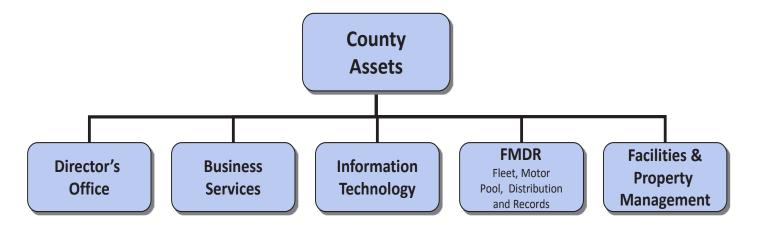# Department Overview

The Department of County Assets (DCA) plans for, acquires, maintains and manages County assets. DCA coordinates the use of tools, infrastructure, employees and programs for the efficient and effective delivery of critical community services, while leveraging an equity lens throughout its operations and decision-making processes. The DCA Director's Office oversees four divisions and the Director's Office:

- Facilities and Property Management (FPM) manages over 3.5 million gross square feet of offices, libraries, courts, detention centers, shops, clinics, and other leased and owned space in more than 140 locations.
- Information Technology (IT) provides telecommunication, network, and hardware support, and manages over 8,800 PCs, laptops, and tablets, 8,000 phone numbers, 130 network circuits, 1,040 servers and about 480 applications.
- Fleet, Motor Pool, Records, and Distribution maintain and manage fleet and motor pool vehicles; maintain and archive County records; and provide pickup and delivery of mail and other items.
- Business Services Division 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 the Department of County Management (DCM) and non-departmental agencies and offices (NOND).

The Director's Office provides strategic leadership and planning, human resources, diversity and equity and budget support for the overall Department. DCA identifies and evaluates opportunities to implement best practices, integrate service delivery, streamline and improve administrative functions, and promote innovative business tools and processes. County efforts to focus scarce financial resources on direct services drive long-term DCA business goals to: Create financial accountability for the County's assets; Streamline processes and implement best practice in asset management; and Provide cost-effective, clientfocused infrastructure and business services.

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│Director's│ │Business│ │Informa-│ │ FMDR   │ │Facilities│
│ Office  │ │Services│ │ tion   │ │Fleet,  │ │&Property│
│         │ │        │ │Technol-│ │Motor   │ │Manage-  │
│         │ │        │ │ogy     │ │Pool,   │ │ment     │
│         │ │        │ │        │ │Distrib-│ │         │
│         │ │        │ │        │ │ution   │ │         │
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Budget Overview

The FY 2022 budget for the Department of County Assets (DCA) is $626.8 million, a $381.2 million increase from the FY 2021 budget. It includes: $8.7 million in the General and Video Lottery funds, $159.9 million in Internal Service funds and $459.5 million in Capital funds. Internal Service funds are primarily facilities, information technology and fleet related and are funded by charges to all departments.

Increases totaling $381.2 million include the following: $385.3 million in the new Multnomah County Library Capital Construction Fund for the construction of Multnomah County libraries, offset by reductions in other Capital Funds as project funds are expended or projects are completed.

There is an increase of $5.6 million and 18.00 FTE in DCA, due to staff additions in the new Multnomah County Library Capital Construction Fund and personnel status changes from limited duration to permanent in the Information Technology Fund. The increase in contractual services is primarily related to the new Multnomah County Library Capital Construction Fund ($382.4 million).

The following programs are new:

- Library Capital Bond Construction (78228) $385,303,161 (excluding unappropriated).
- Long Term Care Eligibility Tracking System replacement (78301C) $395,000.
- SQL Server Upgrade and Migration (78301D) $245,000.
- Non-Medical Transportation and EP&R System Replacements (78301E) $205,000.
- Digital Access Coordinator (78316B) $150,000, who would be responsible for tracking barriers to internet access throughout the County, assessing strategies and pilot programs to address these barriers, and aligning the County's planning with other groups.
- IT District Attorney's Email Systems and Public Records (78319B) $219,803.

Budget Trends	FY 2020 Actual	FY 2021 Current Estimate	FY 2021 Adopted Budget	FY 2022 Proposed Budget	Difference
Staffing FTE	347.66	357.00	357.50	375.50	18.00
Personnel Services	$56,647,942	$59,890,693	$60,591,059	$66,207,668	$5,616,609
Contractual Services	117,261,342	39,560,534	91,611,349	467,428,297	375,816,948
Materials & Supplies	45,944,749	44,752,674	46,541,057	49,173,322	2,632,265
Internal Services	34,897,086	29,637,488	26,401,329	27,146,167	744,838
Capital Outlay	4,492,657	4,426,035	20,424,679	16,805,192	(3,619,487)
Total Costs	**$259,243,776**	**$178,267,425**	**$245,569,473**	**$626,760,646**	**$381,191,173**

Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

DCA's FY 2021 strategic project accomplishments include:

- Opened the Downtown Courthouse and completed significant renovations of the DCJ East Campus.
- Transitioned thousands of employees to effectively telework.
- Developed a Remote Worker Toolkit.
- Supported the County's COVID-19 response with sizeable support for the Emergency Operations Center, in procurement and contracting, distribution, Facilities shelter response.
- Launched the County's first Long Term Digital Preservation system to preserve and provide access to digital county records of long term value.
- Working with ODE to develop a budget tool to identify equity impacts.

Important projects in process include:

- Developing the Behavioral Health Resource Center.
- Establishing the Library Capital Program Office and securing properties for two new locations.
- Implementing the Fleet Services Strategic Plan.
- Refreshing our overall DCA Strategic Plan.
- Delivering new systems for Corrections Health, Facilities, and County Services as well as addressing obsolete technology within the Technology Improvement Program.

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

- FPM construction projects support sustainability and COBID participation;
- IT work includes design characteristics based on user centered principles, using agile methodologies, and anticipation of technology use by people with various abilities;
- DCA's continued partnership with CityFleet brings best practices to fleet maintenance; and
- DCA's strategic sourcing efforts employ procurement best practices and incorporate sustainability, buying local and equity values.

Key challenges include:

- Supply chain: Due to the pandemic, supply chain in both Facilities and Technology has impacted our ability to deliver services at times.
- Leadership: FY 2021 brought key leadership transitions requiring continual reassurance to staff.
- Providing high quality, cost-effective internal services: Each year we strive to provide high quality services for an affordable price. The demand for services continues to increase, as does their cost.
- Staff recruitment and retention: Retention of staff with critical institutional knowledge, refocusing and re-training current staff, and recruiting diverse staff with the skills to expand our capabilities and fill vacancies are high priorities.

COVID-19 Impacts

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

- Some projects were put on hold: Due to availability of resources, changing priorities, and supply chain, projects in Facilities and IT were interrupted or delayed.

- Staff members moved to support the Emergency Operations Center which created resourcing problems in some areas.

- Many staff members from all divisions supported the COVID response by providing services to the Emergency Operations Center and distancing shelters.

- The CarShare program has been shut down due to lack of demand, with a possibility of reopening in January 2022.

- Ventilation needs have been addressed by replacing air filters with high MERV ratings, adding air scrubbers to some locations, and opening air vents.

- Records Management facility closed to the public which significantly limits the ability to provide access to historic public records.

- More than half of the County's staff members transitioned to work from home. The long-term effect of this transition is unknown. While productivity continues to meet expectations, the long-term toll on interpersonal relationships is unclear.

Diversity, Equity, and Inclusion

DCA makes a significant investment in equity and inclusion. Its leadership team is at the forefront to lead these efforts. The goal of DCA's equity work is to build an inclusive equitable work culture in DCA where people from all backgrounds feel like they belong, are valued, and empowered to bring their full selves to work. A diverse and inclusive workforce activates talent, engages employees, produces high-quality work, and meets business goals. To do our work; recruit the best talent; and provide quality services to our community, our workplace must be safe, welcoming and inclusive for all employees, regardless of race, ethnicity, national origin, ability, gender, gender identity, sexual orientation, religion, or political preference.

Exercises and learning around behavior that supports equity and inclusion are at the heart of leadership meetings. Managers modeling this behavior demonstrates the importance of equity and inclusion, engages employees in the work, and furthers efforts to change culture and build a safe, inclusive workplace. Equity and inclusion are explicitly addressed in DCA's mission, vision, values and FY 2022 goals. The DCA Equity and Inclusion Manager is an active member of DCA's leadership team, and leads and supports DCA participation in the County's Workforce Equity initiatives.

DCA's Equity and Sustainability Advisory Team (ESAT) developed a "Think Yes" program that promotes customer service and inclusion. ESAT has recommended specific plans to DCA's HR team to implement the Multnomah County Workforce Equity Strategic Plan (WESP) in DCA. Providing an equitable and inclusive workplace is a journey that will be measured through tactical efforts underway now and, over time, results from employee engagement surveys. The leadership team is committed to being an employer of choice and to provide all employees a work environment where they feel safe bringing their whole self.

