's Digital Experience Standard which follows industry best practices and aligns with federal law.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$0	\$0	\$1,500,000
Total GF/non-GF	\$0	\$0	\$0	\$1,500,000
Program Total:	\$0		\$1,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,500,000
Total Revenue	\$0	\$0	\$0	\$1,500,000

Explanation of Revenues

This funding is a one-time-only General Fund cash transfer to fund 2508 Information Technology Capital Fund.

Significant Program Changes

Last Year this program was: FY 2024: 78332 Website Digital Service Transformation Strategy

This year's program offer will implement the strategy that was developed as an outcome of the FY 2024 program offer.

Department: County Assets **Program Contact:** Chris Clancy

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

Related Programs:

Program Characteristics: New Request, One-Time-Only Request

Executive Summary

The Health Department (HD) 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. 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. This is a refined continuation of FY 2023: 40108-23 and FY 2024 78334-24.

Program Description

This program offer will add an IT Business Systems Analyst and three Developer positions 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 saving IT time. Data analysis in the Health Department serves as a powerful tool for advancing equity and racial justice. By uncovering hidden patterns and disparities in health outcomes across race and ethnicity, this analysis paints a clear picture of how systemic biases and injustice impacts well-being. This knowledge empowers the department to prioritize resources, target interventions, and advocate for policies that dismantle root causes of inequity. There is a backlog of priority data related projects. These projects were scored and ranked using criteria that cover racial equality, public disease response, access to data, staff efficiencies, client/patient outcomes and fiduciary risk. Examples include:

- Public Health requires automated access to new data sets used to create public dashboards. This work involves preparing multiple sources of data from Oregon Health Authority (OHA), Oregon Public Health Epidemiology User System (ORPHEUS), CareWare, and morbidity and mortality data.
- Integrated Clinical Services (ICS) requires automated access to new datasets to be support their Value Based Care and Shared Accountability Model implementation with Coordinate Care Organizations (CCOs) and OHA. These data sets are separate from what will be covered by the CEDARS Project (78330). The resulting analytics are use to inform clinical, operational e.g. Pharmacy, and financial decisions.
- In support of the Health Department, IT needs to complete SQL Server Upgrades and the ORPHEUS Re-Architecture.

The Department of County Assets will work with the Health Department to evaluate ongoing need for staff resources in IT focused on Health Department data needs.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percentage of Health Department prioritized requests completed within 3 months	N/A	90%	75%	75%
Outcome	Percentage of Project Time on these supplemental datasets for these staff members	50%	55%	55%	55%

Performance Measures Descriptions

- PM 1 - Measures ability to meet project deadlines
- PM 2 - Measures the project team capacity

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$790,062	\$0	\$790,062
Materials & Supplies	\$0	\$9,938	\$0	\$9,938
Total GF/non-GF	\$0	\$800,000	\$0	\$800,000
Program Total:	\$800,000		\$800,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded via internal service billing to the Health Department.

Significant Program Changes

Last Year this program was: FY 2024: 78334 Health - Supplemental Datasets for Analytics and Reporting

Department: County Assets **Program Contact:** Daniel Cole
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs: 25200A/B/C - 25207, 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. Information about the program can be found at <https://www.multco.us/preschool>

These are the high level needs for the 2025 fiscal year:

- Sr. Business System Analyst to manage and implement software and technology
- Minor 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 program aligns with the County's mission, vision and values, and addresses equity related to education services delivered to the community. This position is responsible for the integration of an equity lens in the capture, storage, and analysis of data to ensure the anti-racist values of the Multnomah County are practiced from technology decision making through dissemination. This work will position the Preschool and Early Learning program to better track statistics that empower the program to prioritize resources, target interventions, and advocate for policies that dismantle root causes of inequity in our community.

This offer includes external vendor costs and internal project-based resources to establish the vendor solution. The Bridgecare solution was implemented in spring of 2023, and there will continue to be the need for additional customization and automation.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Implement support queue software that facilitates management of requests for help from the public.	N/A	50%	50%	100%
Output	Implement Preschool Provider management software	N/A	50%	50%	100%

Performance Measures Descriptions

- PM 1 - Expansion of technology to support the program to achieve its outcomes.
 PM 2 - Expansion of technology to support the program to achieve its outcomes.