Budget by Division

Division Name	FY 2022 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	$4,053,547	$0	$4,053,547	18.00
Business Services	4,572,212	0	4,572,212	28.25
Facilities & Property Management	0	572,579,964	572,579,964	128.75
Information Technology	0	77,224,929	77,224,929	174.75
Fleet, Motor Pool, Distribution and Records	0	20,398,963	20,398,963	25.75
Total County Assets	**$8,625,759**	**$670,203,856**	**$678,829,615**	**375.50**

Includes cash transfers, contingencies and unappropriated balances

Director's Office

The Department of County Assets (DCA) Director's Office provides leadership, strategic direction, assessment, and accountability in the oversight and management of County assets. This work includes information technology (IT), facilities and property management (FPM), fleet, records, motor pool, and distribution services, and oversight of Budget and Planning, Human Resource and Business Service Team. The Director's Office works with County departments and elected officials to establish priorities and guidelines to acquire, maintain, monitor, replace, and dispose of assets.

The Director's Office is responsible for developing DCA's strategic direction, creating and nurturing a culture of safety and trust, and providing executive oversight to day to day operations. The Director's Office is responsible for leading key initiatives for the Department including:

- Department's Strategic Plan refresh for FY 2022
- Employee engagement survey and results
- Annual DCA All Staff event designed to foster relationships and communication
- WESP participation and departmental sponsorship of our Equity and Sustainability Action Team
- Space consolidation study that will provide information to guide the County's future facilities footprint

Significant Changes

Program offer 78000 DCA Director's Offer includes $200,000 supported by the County Chair to begin to address a Countywide Physical Security Program. The program may not ultimately reside within DCA, however the funds are secured herein, and a plan will be developed in partnership with the new Chief Operating Officer.

Program Offer 78001 Human Resources: 1. A Human Resources Analyst 2 (NR) limited duration appointment is being converted to a regular FTE. 2. The Human Resources division reorganized in FY 2021 and 6.00 FTE were transferred to the Department of County Management.

Due to COVID 19, the staff in these programs have moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check in meetings. Communication is primarily through email, google hangouts or Google chat, and information is emailed and followed up virtually.

Business Services

The Department of County Assets (DCA) Business Services Division provides the business and finance expertise to support DCA. Business Services serves as the trusted stewards of public dollars and as such provide core accounting functions, ensure internal controls and compliance with GAAP, GASB and GFOA accounting and contracting policies, standards, requirements and best practices. This program provides strategic leadership in finance and accounting, procurement, contracting, and strategic sourcing services to DCA in these three functional areas:

1. Procurement and Contracting provides contract development, negotiation, risk assessment, risk management, vendor management and contract administration in the areas of commercial services, construction, leases, software maintenance, repair, architecture and engineering across County operations.

2. Finance processes accounts payable and accounts receivable transactions, provides grant accounting support, and manages travel and training arrangements to DCA and Non-Departmental agencies.

3. Strategic Sourcing focuses on the selection and sourcing of goods and services applicable to all departments across the County.

DCA Business Services teams participate in Countywide strategic committees such as the Financial Management Forum, Procurement Committees and Finance Users Groups.

Significant Changes

Due to COVID-19, the staff in these programs were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. There have been and continue to be many staff supporting the Emergency Operations Center and Joint Office of Homeless Services in response to the pandemic.

Program offer 78101 Business Services Procurement and Contracting: Personnel changes include a reduction of 1.00 FTE while converting 2.00 Limited Duration Appointments to regular FTE for a net increase of 1.00 FTE. Personnel costs are reduced due to the reduction of FTE and cost recovery from Library Construction fund and Library operations.

Program offer 78104 Business Services Countywide Strategic Sourcing: Personnel changes include an additional 0.25 FTE due to reorganization of Management.

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of over 3.5 million gross square feet of owned and leased space in approximately 140 buildings, across the County. FPM's mission is to proactively plan, operate and manage County properties in a safe, accessible, effective, and efficient manner. FPM strives to provide innovative, sustainable, and affordable workplace 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 supports environmental, sustainability and energy efficiency through ongoing energy conservation projects, recycling initiatives, sustainable procurement processes and Green Building construction practices. FPM supports local businesses, diversity and equity by contracting with MWSDVESB and QRF firms for services.

In FY 2022, FPM will continue to support the Joint Office of Homeless Services in their efforts to provide solutions for the houseless community across our County. FPM will work closely with DCA and the Library Capital Bond team to implement the major construction and renovation projects funded by the Library Bond Program. FPM will also support DCHS and their potential space needs for their Preschool for All Program. FPM will continue efforts to support the County's diversity, equity and inclusion goals by ensuring our buildings are welcoming, safe and accessible for all County staff and residents.

Significant Changes

In FY 2021, Facilities and Property Management Division (FPM) underwent an organizational restructure. In this restructure, a Manager Senior position overseeing capital and client services was reclassified to the FPM Assistant Division Director, expanding the role. Two new teams were added: the Facilities Technology team, from roles that were previously in the ERP program, and the Facilities Systems Analytics team, a restructure from current staff. These teams report to the Assistant Division Director, along with the Project Delivery team and the Property Management team.

Program Offer 78200 sees spend down of $1.2 million in FY 2021 as special projects are completed. Includes $500,000 in professional services for upgrade to Tririga software. Program Offer 78202 includes $500,000 in repairs and maintenance for OSHA mandated HVAC system pipe-labeling project. Program offer 78205 and Program offer 78206 see increase in beginning working capital due to project slow down related to COVID-19. Program Offer 78213 sees $11.2 million reduction as the Library Bond funding transfers to program offer 78228. Program Offer 78228 is fully funded to support Library capital bond projects.

Information Technology

Information Technology's (IT's) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide County employees, residents and visitors the technology and information they need, any time, any place. IT diligently focuses its mission and vision on providing affordable services and technologies that its customers deserve. This has never more been the case than in the pandemic, where employees transitioned overnight to working outside of the office. The mission and vision guide the development and implementation of the County's FY 2022 technology initiatives. This solid framework empowers IT employees to solve challenges by focusing on priority projects and by embracing new technologies to enhance service and reduce costs. Equity and sustainability are key elements of decision-making when evaluating new processes and technology options through the use of the five Ps of the equity lens.

The IT Division manages more than 8,800 PCs, laptops, and mobile devices, 8,000 phone numbers, 1,040 servers, 130 network circuits and approximately 480 business applications. IT supports a wide array of business applications across primary health care, social services, transportation, bridges, facilities, finance, payroll, benefits, animal services, elections, emergency management, assessment and taxation, land use planning, libraries, detention center management and community justice. IT also supports the County's public facing web presence, and an employee intranet. Employees using these systems are located in more than 140 County sites as well as thousands of remote locations, and the technologies required are as diverse as the lines of business.

Significant Changes

The FY 2022 budget reflects the overall budget goals of the County maintaining current service levels. Significant changes include the transition of most IT staff teleworking. During 2020, IT staff upgraded and expanded existing technology to support the transition of thousands of employees from office to home environments. The FY 2022 Budget reflects the conversion of eleven positions from Limited Duration Assignments to Full Time Equivalents. This change has no financial impact, but demonstrates the commitment to a variety of programs supporting equity and inclusion - these roles support Accessibility, Security, Asset Management and key business applications within the Health and General Government Portfolios. In FY 2022, IT staff within our Health and Human Services portfolio will work closely to establish the technology necessary to support the new Preschool for All program. The Library Capital Bond Program will also require new and ongoing support as technology is implemented throughout the program. In addition, as the Library redesigns its services to serve residents in the pandemic, new technology will be installed and supported.

The IT Innovation & Investment Projects have three new scaled offers 78301C-E totaling $845,000 and IT Shared Operating Expenses includes a scaled offer 78316B for a Digital Access Coordinator.

Fleet,
Motor Pool,
Distribution and
Records

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

- Fleet Services manages over 800 vehicles and equipment of various types that include standard light duty passenger vehicles, cargo vans, dump trucks, and law enforcement vehicles. In FY 2021, Fleet Services implemented our Fleet Business Strategy, a blueprint for our next 3-5 years. FY 2022 will involve completing the priority 1 initiatives that were started in FY 2021, and beginning work on our FY 2022 initiatives. FY 2021 priorities laid the foundation for the customer service centered initiatives slated for FY 2022.

- Motor Pool provides short term vehicle use via a County's program and a third-party vendor.

- Distribution Services picks up and delivers mail, supplies and medical lab tests; processes and meters US Mail; and provides related training, consultation and contract management.

- Records Management supports creation, storage, retrieval, accessibility, protection, preservation, research, destruction and access to public records dating back to 1855; and leads and supports countywide strategic information initiatives.

Significant
Changes

COVID-19 impacted programs in the following manner:

- Fleet Services experienced delays in supply chain; decreased technician time due to new sanitation protocols; and loss of personnel time due to COVID-19 exposures.

- Motor Pool leadership shifted County staff to use Motor Pool resources and Enterprise rental car services as CarShare services closed. These shifts in services provided support and essential transportation to County programs during this emergency.

- Distribution services shifted from supporting in-person missions like the school dental team moves and the school based health clinics to more freight movement of palletized supplies.

- Records Management facility closed to the public which significantly limits the ability to provide access to historic public records.

Program Offer 78404 Records Managements increases by 1.00 FTE due the conversion of a limited duration appointment to a regular FTE.