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	2024	2024	2025	2025
Personnel	\$0	\$225,013	\$0	\$207,169
Contractual Services	\$0	\$100,000	\$0	\$250,000
Materials & Supplies	\$0	\$86,373	\$0	\$0
Total GF/non-GF	\$0	\$411,386	\$0	\$457,169
Program Total:	\$411,386		\$457,169	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$411,386	\$0	\$457,169
Total Revenue	\$0	\$411,386	\$0	\$457,169

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: FY 2024: 78335 Preschool For All - Preschool Early Learning

Department:	County Assets	Program Contact:	Greg Hockert
Program Offer Type:	Capital	Program Offer Stage:	Adopted
Related Programs:	78210A, 78304A		
Program Characteristics:	One-Time-Only Request		

Executive Summary

This program is a project to replace and modernize the County's Very High Frequency (VHF) radio system. The project 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. The purpose is ensure that the County has reliable radio communication systems for daily operations and as backup communications in the event of a disaster.

Program Description

The Radio System Replacement project will replace existing VHF radio system infrastructure and the upgrade of the tower and repeater sites currently located at Council Crest, Willalatin Tank, Rocky Butte and Biddle Butte. This will provide an alternate system to landline and cellular communication systems. It will also improve system coverage by replacing the existing VHF Analog System with a VHF Digital Mobile Radio (DMR) system which will allow management of subscriber devices, increase system capacity, and increase user options. The County uses this radio system for department daily operations and maintains it as backup communications in the event of a disaster. Having reliable backup communication is key in a disaster to ensure we are meeting the County's values of public safety and health.

A formal procurement to hire a radio communications contractor is expected in the summer of 2024 to implement the project. This is a multi-year project that may be completed by the end of FY 2025.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Submit for RFP for radio system services	N/A	N/A	35%	100%
Outcome	New radio system working with new radio subscriber units	N/A	N/A	0%	50%

Performance Measures Descriptions

PM#1 Write and submit for a request for procurement for radio system services to consult and complete the project This is a new measure.

PM#2 New radio system implemented into production, new radio subscriber units able to connect and function for daily and emergency use. This is a new measure.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$1,350,000	\$0	\$2,898,679
Materials & Supplies	\$0	\$1,400,000	\$0	\$0
Total GF/non-GF	\$0	\$2,750,000	\$0	\$2,898,679
Program Total:	\$2,750,000		\$2,898,679	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,400,000	\$0	\$0
Beginning Working Capital	\$0	\$1,350,000	\$0	\$2,898,679
Total Revenue	\$0	\$2,750,000	\$0	\$2,898,679

Explanation of Revenues

This funding is a carryover of a one-time-only General Fund cash transfer to fund 2508 Information Technology Capital Fund.

Significant Program Changes

Last Year this program was: FY 2024: 78304B Radio System Replacement (Phase 1)

Department: County Assets **Program Contact:** Rodney Chin
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics: New Request, One-Time-Only Request

Executive Summary

Network access control (NAC), provides network visibility and access management through policy enforcement on devices and users of county networks. The County network has unmanaged Internet-connected devices which puts us at risk for criminal or unauthorized use. The purpose of this program is to implement a Network Access Control (NAC) solution to better protect against these potential threats with the goal of keeping County electronic data safe and secure.

Program Description

Network security is a foundational component of protecting county electronic data against criminal or unauthorized use. At the County, we provide access to electronic data to employees, partners, and residents. NAC is a system for identifying users and devices that connect to the County network, limiting access to only what is needed, and restricting unauthorized users and devices from gaining access to the County network. While these project dollars are intended to cover hardware, software, and professional services; this project will require many resources from both IT and the business for it to be successful.

Equity is incorporated throughout all objectives of this service, from development and planning, professional services implementation and training as it aligns with the needs of our 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.