Department of County Assets

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

Prog. #	Program Name	FY 2022 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000	DCA Director's Office	$1,361,505	$0	$1,361,505	4.00
78001	Human Resources	1,355,300	0	1,355,300	7.00
78002	Budget & Planning	1,336,742	0	1,336,742	7.00
Business Services					
78101	Business Services Procurement & Contracting	2,778,288	0	2,778,288	17.00
78102	Business Services Finance	1,397,252	0	1,397,252	9.00
78104	Business Services Countywide Strategic Sourcing	396,672	0	396,672	2.25
Facilities & Property Management					
78200	Facilities Director's Office	0	3,973,765	3,973,765	9.75
78201	Facilities Debt Service and Capital Fee Pass Through	0	6,308,065	6,308,065	0.00
78202	Facilities Operations and Maintenance	0	26,402,623	26,402,623	76.50
78203	Facilities Client Services	0	12,656,259	12,656,259	9.20
78204	Facilities Capital Operation Costs	0	2,296,666	2,296,666	10.90
78205	Facilities Capital Improvement Program	0	20,348,497	20,348,497	0.00
78206	Facilities Capital Asset Preservation Program	0	24,188,920	24,188,920	0.00
78207	Facilities Interiors Group	0	766,205	766,205	4.40
78208	Facilities Utilities	0	6,200,000	6,200,000	0.00
78209	Facilities Lease Management	0	9,387,881	9,387,881	2.00
78210A	Facilities Strategic Planning and Projects	0	1,488,032	1,488,032	6.00
78210B	Facilities Vance Property Master Plan	0	164,000	164,000	0.00
78212	Facilities Downtown Courthouse	0	6,078,931	6,078,931	0.00
78213	Library Construction Fund	0	7,507,807	7,507,807	0.00
78214	Health Headquarters Construction	0	1,600,000	1,600,000	0.00
78215	South East Health Center	0	2,920,000	2,920,000	0.00
78218	MCSO Facilities Relocation and Reconfiguration	0	1,377,869	1,377,869	0.00
78220	DCJ East County Campus	0	570,000	570,000	0.00
78221	MCDC Detention Electronics	0	455,679	455,679	0.00
78227	MCSO River Patrol Boathouses Capital Improvements	0	1,246,969	1,246,969	0.00
78228	Library Capital Bond Construction	0	436,041,796	436,041,796	10.00

Prog. #	Program Name	FY 2022 General Fund	Other Funds	Total Cost	FTE
Facilities & Property Management (contd.)					
78233	Justice Center Critical Electrical System Upgrade	0	600,000	600,000	0.00
Information Technology					
78301A	IT Innovation & Investment Projects	0	963,244	963,244	0.00
78301B	Pre-School for All Technology Solution	0	1,200,000	1,200,000	0.00
78301C	Technology Improvement Program-Long Term Care Eligibility Tracking System replacement	0	395,000	395,000	0.00
78301D	Technology Improvement Program-SQL Server Upgrade and Migration	0	245,000	245,000	0.00
78301E	Technology Improvement Program-Non-Medical Transportation and EP&R System Replacements	0	205,000	205,000	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,528,429	2,528,429	10.00
78303	IT Help Desk Services	0	1,249,474	1,249,474	8.75
78304	IT Telecommunications Services	0	2,652,100	2,652,100	5.00
78305	IT Mobile Device Expense Management	0	1,777,974	1,777,974	1.00
78306	IT Network Services	0	4,322,377	4,322,377	7.00
78307	IT Desktop Services	0	2,716,682	2,716,682	17.50
78308	IT Asset Replacement	0	7,669,532	7,669,532	0.00
78309	IT Health and Human Services Application Services	0	2,413,346	2,413,346	7.00
78310	IT Public Safety Application Services	0	3,923,464	3,923,464	19.00
78311	IT General Government Application Services	0	1,924,815	1,924,815	9.00
78312	IT Data & Reporting Services	0	7,659,679	7,659,679	32.00
78313	IT ERP Application Services	0	4,002,823	4,002,823	7.00
78314	IT Enterprise and Web Application Services	0	5,462,302	5,462,302	14.00
78315	IT Library Application Services	0	430,261	430,261	2.00
78316	IT Shared Operating Expenses	0	14,876,032	14,876,032	4.75
78316B	Digital Access Coordinator	0	150,000	150,000	0.00
78317	IT Data Center & Technical Services	0	5,905,408	5,905,408	24.75
78319	IT-District Attorney's Alfresco System Stabilization and Upgrade	0	749,469	749,469	0.00
78319B	IT District Attorney's Email Systems and Public Records	0	219,803	219,803	0.00
78322	Electronic Medical Records Corrections Health Juvenile Detention	0	647,198	647,198	0.00
78323	Capital Project Management Software	0	396,056	396,056	0.00
78327	IT Cybersecurity and Data Compliance Services	0	2,539,461	2,539,461	6.00

Prog. #	Program Name	FY 2022 General Fund	Other Funds	Total Cost	FTE
Fleet, Motor Pool, Distribution and Records					
78400	Fleet Services	0	5,170,868	5,170,868	11.00
78401	Fleet Vehicle Replacement	0	9,766,523	9,766,523	0.00
78402	Motor Pool	0	1,435,718	1,435,718	2.25
78403	Distribution Services	0	1,722,058	1,722,058	6.50
78404	Records Management	0	2,303,796	2,303,796	6.00
	Total County Assets	**$8,625,759**	**$670,203,856**	**$678,829,615**	**375.50**

Includes cash transfers, contingencies and unappropriated balances

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![Multnomah County logo]

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

Program Offer Type: Administration   **Program Offer Stage:** As Proposed

Related Programs:

Program Characteristics:

Executive Summary

The Department of County Assets (DCA) Director's Office is accountable for leadership in the oversight and management of county assets including 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 Climate Action Plan, the Workforce Equity Strategic Plan, and the COVID-19 Response.

Program Summary

DCA actively plans, acquires, implements, and preserves core assets to effectively advance Multnomah County's services to the community. The goals of DCA include delivering innovative responses to the emerging trends that affect the way the County does business and applying a systems perspective to the work of DCA that mutually supports economic, equitable, social, and environmental goals. The DCA director's office provides leadership, strategic direction, operational assessment and accountability to ensure these goals are met.

The DCA Director's Office aligns DCA's strategic direction with broad programs throughout the County by applying our core values of equity, collaboration, innovation, and integrity to all of the work that we do. We incorporate these values into all of our decision making and prioritization processes and demonstrate them through our operations and relationships with other departments. 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. Our success can be measured and tied to our own employees' sense of belonging.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percentage of employees responding to engagement survey	N/A	N/A	50	52
Outcome	Employee engagement score indicating overall sense of belonging	N/A	N/A	30	32

Performance Measures Descriptions

PM #1 Output - Percentage of employees responding to monthly engagement survey
PM #2 Outcome -Measures employee sense of belonging and engagement

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$789,399	$0	$902,687	$0
Contractual Services	$35,205	$0	$290,861	$0
Materials & Supplies	$92,115	$0	$53,591	$0
Internal Services	$46,243	$0	$114,366	$0
Total GF/non-GF	**$962,962**	**$0**	**$1,361,505**	**$0**
Program Total:	**$962,962**		**$1,361,505**	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Other / Miscellaneous	$999,160	$0	$1,291,156	$0
Total Revenue	**$999,160**	**$0**	**$1,291,156**	**$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 2021: 78000 DCA Director's Office

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

This offer includes a $200,000 increase in Professional Services supported by the County Chair to begin to address a Countywide Physical Security Program. The program may not ultimately reside within DCA, however the funds are secured herein, and a plan will be developed in partnership with the new Chief Operating Officer.

Program #78001 - Human Resources	4/14/2021

Department:	County Assets	**Program Contact:**	Susan Yee
Program Offer Type:	Support	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

The goal of the Human Resources (HR) team is to support Department of County Asset (DCA) employees by recruiting; hiring; onboarding; developing; and sustaining a healthy, diverse, and inclusive workforce. The HR team demonstrates the County's values of social justice, stewardship, sustainability and innovation by providing direct employee relations and workforce equity related services for about 350 employees and contingent workers for DCA. This team is under the direction of the Human Resources Manager and reports to the DCA Director.

Program Summary

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

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

This program is an administrative program within DCA providing a full range of HR services to approximately 350 regular and limited duration employees and approximately 20 temporary and/or on-call employees of the DCA divisions, which in turn serve the other County Departments. The supported employees include 190 members of AFSCME Local 88, 16 members in IUOE Local 701 (Operating Engineers) and 20 members of IBEW Local 48 (Electrical Workers). Additionally, there are 62 executive and management employees. All DCA employees can request HR services at any time by directly contacting the HR team.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Number of positions hired	101	45	75	99
Outcome	All new DCA staff are effectively onboarded	N/A	N/A	75%	100%
Output	Number of persons completing trial service.	46	11	50	75

Performance Measures Descriptions

OUTCOME: All new DCA staff are effectively onboarded.
PM #1 Output - Number of positions hired.
PM #2 Output - Number of persons completing trial service.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$1,862,750	$0	$1,169,882	$0
Contractual Services	$5,000	$0	$15,000	$0
Materials & Supplies	$14,700	$0	$12,048	$0
Internal Services	$245,650	$0	$158,370	$0
Total GF/non-GF	**$2,128,100**	**$0**	**$1,355,300**	**$0**
Program Total:	**$2,128,100**		**$1,355,300**	
Program FTE	12.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	$1,232,721	$0	$1,355,300	$0
Total Revenue	**$1,232,721**	**$0**	**$1,355,300**	**$0**

Explanation of Revenues

Costs of the HR team are allocated proportionately among users. 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 2021: 78103 Administrative Hub Human Resources

Due to COVID 19, the staff in this program have moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check in meetings. Communication is primarily through email, google hangouts or google chat, and information is emailed and followed up virtually. This includes running virtual recruitment processes versus in-person interviews. The HR Team spends a significant amount of time providing consultation on workplace safety, leave rules, and other workplace impacts from the pandemic as well as advising on appropriate protocols to maintain safe working conditions. The HR team takes WESP principles into consideration when responding to COVID. Total of 5.00 FTE reductions from FY 2021 due to reorganization (6.00 FTE transferred to County Management and 1.00 FTE converted limited duration appointment to regular FTE in County Assets)

Program #78002 - Budget & Planning   4/14/2021

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

Executive Summary

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

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Monthly and/or quarterly current year estimates meetings with Management	N/A	N/A	N/A	100%
Outcome	Monitor and communicate actual expenditures to budget ensuring funding decisions are followed	N/A	N/A	N/A	100%

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$1,152,784	$0	$1,188,015	$0
Contractual Services	$400	$0	$0	$0
Materials & Supplies	$7,200	$0	$19,154	$0
Internal Services	$117,391	$0	$129,573	$0
Total GF/non-GF	**$1,277,775**	**$0**	**$1,336,742**	**$0**
Program Total:	**$1,277,775**		**$1,336,742**	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	$1,298,407	$0	$1,336,742	$0
Total Revenue	**$1,298,407**	**$0**	**$1,336,742**	**$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 2021: 78100 Administrative Hub Budget & Planning

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

Program #78101 - Business Services Procurement & Contracting	4/14/2021

Department:	County Assets	**Program Contact:**	Mark Lewis
Program Offer Type:	Support	**Program Offer Stage:**	As Proposed

Related Programs:

Program Characteristics:

Executive Summary

The goal of the Procurement and Contracting team within the Business Services Division of the Department of County Assets (DCA) is to balance the risk to the County with the work that needs to be done. This is accomplished through the Procurement and Contracting processes within the Department of County Assets. We support the people that serve our community.

Program Summary

The program provides consultation and oversight of the contracting and procurement process for departmental and non departmental personnel. This can include, but is not limited to, contracts in the areas of goods, services, personal services, construction, and information technology. We collaborate with departmental and non departmental personnel on administrative policies and implementation of best practices. The program reports to the department's Business Services/Deputy Director.

We align with county values of stewardship, partnership and service. Our stewardship is maintained through managing risk for the County. Our partnership is shown through our collaboration with departmental and non departmental personnel, understanding their operational needs, and together achieving their goals. Our service and commitment is shown through our timely and proactive customer service.

DCA Procurement and Contracting practices support of County sustainability and diversity goals via business processes and procedures, which identify and contract with companies that demonstrate sustainable business practices, as well as those that are of diverse ownership and demonstrate equitable staffing and business practices.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percentage of solicitations completed within the agreed upon timeline.	N/A	N/A	N/A	85%
Outcome	Percentage of Purchase Orders delivered by requested delivery date	N/A	N/A	N/A	85%

Performance Measures Descriptions

PM #1 Output– Measures suppliers' ability to respond to solicitations in an accurate and timely manner.

PM #2 Outcome – Measures suppliers' ability to deliver goods and services by the requested delivery.

Legal / Contractual Obligation

Oregon Revised Statues (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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$2,607,734	$0	$2,395,034	$0
Materials & Supplies	$27,915	$0	$34,275	$0
Internal Services	$307,718	$0	$348,979	$0
Total GF/non-GF	**$2,943,367**	**$0**	**$2,778,288**	**$0**
Program Total:	**$2,943,367**		**$2,778,288**	
Program FTE	16.00	0.00	17.00	0.00

Program Revenues				
Other / Miscellaneous	$2,617,457	$0	$2,521,810	$0
Total Revenue	**$2,617,457**	**$0**	**$2,521,810**	**$0**

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2021: 78101 Administrative Hub Procurement & Contracting

Personnel changes include a reduction of 1.00 FTE while adding 2.00 FTE from Limited Duration Appointments for a net increase of one FTE.

Personnel costs are reduced due to 2.00 FTE posting their expenses directly to the Library (one to the Library Capital Bond Fund [program 78228] and the other to Library operations).

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

Department:	County Assets	Program Contact:	Mark Lewis
Program Offer Type:	Support	Program Offer Stage:	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

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

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Maintain quarterly aged receivable balance below $100,000.	$191,677	$100,000	$53,744	100,000
Outcome	Percent of invoices entered and paid within standard net 30	88%	88%	88%	90%

Performance Measures Descriptions

PM1 - This measure will show we are collecting from agencies in a timely manner and help improve the County's overall cash position.
PM2 - This measure will show we are entering in invoices and paying our vendors in a timely manner.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$1,227,492	$0	$1,247,059	$0
Materials & Supplies	$4,550	$0	$14,297	$0
Internal Services	$119,667	$0	$135,896	$0
Total GF/non-GF	**$1,351,709**	**$0**	**$1,397,252**	**$0**
Program Total:	**$1,351,709**		**$1,397,252**	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	$966,265	$0	$1,174,647	$0
Total Revenue	**$966,265**	**$0**	**$1,174,647**	**$0**

Explanation of Revenues

Costs are allocated proportionately among users: the County's 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 2021: 78102 Administrative Hub Finance

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

Multnomah County

Department:	County Assets	**Program Contact:**	Mark Lewis
Program Offer Type:	Support	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

The Strategic Sourcing team allows the County to consolidate its purchasing power to find the best possible values in the marketplace and align the purchasing strategy with County goals. This team optimizes the sourcing process through ongoing market analysis and aggregation of County needs. This team resides within the Business Services Division of the Department of County Assets.

Program Summary

Strategic Sourcing is the practice of taking a holistic approach to 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.

The process begins with analyzing the County needs and historical spending, followed by outlining a strategic plan, and then conducting data collection and market analysis that guides selection of a roster of suppliers. Strategic Sourcing initiatives primarily support for professional 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 unit reports to the Business Services/Deputy Director.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percentage of strategic sourcing contracts reviewed and amended for emergency operations priority.	N/A	N/A	N/A	80%
Outcome	To increase total spend for Strategic Sourcing contracts	N/A	N/A	$35.5M	$41.25M

Performance Measures Descriptions

Strategic Sourcing Initiatives undertaken and completed reflects the implementation rate of the County's Strategic Sourcing practices, which improve strategic purchases.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$257,881	$0	$345,091	$0
Materials & Supplies	$500	$0	$4,820	$0
Internal Services	$40,950	$0	$46,761	$0
Total GF/non-GF	**$299,331**	**$0**	**$396,672**	**$0**
Program Total:	**$299,331**		**$396,672**	
Program FTE	2.00	0.00	2.25	0.00

Program Revenues				
Total Revenue	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

This program is funded in the General Fund.

Significant Program Changes

Last Year this program was: FY 2021: 78104 Countywide Strategic Sourcing

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

Personnel changes include 0.25 FTE added due to reorganization of Management; 0.25 FTE reduced from Program offer 78316 IT Shared Operating Expenses.

Program #78200 - Facilities Director's Office	4/14/2021

Department:	County Assets	**Program Contact:**	Dan Zalkow
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

The Facilities Director's Office provides comprehensive strategic and operational guidance for facilities related issues to County executives and departments. It directs and supports the policies, strategies, and operations of the Facilities and Property Management (FPM) Division across all County occupied facilities.

Program Summary

The Facilities Director's Office provides oversight and direction to ensure the functionality and safety of the County's buildings environment through integration of people, places, processes, and technology. FPM works with County departments to create safe and cost effective work environments for County programs in a range of facilities, that include office spaces, detention centers, health clinics and libraries. The Director's Office includes the Technology, Systems Analytics and Building Data Management Center teams which support all FPM work and an Energy Management Specialist who coordinates and manages utilities expenses in program offer 78208 Facilities Utilities.

The Office provides leadership and cohesive management of the division work units that centralize and maintain all critical building information, coordinate technology systems, administer division-wide processes, coordinate process improvement projects, and oversee key performance and benchmark metrics.

The Office also ensures that Countywide goals and initiatives guide FPM strategies and activities. FPM supports the Department of County Assets carbon reduction and County Climate Action Plan goals through energy and utility strategies. FPM also supports the County's diversity, equity and inclusion goals by working to support the following FPM specific goals:

• Buildings are welcoming, safe and accessible for County staff (including those in FPM) and residents, regardless of their background or situation;
• Responses to work requests are handled equitably;
• A wide range of voices are heard and considered when designing FPM projects; and
• Buildings are renovated and built in ways that are welcoming and accessible to everyone.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Number of goals among 10 where significant progress is made in the division's DEI Readiness Action Plan	N/A	N/A	2	8
Outcome	Annual calculated FPM employee engagement score as a measure of an inclusive environment	N/A	N/A	25	28

Performance Measures Descriptions

Output: FPM's DEI Readiness Action Plan includes ten areas of focus developed that support the County's DEI goals.
Outcome: Measures employee engagement through a monthly one-question survey.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$1,589,500	$0	$1,559,165
Contractual Services	$0	$1,168,221	$0	$511,125
Materials & Supplies	$0	$101,509	$0	$64,906
Internal Services	$0	$1,764,503	$0	$1,838,569
Total GF/non-GF	**$0**	**$4,623,733**	**$0**	**$3,973,765**
Program Total:	**$4,623,733**		**$3,973,765**	
Program FTE	0.00	10.25	0.00	9.75

Program Revenues				
Other / Miscellaneous	$0	($224)	$0	$0
Beginning Working Capital	$0	$0	$0	$500,000
Total Revenue	**$0**	**($224)**	**$0**	**$500,000**

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers. In FY22 $500K of reserves revenue funds a TRIRIGA (building data system) upgrade.