Upon completion, this work will require \$100,000 in annual operating expenses.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of network access controls coverage achieved on all managed network switches.	N/A	N/A	N/A	25%
Outcome	Percent of unknown devices that can connect to the County Network within 1 year of site deployment	N/A	N/A	N/A	0%

Performance Measures Descriptions

PM#1 - Demonstrates progress toward achieving 100% of network switches implemented network access controls.
 PM#2 - With zero unauthorized devices and users on deployed switches, the County's network is more secure.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$0	\$0	\$310,000
Total GF/non-GF	\$0	\$0	\$0	\$310,000
Program Total:	\$0		\$310,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$310,000
Total Revenue	\$0	\$0	\$0	\$310,000

Explanation of Revenues

This funding is a one-time-only general fund cash transfer to fund 2508 Information Technology Capital Fund

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Daniel Cole
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs: 30006C
Program Characteristics: New Request, One-Time-Only Request

Executive Summary

The Joint Office of Homeless Services (JOHS), Homeless Management Information System (HMIS) has limited reporting and analytics tools within the current software. This program will implement a new technology platform to move the data from the HMIS and into a new data structure called a datamart. This will enable Multnomah County to integrate data from other parts of the homeless response system such as the health system, coordinated care organizations, criminal justice, and the behavioral health system. Improving the efficiency and effectiveness of data analysis will ultimately lead to more accurate and timely strategic decisions, improved performance measurement, accountability, and transparency.

Program Description

This program will leverage a professional services and consulting firm to implement customized data integration and management solutions with user-centric analytics and reporting tools. The final infrastructure will form the basis for more advanced tools to answer more complex program questions and measurement of outcomes. Currently, data integration across various systems of care is not possible. The data mart will also support data sharing with other jurisdictions such the City of Portland, the State of Oregon, and Metro.

Some of the deliverables of the program are:

- Strategy: Envision and plan the future modern culture of data.
- Architecture: Unlock the data through cloud native technologies.
- Governance: Facilitating strategic data stewardship across groups.
- Storytelling: Deliver insights through effective design and pervasive adoption.

Data analysis in the JOHS is also critical toward advancing equity and racial justice. By uncovering hidden patterns and disparities in outcomes across race and ethnicity, this analysis paints a clear picture of how systemic biases and injustices impact people's well-being. This knowledge isn't just statistics; it empowers the department to prioritize resources, target interventions, and advocate for policies that dismantle root causes of inequity.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	A datamart that includes all planned features and requirements	N/A	N/A	N/A	100%
Outcome	JOHS staff are able to produce reports and dashboards	N/A	N/A	N/A	100%

Performance Measures Descriptions

- P1: Measures project execution effectiveness
- P2: Measures a key outcome of this project

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$0	\$0	\$2,000,000
Total GF/non-GF	\$0	\$0	\$0	\$2,000,000
Program Total:	\$0		\$2,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$2,000,000
Total Revenue	\$0	\$0	\$0	\$2,000,000

Explanation of Revenues

Funded via cash transfer with one-time-only JOHS - Metro Regional Strategy Implementation Fundi (RSIF) funding.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Daniel Cole

Program Offer Type: Capital

Program Offer Stage: Adopted

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

Executive Summary

The Department of County Human Services (DCHS) has a number of divisions that struggle to manage workflow both internally within teams and then with people seeking services in the community. This program would fund the implementation of a workflow management tool that could be used across divisions to track work, assign and follow up on tasks, ensure quality service delivery with the public, and increase staff productivity.

Program Description

DCHS divisions use several tools to help manage workflow, including spreadsheets, shared mailboxes, paper processes, and other smaller software tools for project management. There has not been a comprehensive approach to implementing software that could help to manage workflow across a number of divisions, and to ensure that service delivery matches expectations and goals.

This program would fund the analysis and research to determine the opportunities to streamline operations and to determine the best fit software to meet the needs. Upon completion of analysis and research, Department of County Assets' (DCA) procurement and contracting team would be engaged to facilitate the procurement process to obtain the right solution. Following solution selection, IT will manage the implementation and operationalization of new workflow software in partnership with DCHS subject matter experts.