Significant Program Changes

Last Year this program was: FY 2021: 78200 Facilities Director's Office

• With COVID-19, the Technology, Building Data Management Center and Systems Analytics teams are working100% remotely.
• Contractual services included $1.2M in the FY21 budget for reserves-funded special projects across the division and those lines were removed for FY22.
• The FY22 budget includes $500K for a TRIRIGA building data system upgrade funded by reserves.
• A 1.0 FTE Administrative Analyst position was eliminated in the FY22 budget constraint. Otherwise FTE changes reflect reallocation of admin support and management positions across FPM.

Department:	County Assets	**Program Contact:**	Dan Zalkow
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

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

Program Summary

FPM collects payments from departments for Series 2017 debt. The outstanding debt issues have funded a number of capital improvements and acquisitions. All binding obligations were confirmed by the Chief Financial Officer and approved by the Board of County Commissioners. In FY 2022 debt payments support the new Central Courthouse, the Gladys McCoy Health Headquarters and Department of Community Justice (DCJ) East Campus.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Percent accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Internal Services	$0	$5,976,981	$0	$5,977,731
Cash Transfers	$0	$332,066	$0	$330,334
Total GF/non-GF	**$0**	**$6,309,047**	**$0**	**$6,308,065**
Program Total:	**$6,309,047**		**$6,308,065**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	$0	$5,944,928	$0	$5,945,698
Total Revenue	**$0**	**$5,944,928**	**$0**	**$5,945,698**

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2021: 78201 Facilities Debt Service and Capital Fee Pass Through

No Covid-19 impact to this program offer

Multnomah County

Department:	County Assets	**Program Contact:**	Michael Strauch
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

This program comprises a range of services to ensure that operations of over 140 Multnomah County buildings, that occupy over 3.5 million square feet, are not only safe and efficient, but also meet County program requirements. This program operates, maintains, and repairs the mechanical, electrical, and structural systems across buildings and is subject to regulation under numerous federal, state, and local laws, codes, and mandates.

Program Summary

This program consists of 76.5 FTE in 8 trade groups and a Dispatch team who work 24 hours a day, 365 days a year, to maintain the County's diverse facility portfolio along with its building systems and equipment assets. Management prioritizes resources across all work based on safety and equity impacts in an effort to provide welcoming, safe, efficient and functional facilities that serve our most vulnerable populations

Maintenance activities are either reactive or preventative. Trades perform reactive work when boilers, air handlers, toilets, doors and other building system components fail and need immediate repair. Preventative maintenance, such as filter, fluid, belt and motor replacements, reduce the need for reactive work, minimizes capital repairs and unscheduled shutdowns, and extends equipment and facility life, which in turn mitigates costs. This work to optimize equipment and systems supports the County's Climate Action Plan goals, through energy and resource conservation.

Other program work includes coordination and distribution of communication related to building activities and emergency events; management of inclement weather response; and client-department and public relationship management.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percentage of Preventive Maintenance to Reactive Maintenance	65%	60%	50%	60%
Outcome	Customer Satisfaction Rating	95%	95%	95%	95%

Performance Measures Descriptions

Output: The percentage of preventive maintenance work demonstrates the level of effort on proactive monitoring and maintenance of building systems. Focus on preventive maintenance maximizes life cycle and reduces cost of breakdown repair.
Output: Customer service surveys are issued with each closed work order notification with a goal of 100% client satisfaction.

Legal / Contractual Obligation

Revenue/Expense Detail

Program Expenses	Adopted General Fund 2021	Adopted Other Funds 2021	Proposed General Fund 2022	Proposed Other Funds 2022
Personnel	$0	$10,724,001	$0	$11,160,336
Contractual Services	$0	$329,535	$0	$353,465
Materials & Supplies	$0	$12,714,982	$0	$12,943,351
Internal Services	$0	$1,804,529	$0	$1,945,471
Capital Outlay	$0	$42,630	$0	$0
Total GF/non-GF	**$0**	**$25,615,677**	**$0**	**$26,402,623**
Program Total:	**$25,615,677**		**$26,402,623**	
Program FTE	0.00	76.50	0.00	76.50

Program Revenues				
Other / Miscellaneous	$0	$36,579,295	$0	$37,057,011
Beginning Working Capital	$0	$3,341,034	$0	$951,000
Service Charges	$0	$1,055,073	$0	$993,661
Total Revenue	**$0**	**$40,975,402**	**$0**	**$39,001,672**

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers. In FY 2022 $330K of reserves revenue is used to offset temporary loss of Multnomah Garage revenue with COVID-19 and $500K of reserves revenue funds an OSHA mandated HVAC systems pipe-labeling project.

Significant Program Changes

Last Year this program was: FY 2021: 78202 Facilities Operations and Maintenance

COVID-19 impacts have caused added work across groups: Client requests for plexiglass additions to cubicles and other work spaces have added a significant increase to the carpenter shop workload; OSHA requirements for increased air circulation standards have caused an increase in the HVAC team's workload to include increased system programming and manual air filter replacements; and additional shelters for social distancing added an increased workload across all teams. In FY 2022 $330K of reserves revenue is used to offset temporary loss of Multnomah Garage revenue with COVID-19 and $500K of reserves revenue funds an OSHA mandated HVAC systems pipe-labeling project.

Program #78203 - Facilities Client Services   4/14/2021

Department:	County Assets	**Program Contact:**	Chris Solsby
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed

Related Programs:

Program Characteristics:

Executive Summary

The Facilities Client Services program manages approximately 3.5 million square feet of County facilities space and is the customer service interface between County programs and Facilities and Property Management (FPM). The manager coordinates project planning and approval to ensure successful ongoing operations of buildings, including identifying projects for the Capital 5-Year Plan. The team coordinates all aspects of building management and related activities to ensure collaboration, communication and coordination for optimal programmatic service delivery.

Program Summary

Client Services is staffed by property managers who provide a single, visible, and accessible point of contact for facilities services, to occupants of County buildings. This program offer includes budgets for property managers and for routine work such as janitorial, security, window washing, floor care, pest control and other services. Property managers:

• Coordinate routine work as well as repairs, maintenance and projects with building occupants;
• Respond to emergencies;
• Coordinate after-hours access to buildings by contractors, community groups, or others; and
• Help identify and prioritize capital building improvement projects;
• Client Services strategies to support County goals of safety, climate action and equity include:
    • Support for the coordination of recycling, energy management and utility usage, and the use of sustainable cleaning products
    • Prioritization of day-to-day work and recommendations for capital building improvements based on fire, life and safety regulations, program
      needs and equity impacts
    • Use of janitorial, landscaping and security contracts with Qualified Rehabilitation Firms (QRFs) that hire individuals who may otherwise not have
      gainful employment

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Annual Customer Expectation Survey score minimum.	85%	90%	90%	90%
Outcome	Percent public procurement compliance for contracted services.	100%	100%	100%	100%

Performance Measures Descriptions

Output: Facilities customers are emailed a link for a Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement. Incorporating questions on survey to ensure team understands and is aligned with the Customer's and County's equity and inclusion goals.
Outcome: All procurement activities must be in compliance with statutory mandates and contracting rules.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$1,523,235	$0	$1,550,178
Contractual Services	$0	$9,398,964	$0	$10,112,417
Materials & Supplies	$0	$470,847	$0	$650,443
Internal Services	$0	$322,635	$0	$343,221
Total GF/non-GF	**$0**	**$11,715,681**	**$0**	**$12,656,259**
Program Total:	**$11,715,681**		**$12,656,259**	
Program FTE	0.00	9.25	0.00	9.20

Program Revenues				
Other / Miscellaneous	$0	$4,372,266	$0	$4,879,708
Total Revenue	**$0**	**$4,372,266**	**$0**	**$4,879,708**

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2021: 78203 Facilities Client Services

The contractual services increase includes $0.10M for enhanced air filters, $0.23M for enhanced custodial work, and $0.37M for enhanced security, that client departments request to address specific program needs above standard base service work for the building. FTE changes are from reallocation of manager resources across groups within FPM.

Program #78204 - Facilities Capital Operation Costs 4/14/2021

Department:	County Assets	**Program Contact:**	Kate Vance
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:	78205, 78206, 78213		
Program Characteristics:			

Executive Summary

The Capital Improvement Program manages the County's long-term improvement and replacement plan for the major building systems in County owned buildings. The program houses the personnel and operating costs associated with the Capital Improvement Program, prioritizes required work with available resources and provides management and oversight of all the required improvements, construction, renovation, and capital maintenance work in these buildings. Decisions are based on these priorities: life, safety, fire, and equity. The majority of the funding for this offer comes from the Capital Improvement Program (CIP), Asset Preservation (AP), and Library Construction Fund fees.