An equity lens would be applied to the workflow review and implementation of any tool to ensure marginalized communities are not negatively impacted by technology and supporting processes, and to ensure that the delivery of services using technology inclusively leads with race.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	A set of documented requirements necessary to procure workflow management software	N/A	N/A	N/A	100%
Outcome	Procurement process completed	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 - A clear set of requirements will help ensure that the technology solution meets DCHS' needs

PM #2 - Demonstrates progress toward implementing a software solution that will support increased efficiency of staff, provide better service to the public, and better reporting on program objectives in DCHS

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$0	\$0	\$500,000
Total GF/non-GF	\$0	\$0	\$0	\$500,000
Program Total:	\$0		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$500,000
Total Revenue	\$0	\$0	\$0	\$500,000

Explanation of Revenues

This funding is a one-time-only general fund cash transfer to fund 2508 Information Technology Capital Fund

Significant Program Changes

Last Year this program was:

Program #78340 - Enterprise Resource Planning Historical Data Retention FY 2025 Adopted

Department: County Assets **Program Contact:** Tony Chandler
Program Offer Type: Capital **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics: New Request, One-Time-Only Request

Executive Summary

Historical employee data resides on hardware and software that has reached its end of life. This project will move the data to a sustainable solution that meets data retention requirements. This program is expected to be completed over two years.

Program Description

When Multnomah County replaced its core Enterprise Resource Planning (ERP) system, not all historical data was migrated to the new platform. The historical data (prior to end of year 2018) that was not migrated remains in a static instance of the County’s legacy ERP software and hardware platform. To support long term data retention and records availability, this program will transition legacy data to a new database and server platform. The effort to do so will be significant for IT and business partners in the Department of County Management primarily Human Resources (HR) and Finance. The project analysis is underway and full cost estimates will need to be refined as the final technical solution is determined. This project is designed to identify solutions that meet the functional and retention requirements.

This program will perform analysis, develop mitigation options, and execute on a plan to move historical ERP data to a solution that allows for access to the data, meets data retention requirements and provides for a long term strategy to meet both of those expectations. From an equity perspective, this offer supports the ongoing availability of data required for historical pay equity management.

The program will strive to make all the required data available via reporting to support internal operational activity, public records requests and overall data retention requirements. Program resources will include teams from Information Technology, internal HR and Finance teams, as well as potential vendor partners.

This project is expected to be complete within two years. A follow on program offer for FY 2026 will be necessary to complete the project. The estimated total cost of this two year project is \$1.5 million and the yearly maintenance cost estimate is \$150,000.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Outcome	Legacy ERP data transitioned from legacy platform to support operational and data retention requirements.	N/A	N/A	0%	50%
Outcome	A sustainable software and hardware platform is set up to host the County's transitioned legacy ERP data.	N/A	N/A	0%	100%

Performance Measures Descriptions

- PM #1 - Required data is both protected and available as required for retention and operational needs
- PM #2 - Software and hardware solution meets standards and is affordable

Legal / Contractual Obligation

Data retention requirements per Executive Rule 301(Retention of Public Records) - in order to meet Department needs based on legal, fiscal, administrative and historical value.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This funding is a one-time-only general fund cash transfer to fund 2508 Information Technology Capital Fund.

Significant Program Changes

Last Year this program was:

Fleet, Records, Distribution and Motor Pool

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

Fleet Services provides and manages the vehicles and related equipment used by Multnomah County agencies to provide direct and indirect services to the community. This includes purchasing, maintaining, repairing, and disposing of vehicles and equipment in a manner that is responsible, safe, cost effective, and the best use of available resources. The goal of the program is to ensure that vehicles are safe for drivers and passengers, are available and have the equipment needed to provide critical services in the community, and support a climate resilient community through the reduction of fossil fuel dependency.

Records Management and Archives supports creation, storage, retrieval, accessibility, protection, preservation, research, destruction, and access to public records dating back to 1849; leads and supports Countywide strategic information initiatives; and advises Countywide on records management concerns. 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 all County entities creating, managing, protecting, and destroying public records do so in a compliant manner that retains their authenticity, integrity, and reliability, in order to document the County’s decision-making, policies, and community involvement.

Distribution Services provides central coordination of a complex and multifaceted system of distribution logistics across 50 County locations. The goal of this program is to provide support for the diverse logistical needs of the County. The program supports the County’s equity initiative by managing the logistical needs of numerous departments that serve community members and vulnerable populations. Serving as the centralized mailing center, Distribution Services moves a variety of items via fixed routes and special deliveries, to include domestic and international mail, County records, interoffice mail, clinical items, vaccines, and recyclables.

\$28.2 million
**Fleet, Records, Distribution
and Motor Pool**

Total Adopted Budget

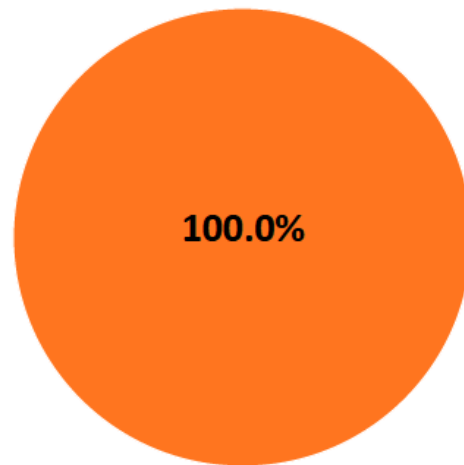
Including cash transfers, contingencies, and unappropriated balances.



27.75 FTE

(full time equivalent)

\$28.2M
Other Funds



The Motor Pool program supplies a shared pool of vehicles and car sharing options, ensuring that employees have accessible, timely, reliable, and safe ways to conduct County business at offsite locations and provide services directly to clients in the community. The program provides important short-term transportation options for staff working at off-site locations, and also supports mechanical breakdowns, billing issues, fleet vendor oversight, and electric vehicle training. The goal of the program is to align resources with department needs, seamlessly supporting County engagement with the community, while continuing to upgrade transportation options to environmentally sustainable vehicles.

Significant Division Changes

The FY 2025 Fleet, Records, Distribution Services, and Records budget is focused on access to services, transformation of data into information, and transparency.

Beginning in FY 2025, the Records Management and Archives Division (78404) replaced historical revenue recovery methodology to reflect actual consumption of services.

Table of Division Programs

The following table shows the programs that make up the division’s budget, including cash transfers, contingencies, and unappropriated balances. The individual programs for this division follow in numerical order.

Prog. #	Program Name	One-Time-Only	General Fund	Other Funds	Total Cost	FTE
Fleet, Records, Distribution Services & Motor Pool						
78400	Fleet Services		0	7,826,459	7,826,459	12.00
78401	Fleet Vehicle Replacement		0	13,935,093	13,935,093	0.00
78402	Motor Pool		0	1,091,132	1,091,132	2.25
78403	Distribution Services		0	2,264,258	2,264,258	6.50
78404	Records Management		0	<u>3,060,653</u>	<u>3,060,653</u>	<u>7.00</u>
Total Fleet, Records, Distribution and Motor Pool			\$0	\$28,177,595	\$28,177,595	27.75

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

Executive Summary

This program provides and manages the vehicles used by Multnomah County programs to provide direct and indirect services to the community. This includes purchasing, maintaining, repairing, and disposing of vehicles in a manner that is responsible, safe, cost effective, and the best use of available resources. The goal of the program is to ensure vehicles are safe for drivers and passengers, are available and have the equipment needed to provide critical services in the community, and support a climate resilient community through the reduction of fossil fuel dependency.

Program Description

Vehicles are a means for County programs to bring health, justice, and public safety services directly to our most vulnerable populations. Bringing services directly to those who need them preserves dignity, promotes equal opportunity, and engages more people in their community. Communities are healthier, safer, and more resilient when the County can bring resources and opportunities directly to them.

Fleet collaborates with County programs to ensure they purchase and maintain the vehicles and resources they need to serve the community. By centralizing these services, Fleet removes the burden of asset lifecycle management from County service providers, maximizing their time to work in the field. This also ensures that vehicles are purchased in line with County policies, sustainability goals, industry best practices, regulatory requirements, safety goals, and broader climate action plans. Fleet provides vehicle maintenance services at the Yeon Shop facility and at City of Portland Fleet sites.

Typical 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.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of billable hours	75%	70%	64%	70%
Outcome	Percent of vehicles out of service less than 48 hours	47%	50%	47%	50%

Performance Measures Descriptions

PM #1 - Measure of Fleet Technician time spent directly repairing and maintaining equipment. 70% is the industry standard, and is used as an indicator of overall operational efficiency.