Program Summary

This program provides project management services including planning, design, and construction services. Project Managers ensure compliance with policies and statutory requirements including Federal, State and local regulations, Green Building policies, and COBID policies. They incorporate sustainable practices in accordance with County policies and the Climate Action Plan. Project managers are also responsible for coordinating project activities with building users (both internal and external users), consultants, and contractors, and are a resource for improving service delivery programs' operations in association with capital improvements. The result is buildings that are usable and functional for their intended uses.

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

This program supports clients internal to Multnomah County to ensure the physical environment supports Multnomah County needs. The majority of the funding for this offer comes from the Capital Improvement Program (CIP), Asset Preservation (AP), and Library Construction Fund fees. However, this group also supports client-funded projects.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	67%	70%	80%	70%
Outcome	Percent of Primary Owned Buildings rated as Tier 1.	63%	67%	63%	63%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year. Due resource limitations, some planned FY21 projects will be completed in FY22. Includes client funded projects completed by Building Improvements Group.
PM #2: Percent of Primary Owned Buildings rated as Tier 1 vs Tier 2 or 3. Goal is to maintain or increase Tier 1.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$1,083,029	$0	$1,111,966
Materials & Supplies	$0	$28,126	$0	$80,626
Internal Services	$0	$836,907	$0	$1,104,074
Total GF/non-GF	**$0**	**$1,948,062**	**$0**	**$2,296,666**
Program Total:	**$1,948,062**		**$2,296,666**	
Program FTE	0.00	10.20	0.00	10.90

Program Revenues				
Other / Miscellaneous	$0	$909,983	$0	$789,070
Total Revenue	**$0**	**$909,983**	**$0**	**$789,070**

Explanation of Revenues

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

AP Fees: $789,070

Significant Program Changes

Last Year this program was: FY 2021: 78204 Facilities Capital Operation Costs

- Internal service increase due to the program receiving its portion of the Administrative Hub Service charge.
- 1.00 FTE Project Manager added in FY 2022 to support execution of the AP, CIP, and LIB5 year capital improvement plan.
- Other FTE changes are reflection of reallocation of resources within FPM
- Due to Covid19 the staff in this program were moved to primarily teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Projects have slowed due to shortages on materials, longer lead times, slower trade production due to physical distancing requirements, and longer times to gain permits and other reviews by Authorities having Jurisdiction.

Department:	County Assets	**Program Contact:**	Kate Vance
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:	78204, 78206, 78213		
Program Characteristics:			

Executive Summary

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

Program Summary

The Capital Improvement Program (CIP) provides funding for the annual 5-year Capital Plan that focuses on the County's 18 primary owned Tier II and III buildings. A Tier II building is one that is a desirable part of the County's long-term portfolio but has significant deferred maintenance needs which must be addressed. A Tier III building is one that is not economical or is impractical to bring to County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible. The plan works in conjunction with the Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities over a 10 year horizon.

The program allows Capital fees, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix that prioritizes fire, life, safety and equity. The program looks for project efficiencies that benefit the building users and extend the useful life of the building.

The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users.

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

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	41%	75%	77%	70%
Outcome	Percent of Primary Owned Buildings rated as Tier 2 & 3.	37%	33%	37%	37%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year. FY 2021 was a challenging year with Covid 19, a backlog of work and staff turn-over. The FY 2021 plan looks more realistically at the number of projects that can be completed this fiscal year, and the FY 2022 year plan is based upon the assumption of increased staff load to catch up on backlogged projects. PM #2: Percent of Primary Owned Buildings rated as Tier 2 & 3. Targeting decreased percentage over time.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$20,718,292	$0	$20,210,318
Internal Services	$0	$106,270	$0	$0
Capital Outlay	$0	$130,686	$0	$138,179
Total GF/non-GF	**$0**	**$20,955,248**	**$0**	**$20,348,497**
Program Total:	**$20,955,248**		**$20,348,497**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	$0	$8,174,778	$0	$8,899,767
Financing Sources	$0	$1,167,824	$0	$159,708
Interest	$0	$434,608	$0	$150,000
Beginning Working Capital	$0	$10,696,383	$0	$10,933,373
Service Charges	$0	$481,655	$0	$205,649
Total Revenue	**$0**	**$20,955,248**	**$0**	**$20,348,497**

Explanation of Revenues

Fund 2507 Capital Improvement Program:
BWC $10.8 Million from Project Carryover; $0.1 Million from Asset Replacement program offer
IG City of Portland share of Justice Center Projects $0.2 Million
Intl Svc Reimbursement CIP Fee from County Occupants $3.9 Million
Cash Transfer Revenue from External Clients $0.2 Million
Other Revenue $5.0 Million from Client Funded Projects
Interest Income $0.1 Million

Significant Program Changes

Last Year this program was: FY 2021: 78205 Facilities Capital Improvement Program

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

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

Department:	County Assets	**Program Contact:**	Kate Vance
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:	78204, 78205, 78213		
Program Characteristics:			

Executive Summary

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

Program Summary

The Asset Preservation Program (AP) provides funding for the annual 5-year Capital Plan that focuses on the County's 33 primary owned Tier I buildings. A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the County with assets that are worth their market value. It includes planned upgrades in equipment and systems intended to meet changing building needs.

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

The program allows Capital fees, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix that prioritizes fire, life, safety and equity. The program looks for project efficiencies that benefit the building users and extend the useful life of the building.

Implementation of the Facilities Asset Strategic Plan (FASP) will also impact future capital needs.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	58%	75%	88%	70%
Outcome	Percent of Primary Owned Buildings rated as Tier 1.	63%	67%	63%	63%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.
PM #2: Percent of Primary Owned Buildings rated as Tier 1.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$21,263,654	$0	$24,188,920
Total GF/non-GF	**$0**	**$21,263,654**	**$0**	**$24,188,920**
Program Total:	**$21,263,654**		**$24,188,920**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	$0	$7,576,752	$0	$8,368,003
Financing Sources	$0	$164,242	$0	$170,626
Interest	$0	$303,904	$0	$200,000
Beginning Working Capital	$0	$14,215,415	$0	$16,957,795
Service Charges	$0	$0	$0	$92
Total Revenue	**$0**	**$22,260,313**	**$0**	**$25,696,516**

Explanation of Revenues

BWC from Routine Project Carryover $16.9 Million
Intl Svc Reimbursement AP Fee from County Occupants $8.4 Million
Cash Transfer Revenue from External Clients $0.2 Million
Interest Income $0.2 Million

Significant Program Changes

Last Year this program was: FY 2021: 78206 Facilities Capital Asset Preservation Program

Increase year over year in beginning working capital carryover due to project delays because of difficulty in material availability, shipping delays, other agency review delays during pandemic.

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

Program #78207 - Facilities Interiors Group 4/14/2021

Department:	County Assets	**Program Contact:**	Kate Vance
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
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, 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.

Program Summary

This program coordinates the moving, adding or changing of systems furniture and interior spaces throughout the County, and delivers project management services for interior building renovations requested by County programs. The team consists of project managers knowledgeable in systems furniture, space planning, interior design, and tenant improvements. The team considers programmatic needs when supporting County programs. Most recently, this has included interior spaces using a trauma-informed lens. The team manages the move coordination for major and minor moves, coordinates the selection of interior finishes and furnishings, and inventories surplus systems furniture for later use.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Complete Customer Journey Experience Mapping	N/A	N/A	N/A	100%
Outcome	Average Customer Service Satisfaction Survey Score on a 5 point scale.	4.7	4.5	4.6	4.5

Performance Measures Descriptions

Output: The goal of this exercise is to create empathy and understanding of the client experience as they purchase chairs and to identify efficiencies and/or tools to improve the client experience. This effort supports the following Multco Core Competencies.
Outcome: Perform ongoing Customer Service Satisfaction Surveys with overall minimum score of 4.5 on a 5-point scale.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$694,270	$0	$689,274
Contractual Services	$0	$4,110	$0	$1,500
Materials & Supplies	$0	$19,039	$0	$12,900
Internal Services	$0	$51,538	$0	$62,531
Total GF/non-GF	**$0**	**$768,957**	**$0**	**$766,205**
Program Total:	**$768,957**		**$766,205**	
Program FTE	0.00	4.55	0.00	4.40

Program Revenues				
Other / Miscellaneous	$0	$483,866	$0	$496,712
Total Revenue	**$0**	**$483,866**	**$0**	**$496,712**

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2021: 78207 Facilities Interiors Group

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

FTE changes reflect reallocation of manager resources across programs within FPM.

Program #78208 - Facilities Utilities   4/14/2021

Department:	County Assets	**Program Contact:**	Christian Solsby
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

This program accounts for the energy and utility costs incurred at County facilities that include electric, natural gas, water, sewer and waste/recycling; and is managed by a position in the Facilities and Property Management (FPM) Director's Office that monitors, evaluates, approves payment, and recommends strategy for reducing utility expenses in an ongoing effort to increase operating efficiencies and decrease the financial impact on critical County programs and services.

Program Summary

FPM continually evaluates energy and utility consumption across the County to identify anomalies, maximize saving energy opportunities and minimize expenses. Electric utilities constitute about half of the utility expenses followed by water/sewer, natural gas and waste/refuse. FPM continues to work with the Office of Sustainability to educate building occupants on the value of resource conservation. The Energy and Utility Specialist in the Director's Office works with industry partners who include the Energy Trust of Oregon, Oregon Department of Energy and the City of Portland to address operating efficiency and capture incentives for energy savings measures.