PM #2 - The percentage of vehicles and equipment returned to programs in 48 hours or less. This measure is influenced by internal operational efficiency as well as external factors such as supply chain and vendor availability.

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	2024	2024	2025	2025
Personnel	\$0	\$1,689,142	\$0	\$1,814,297
Contractual Services	\$0	\$49,178	\$0	\$106,667
Materials & Supplies	\$0	\$2,344,054	\$0	\$2,373,811
Internal Services	\$0	\$1,745,413	\$0	\$2,018,645
Capital Outlay	\$0	\$967,159	\$0	\$480,000
Cash Transfers	\$0	\$54,870	\$0	\$341,509
Unappropriated & Contingency	\$0	\$0	\$0	\$691,530
Total GF/non-GF	\$0	\$6,849,816	\$0	\$7,826,459
Program Total:	\$6,849,816		\$7,826,459	
Program FTE	0.00	12.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,065,896	\$0	\$6,696,244
Beginning Working Capital	\$0	\$680,252	\$0	\$1,033,039
Service Charges	\$0	\$103,668	\$0	\$97,176
Total Revenue	\$0	\$6,849,816	\$0	\$7,826,459

Explanation of Revenues

The program is primarily funded by internal service charges.

\$126,000 grant G78 0570 01 E-MOB is funded by the Pacific Power Oregon Mobility Grant. The proceeds of which will be provided to the County once the library purchases and deploys the electric box truck.

Significant Program Changes

Last Year this program was: FY 2024: 78400 Fleet Services

This program offer includes a grant from Pacific Power that will be used to purchase an electric box truck for the Library department. FY 2024 budget modification BudMod-DCA-02-24 Pacific Power E-Mobility Grant has the details. The proceeds will be delayed in FY 2024 due to procurement.

Department: County Assets

Program Contact: Lauren Kelly

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 County-owned vehicles and equipment. The goal of the program is to support County programs by supplying vehicle and equipment options that support their core missions, while also supporting County sustainability goals and community climate action plans.

Program Description

Fleet's Vehicle Replacement program goal is to be good stewards of public resources and support County programs' fleet purchasing needs in a timely and equitable manner. Vehicles that are not replaced in a timely manner negatively impact our community through higher emissions output and costly repairs. Older vehicles lack standard safety features, endangering drivers, passengers, and the public. Fleet provides the following services to achieve this 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;
- Reviews the following elements when considering a new or replacement vehicle: 1) Vehicle use (miles driven/time of operation); 2) Program operational needs; 3) Emission footprint; 4) Current working condition of vehicle; 5) Vehicle downtime and predicted future repair costs; 6) Safety; 7) Climate Action Plan requirements;
- Identification of opportunities for electric, hybrid, and alternative fuels vehicles when purchasing.

Fleet proactively reaches out to County programs to review current and upcoming needs and how their vehicles support those needs in the community. Through ongoing collaboration, they determine what will be the most prudent and effective purchase to replace aging vehicles and equipment and continue to provide critical services without interruption. Fleet provides details that help decision makers and budget managers understand the full impact of a vehicle purchase and total cost of ownership. Examples of these details include usage statistics, emissions reduction targets, supply chain impacts, manufacturer trends, and vehicle availability. Fleet carefully listens to each program's needs and proposes vehicle solutions, and recommends alternative solutions such as the use of Motor Pool vehicles, contracted partnerships, or the reduction of fleet size, when appropriate.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of vehicles and equipment replaced within two (2) years of their planned retirement date.	30%	30%	27%	30%
Outcome	Percent of vehicles deployed with carbon emission reductions	13%	10%	20%	10%

Performance Measures Descriptions

PM #1 - Addresses stewardship and asset management capabilities. Manufacturers continue to employ pandemic-era ordering limitations, making replacement less predictable.