Utility rates fluctuate from year to year based on the availability of energy resources. While they generally increase in line with the cost of inflation over time, they can vary based on other economic factors. 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 has resolved to purchase 100% of electricity through renewable energy sources. The FY 2022 utility rates continue to include the cost of purchasing renewable energy credits.

Climate change has an adverse impact on the county's most vulnerable populations and on communities with more diversity and people of color in particular; and commercial utility facilities produce a substantial amount of carbon emissions that lead to climate change. The impact of climate change on racial and economic justice drives FPM efforts to conserve natural resources, and Energy Use Intensity and Carbon Emissions metrics help show how it is doing in goals to address climate change. FPM is working with other Department of County Assets groups to include more people in energy management decisions, through the formation of an FPM Energy Team, and a DCA Carbon Reduction Team that will work to reflect community priorities in department investments.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Energy Use Intensity (Energy use per square foot)	71.8	69	70	69
Outcome	Percent reduction in carbon emissions	4.5%	3%	3%	3%

Performance Measures Descriptions

Output: Energy Use Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency.
Outcome: The Department of County Assets established a goal to reduce greenhouse gas emissions by 3% annually.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Materials & Supplies	$0	$6,334,630	$0	$6,200,000
Total GF/non-GF	**$0**	**$6,334,630**	**$0**	**$6,200,000**
Program Total:	**$6,334,630**		**$6,200,000**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	$0	$5,600,770	$0	$5,403,147
Service Charges	$0	$0	$0	$1,112
Total Revenue	**$0**	**$5,600,770**	**$0**	**$5,404,259**

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2021: 78208 Facilities Utilities Pass Through

To reduce COVID-19 transmission, HVAC systems now circulate more outside air throughout County buildings, which increases energy needed for heating and cooling; and FPM has installed more robust filters in building HVAC systems, which increase energy needed to circulate air. Reduced heating and cooling requirements from reduced building occupancy with teleworking appears to have sufficiently contained the costs within the adopted budget; however this will be an item to watch as employees and services return to County buildings in the future.

Program #78209 - Facilities Lease Management   4/14/2021

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

Executive Summary

The Lease Management team supplements the County's owned real estate portfolio with leased space to ensure effective and efficient program delivery. The team also leases excess County space to external clients which helps offset internal service charges to County departments. These external leases prioritize outside entities that complement existing County programs and services.

Program Summary

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

In addition, working with the Departments to assess options, Lease Management negotiates lease terms, obtains pertinent public permits, manages landlord disputes and proactively coordinates lease renewals. The program also provides operational support that includes 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.

Lease Management minimizes lease costs through work with Departments to evaluate existing and potential vacant space in owned buildings; and reduces internal services charges to Departments by securing and managing leases to external tenants.
To support County equity goals, Lease Management will:
 - Support the Preschool for All initiative with Real Estate options when larger scale opportunities are present;
 - Consider partnering with Metro affordable housing sites and Reach CDC;
 - Consider prioritization of leasing from Minority owned Landlords and Corporations with similar DEI goals.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Proactively manage revenue and expense leases to meet occupant requirements	98%	99%	99%	99%
Outcome	Lease revenue and expenses align with annual budget projections	98%	99%	98%	99%

Performance Measures Descriptions

Output: Annual lease administration enforcement is managed through the Facilities Lease Administration database which tracks building data, property tax exemptions, lease expenses, lease rate adjustments, revenue reconciliation and lease renewal/termination dates.
Outcome: Assuring budget projections align with actual revenues and expenses ensures County program budgets reflect actual costs and decreases uncertainty.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$286,109	$0	$287,301
Contractual Services	$0	$55,545	$0	$55,419
Materials & Supplies	$0	$8,536,439	$0	$9,018,697
Internal Services	$0	$25,166	$0	$26,464
Total GF/non-GF	**$0**	**$8,903,259**	**$0**	**$9,387,881**
Program Total:	**$8,903,259**		**$9,387,881**	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	$0	$8,801,029	$0	$9,304,330
Service Charges	$0	$1,106,233	$0	$961,155
Total Revenue	**$0**	**$9,907,262**	**$0**	**$10,265,485**

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2021: 78209 Facilities Lease Management

FY 2022 includes $157K for a new Sheriff's Office Portland Portal lease, $121K for a new Library Sorting Center lease, a $106K increase in a renewed Department of County Human Services Cherry Blossom lease and $192K for expanded JOHS space at the Five Oak Building.

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

Executive Summary

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

Program Summary

The Facilities Strategic Planning and Project program includes the ongoing efforts relating to the Facilities Asset Strategic Plan (FASP); new and major redevelopment construction projects; property disposition and acquisition; pre-development and evaluation of major portfolio projects.

Phase II of the Facilities Strategic Planning initiated the assessment of potential renovation, modernization and seismic to determine the cost/benefit of specific investments in the portfolio. Condition assessments, cost estimates and programming evaluations are ongoing efforts. The program engaged a consulting firm to lead a Strategic Planning effort in FY 2019. Department Interviews took place in FY 2020. The Strategic Planning Team reported initial FASP findings in FY2020 with recommendations for prioritized development projects. For FY 2021 and now in FY 2022 the Strategic Planning Team will look to support the Library Bond Projects through providing Major Projects Expertise and Real Estate site analysis, engage Minority owned consulting firms to partner with on our COVID update to the Facilities Strategic Plan, consider taking on a College to County summer Intern, and ensure that all future major projects include an aggressive Apprenticeship program participation.

This program is responsible for real estate development, engineering design, construction, and project management for new construction and/or repair and alterations for complex, multi-use, public facilities. This includes performing complex feasibility studies, risk management, public process and other management functions.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Number of dispositions of surplus property completed	4	1	1	1
Outcome	Completion of the FASP update by department	100%	100%	100%	100%

Performance Measures Descriptions

Output: Dispositions of surplus and underutilized property is a function of long term portfolio management to reduce operating costs and invest proceeds into valuable assets.
Outcome: Completion of department reviews for the Facilities Asset Strategic Plan FASP.

Legal / Contractual Obligation

Revenue/Expense Detail

Program Expenses	Adopted General Fund 2021	Adopted Other Funds 2021	Proposed General Fund 2022	Proposed Other Funds 2022
Personnel	$0	$1,044,662	$0	$1,084,096
Contractual Services	$0	$267,150	$0	$272,226
Materials & Supplies	$0	$10,114	$0	$6,070
Internal Services	$0	$159,914	$0	$125,640
Total GF/non-GF	**$0**	**$1,481,840**	**$0**	**$1,488,032**
Program Total:	**$1,481,840**		**$1,488,032**	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	$0	$684,443	$0	$689,296
Total Revenue	**$0**	**$684,443**	**$0**	**$689,296**

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2021: 78210A Facilities Strategic Planning and Projects

COVID-19 impacts: General Construction practices have had to engage with new CDC and OSHA guidelines for construction workplace infection control which has caused some minor additional costs along with construction schedule delays.

Multnomah County

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

Executive Summary

This program offer is to support development of a long term Master Plan for the Vance property. Department of Community Services (DCS) Planning and County Leadership along with Department of County Assets (DCA) Facilities formed a steering committee earlier in FY 2018 to build a Roadmap of Master Planning efforts to date and outline next steps. The work includes Parcel Development Planning, Storm Water Retention Analysis, Zoning and Best Use Analysis and Preliminary Structure location Analysis.

Program Summary

This program offer includes environmental site technical studies to continue a master planning process. It will lead to enhanced development options which make better use of the former quarry and the associated park portion on the west side of the property. Technical work completed to date includes an ALTA Survey, gas and water monitoring, landfill waste field investigations, and installation of additional ground water monitoring stations. The goal of the plan is to develop a structured process with a clear framework for creating a set of options and recommendations for any future development or disposition of the County-owned parcels in this area. The plan will consider the needs of the DCS including infrastructure needs, service provision, and present and future division land use needs, as well as any financial impact to the Road fund. In addition, we will be working closely with the City of Gresham to assess the park portion of the Vance Property along the western edge in order to determine best usage and future options.

DCS continues to work closely with internal stakeholders, and external partners and stakeholders to evaluate the future options for this property. The Project Leadership Team includes members from the Governor's Regional Solutions team, County Leadership, METRO, City of Gresham, DCS, MCHD, and FPM. Through a formal solicitation, Cascadia Partners and their team was hired to provide Master Planning Services toward this effort that will include, programming, community engagement, financial analysis, feasibility analysis, and technical advisement on creating development options for this property. This initial effort is planned to be completed in FY21. A large outreach effort has been made by Cascadia Group to include a variety of Community organizations. Further outreach will continue to engage Gresham's underserved population.

Based on alignment with County policies, goals and community benefit, the team will provide guidance on future implementation of the various options and continue with the Master Planning outreach work in FY 22 addressing the needs of lower income households for best use of the Vance parcels while meeting the needs of DCS / Animal Services.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Master Plan Development Options	N/A	1	1	1
Outcome	Completion of Development Options for Vance Properties	N/A	100%	50%	100%

Performance Measures Descriptions

PM #1 Output—Technical site work and creation of development options.
PM #2 Outcome—The Master Plan Development Options will be 50% complete during FY 2021.