PM #2 - Improved air quality due decreased carbon emissions through change in model, or change in fuel type from traditional fossil fuels (i.e. gas) to alternative fuels (i.e. hybrid, EV).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Capital Outlay	\$0	\$11,508,887	\$0	\$13,935,093
Total GF/non-GF	\$0	\$11,508,887	\$0	\$13,935,093
Program Total:	\$11,508,887		\$13,935,093	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,954,347	\$0	\$2,729,425
Financing Sources	\$0	\$54,870	\$0	\$341,509
Beginning Working Capital	\$0	\$8,499,670	\$0	\$10,864,159
Total Revenue	\$0	\$11,508,887	\$0	\$13,935,093

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 2024: 78401 Fleet Vehicle Replacement

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 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.

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. County employees access car rentals through a agreement with a third-party vendor. In addition, a CarShare program has been restarted and supports 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 department transportation priorities in our budget decision-making process and strive to align the program's strengths with the County department's goals and needs. Aligning vehicle resources to customer needs while reviewing opportunities to upgrade our vehicles to more environmentally sustainable vehicles is an ongoing priority. A large percentage of our pool vehicles are hybrid, and we also maintain larger fifteen-passenger vans that provide clients with more accessibility and increase their capacity to support our community into the future.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Motor Pool, CarShare, and third-party vendor rental annual hours of usage.	47,235	44,704	50,728	40,794
Outcome	Vehicle availability. Provide the optimal blend of transportation options to support County program needs.	100%	99%	100%	100%

Performance Measures Descriptions

PM 1: Measures ability to have the right type, number, and mix of available vehicles and forecast for future needs
 PM 2: Measures ability to meet customers needs at the time they need it.

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	2024	2024	2025	2025
Personnel	\$0	\$269,152	\$0	\$273,141
Contractual Services	\$0	\$631,772	\$0	\$372,736
Materials & Supplies	\$0	\$4,101	\$0	\$4,783
Internal Services	\$0	\$352,602	\$0	\$310,255
Capital Outlay	\$0	\$194,332	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$130,217
Total GF/non-GF	\$0	\$1,451,959	\$0	\$1,091,132
Program Total:	\$1,451,959		\$1,091,132	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$1,257,627	\$0	\$960,598
Beginning Working Capital	\$0	\$194,332	\$0	\$130,217
Service Charges	\$0	\$0	\$0	\$317
Total Revenue	\$0	\$1,451,959	\$0	\$1,091,132

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 2024: 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' mission is to support the logistical needs of County departments who routinely move assets and correspond with the community. Serving as the centralized mail center, Distribution Services moves a variety of items every day, including U.S. Mail, Interoffice mail, County records, biohazardous materials, recyclables, and pharmacy items via fixed courier routes and scheduled special deliveries.

Program Description

Distribution Services provides central coordination between more than 50 county locations. We support the County's equity initiative by managing the logistical needs of those departments that serve vulnerable populations in the community, be it health clinics or homeless shelters.

We directly impact and benefit our community partners. Whether it's transporting vaccines, animal tags, prescriptions or tax statements, Distribution Services can efficiently handle bulk mailings and deliveries needed by the County. Our support of, and engagement with, other departments also positions Distribution Services to play a vital role in emergency preparedness for Multnomah County.

While the needs of the County shift, our program is positioned to meet those changing needs. There is built-in flexibility in the daily courier routes, while our in-house team can handle special deliveries and larger pick-up requests as needed. In addition, this program also coordinates with other government agencies in the area, such as the State of Oregon and the City of Portland, to bolster and support interoffice mail delivery, saving further on postage and enhancing intergovernmental workflows.

In the year ahead, Distribution Services will look to foster opportunities for engagement with County departments that do not currently employ Distribution Services for their mail or logistical needs, while also developing educational materials for partners we do serve. With all of the moving parts at work throughout the County, Distribution Services provides essential services that help our client's operations run smoothly every day.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Outcome	Process mail and packages within one business day.	99%	99%	99%	99%
Output	Volume of special deliveries (school transfers, bulk mailings, archival moves, office supply orders, others).	289	300	300	325

Performance Measures Descriptions

PM 1: Customer access to information is measured by items lost during distribution, mail processing time
 PM 2: Demonstrates capacity for and alignment with our customer's logistical needs

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$722,774	\$0	\$698,422
Contractual Services	\$0	\$698,584	\$0	\$748,038
Materials & Supplies	\$0	\$26,596	\$0	\$27,634
Internal Services	\$0	\$557,226	\$0	\$561,776
Capital Outlay	\$0	\$232,135	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$228,388
Total GF/non-GF	\$0	\$2,237,315	\$0	\$2,264,258
Program Total:	\$2,237,315		\$2,264,258	
Program FTE	0.00	6.50	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,988,696	\$0	\$2,019,420
Beginning Working Capital	\$0	\$232,135	\$0	\$228,388
Service Charges	\$0	\$16,484	\$0	\$16,450
Total Revenue	\$0	\$2,237,315	\$0	\$2,264,258

Explanation of Revenues

Distribution Services is funded via internal service charges.

Significant Program Changes

Last Year this program was: FY 2024: 78403 Distribution Services

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

Records Management & Archives actively promotes the role of records in advancing equity through both internal services to all County departments and direct service to the public. We lead, support, and champion county-wide strategic initiatives that use records to minimize risk, protect rights, and aid in equitable decision-making. We make accessible 170+ years of government history, both internally and externally, to help people understand decision-making that impacts their lives and to counter disinformation. We provide services, tools, training and consultation to the County in order to support compliant creation, management, storage, retrieval, accessibility, protection, preservation, and secure destruction of public records using professional standards and practices.

Program Description

Public records are evidence of the policies, decisions, functions, community involvement, and efforts to fulfill the County's mission. They are a vital part of upholding our democracy. This program's goal is to ensure that departments create, manage, protect, and destroy public records in a compliant manner that retains their authenticity, integrity, and reliability while the departments provide critical services to the community. Only by doing so, can the County meet the mandates of Oregon Public Records Law and ensure that all members of the public can exercise their right to inspect our public records.

The public has direct access to historic records through in-person research appointments, virtual reference work, and 24/7 online access to digital records. This program removes 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; applying plain language and digital accessibility best practices to online portals; and by making referrals to appropriate sources for non-county public records by phone, email, and on our website. We preserve enduring records by providing specialized storage and handling for hard copy records and by preserving digital records in the Multnomah County Archives & Digital Archives.

Internally, we provide 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; administering a dedicated digital preservation system for enduring records, an archival information management system, and an enterprise-available electronic document and records management system; and by providing secure destruction of individuals' protected information at the end of its lifecycle.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of records retrievals and interfiles performed on behalf of customers	2,381	2,500	1,414	1,550
Output	Percentage increase in Electronic Document Records Management usage	N/A	N/A	N/A	10%
Output	Number of sessions initiated in the digital archives	3,018	2,750	3,404	3,000

Performance Measures Descriptions

1: Demonstrates demand and capacity to meet customer needs. Note: FY 2024 actual to target variance is due to increase in electronic records and compliance with record disposals. 2: This is a new measure. Demonstrates the County's transition to electronic records. Growth is expected over time. 3: Demonstrates access to archives for both the public and County staff

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	2024	2024	2025	2025
Personnel	\$0	\$1,049,978	\$0	\$1,116,210
Contractual Services	\$0	\$342,620	\$0	\$316,578
Materials & Supplies	\$0	\$153,918	\$0	\$156,501
Internal Services	\$0	\$969,753	\$0	\$1,166,713
Capital Outlay	\$0	\$182,501	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$304,651
Total GF/non-GF	\$0	\$2,698,770	\$0	\$3,060,653
Program Total:	\$2,698,770		\$3,060,653	
Program FTE	0.00	7.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,406,944	\$0	\$2,755,400
Beginning Working Capital	\$0	\$291,372	\$0	\$304,651
Service Charges	\$0	\$454	\$0	\$602
Total Revenue	\$0	\$2,698,770	\$0	\$3,060,653

Explanation of Revenues

Records Management is funded via internal service charges.

Significant Program Changes

Last Year this program was: FY 2024: 78404 Records Management

In FY 2025, our methodology for determining internal service rates changed substantially in order to distribute all program costs more equitably across County customers for all of the services we provide. This corrected an inequitable distribution of costs that resulted when allocation rested primarily on record center usage alone, made metrics used to measure physical and electronic records activity more parallel, and ensured that countywide costs for administrative and archival services were fairly distributed.