Legal / Contractual Obligation

The project received Business Oregon Brownfield Redevelopment Grant. The project has submitted an application to receive funding through the DEQ Solid Waste Orphan Site Fund. The Board of County Commissioners approved submission of this application in December 2019.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$370,000	$0	$164,000
Total GF/non-GF	**$0**	**$370,000**	**$0**	**$164,000**
Program Total:	**$370,000**		**$164,000**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	$0	$370,000	$0	$164,000
Total Revenue	**$0**	**$370,000**	**$0**	**$164,000**

Explanation of Revenues

Beginning working capital is all carry over of unspent prior years' one-time-only funding and includes $134,000 from General Fund and $30,000 from Video Lottery Fund.

Significant Program Changes

Last Year this program was: FY 2021: 78210B Facilities Vance Property Master Plan

Program #78212 - Facilities Downtown Courthouse   4/14/2021

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

Executive Summary

The new Central Courthouse replaced the functionally obsolete 100 year old existing courthouse. The new courthouse incorporates the current standards in courthouse design and construction, energy efficiency as well as operational and maintenance efficiency. This program offer reflects the full completion of the multi-year project.

Program Summary

The old Multnomah County Downtown Courthouse was functionally obsolete and in need of replacement. DAY CPM is acting as the Owner's Representative and assisting the County in delivering the project.

The County procured the services of the SRG who partnered with CGL Ricci Greene as the project architect to perform the design, and Hoffman Construction to construct the courthouse using the CM/GC (Construction Manager/General Contractor) method. The architectural design team completed the design of the courthouse with input from various users and stakeholders. During the design phase the architect and CM/GC collaborated on the design to meet the project values and goals. The CM/GC prepared detailed cost estimates during the design phase and finalized a Guaranteed Maximum Price in September 2017. The Contractor was Substantially Complete on December 11, 2020. Operational workflow testing and Final Occupancy Certification took place following Substantial Completion. Occupancy by the Courts took place on October 6, 2020. The Project is now under it's warranty period.

The County is reviewing final Change Order Requests and working on the Project Closeout phase which will extend into FY 2022. The Courthouse and Health Department Headquarters projects set a new regional standard for Minority participation through an active Project Labor Agreement. The project met and in many cases exceeded the participation goals. The new Courthouse allows for better separation and security for the Adults in Custody, Witnesses, Jury members, the DA, staff and members of the public.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Completion of project closeout	N/A	N/A	N/A	100%
Outcome	Completion of project construction audit	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Output: Completion of project closeout
PM #2 Completion of project construction audit

Legal / Contractual Obligation

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

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$9,000,000	$0	$6,078,931
Total GF/non-GF	**$0**	**$9,000,000**	**$0**	**$6,078,931**
Program Total:	**$9,000,000**		**$6,078,931**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	$0	$9,000,000	$0	$6,078,931
Total Revenue	**$0**	**$9,000,000**	**$0**	**$6,078,931**

Explanation of Revenues

• $6.1 million working capital carryover from FY 2021.

Significant Program Changes

Last Year this program was: FY 2021: 78212 Facilities Downtown Courthouse

Covid Impact: The construction schedule was extended by a number of weeks as CDC and OSHA requirements for infection control were implemented. Exact cost impact remains under review.

Program #78213 - Library Construction Fund   4/14/2021

Department:	County Assets	**Program Contact:**	Kate Vance
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

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

Program Summary

The Library Construction (Capital) Fund program creates accessible, functional and energy efficient facilities that provide Library services with space that meets their program needs. The program focuses on the 15 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 usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

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

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of projects planned for completion in a fiscal year that are completed that fiscal year.	75%	75%	80%	70%
Outcome	Provide the Library District with a 5-yr Capital Improvement plan updated annually.	1	1	1	1

Performance Measures Descriptions

PM#1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.
PM#2: Provide the Library District with a 5-yr Capital Improvement plan updated annually.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$5,981,446	$0	$7,507,807
Total GF/non-GF	**$0**	**$5,981,446**	**$0**	**$7,507,807**
Program Total:	**$5,981,446**		**$7,507,807**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	$0	$2,843,511	$0	$3,070,758
Interest	$0	$80,235	$0	$50,000
Beginning Working Capital	$0	$3,057,700	$0	$4,387,049
Total Revenue	**$0**	**$5,981,446**	**$0**	**$7,507,807**

Explanation of Revenues

BWC Estimated carry forward of ongoing projects $4.4 Million
Capital Fee on Owned Library Buildings $3.0 Million
Interest Income $0.1 Million

Significant Program Changes

Last Year this program was: FY 2021: 78213 Library Construction Fund

The Library District has chosen to increase the funding level for FY 2022 to better meet the needs of their building stock by investing in capital improvement projects, similar to the increases in FY 2020 and FY 2021.

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

Program #78214 - Health Headquarters Construction	4/14/2021

Department:	County Assets	**Program Contact:**	Scott Churchill
Program Offer Type:	Existing Operating Program	**Program Offer Stage:**	As Proposed

Related Programs:

Program Characteristics:

Executive Summary

This offer constructed a new headquarters and clinic facility for the Multnomah County Health Department in the Old Town/Chinatown Neighborhood of Portland. The facility is approximately 157,000 square feet and located on the easterly half of the block U immediately adjacent to the Bud Clark Commons building. The project team focused on delivering a well-functioning, flexible building for County operations that is welcoming to clients. The building is an attractive and durable asset which complements the neighborhood. In 2020, it also served as the County's COVID-19 Emergency Operations Center.

Program Summary

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

Design Review was approved on November 10, 2016. The Board of County Commissioners approved Resolution 2016-115 on November 10, 2016 to authorize the Early Work Package. The Ground Breaking Ceremony was held on December 14, 2016 and 100% construction documents were delivered on January 13, 2017. Construction began on February 17, 2017 and the Board of County Commissioners approved the resolution 2017-051 on June 15, 2017 to authorize the GMP amendment with JE Dunn Construction. The steel structure has been completed and a topping ceremony was held December 6, 2017. Construction was completed in FY 2019. The Health Department Headquarters project set a new regional standard for Minority construction participation through an active Project Labor Agreement. The project met and in many cases exceeded the participation goals. Closeout of Final Payment and Final Audit report will occur in FY 2022.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Completion of project closeout	N/A	N/A	N/A	100%
Outcome	Completion of project construction audit	N/A	100%	90%	100%

Performance Measures Descriptions

PM #1: Completion of project closeout
PM #2: Completion of project construction audit

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$2,100,000	$0	$600,000
Cash Transfers	$0	$0	$0	$1,000,000
Total GF/non-GF	**$0**	**$2,100,000**	**$0**	**$1,600,000**
Program Total:	**$2,100,000**		**$1,600,000**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	$0	$5,500,000	$0	$1,600,000
Total Revenue	**$0**	**$5,500,000**	**$0**	**$1,600,000**

Explanation of Revenues

The carryover is to meet contractual obligations to vendors and service providers with the balance transferred to the General Fund.

Significant Program Changes

Last Year this program was: FY 2021: 78214 Health Headquarters Construction

Project is completed and awaiting final closeout of invoices. $1M transfer of carryover to the Debt Retirement fund.

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

Program Characteristics: One-Time-Only Request

Executive Summary

This offer addresses building structural deficiencies for the South East Health Clinic (SEHC) located at 3653 SE 34th Avenue. The project will remove and replace the deteriorated major structural beams supporting the West Wings of the SEHC, along with replacing the failed exterior siding and original building windows with fire resistant fiber cement panel siding and energy efficient windows.

Program Summary

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

Carleton Hart Architects (CHA) is leading the project with ABHT Structural Engineering providing structural design for the replacement of the deteriorated glulam beams. Architectural upgrades will include new energy efficient windows to ensure proper flashing to prevent future water intrusion, in conjunction with the replacement of the failed EIFS siding with fiber cement panel siding on the East & West wings of the building that will provide long lasting durable service for the life of the building.

The project is scheduled to be approved in late winter 2021, and once approved the work will begin. The estimated project completion is late summer 2021.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Approval of construction phase and Board Briefing project update	N/A	2	1	2
Outcome	Structural repairs completed to provide safe operation of health, dental, pharmacy and community services	N/A	85%	20%	100%

Performance Measures Descriptions

PM1 - Approval of construction phase and Board Briefing project update
PM2 - Completed repairs allow the continued use of the building to safely provide ongoing health services.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$0	$0	$72,800
Contractual Services	$0	$880,000	$0	$2,847,200
Total GF/non-GF	**$0**	**$880,000**	**$0**	**$2,920,000**
Program Total:	**$880,000**		**$2,920,000**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	$0	$0	$0	$2,420,000
Beginning Working Capital	$0	$880,000	$0	$500,000
Total Revenue	**$0**	**$880,000**	**$0**	**$2,920,000**

Explanation of Revenues

$500K working capital carryover from FY 2021 and a transfer of $2.42 million from the General Fund.

Significant Program Changes

Last Year this program was: FY 2021: 78215 South East Health Center

Covid 19 brought about delays in permits and overall progress of project.

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

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

Related Programs:

Program Characteristics:

Executive Summary

This program offer is for the development and execution of the strategy to relocate the Multnomah County Sheriff's Office (MCSO) Law Enforcement Division to an efficient, economical and sustainable facility appropriately sized and sited to deliver critical public safety services to the community of Multnomah County.

Program Summary

The Multnomah County Sheriff's Office (MCSO) moved to the Hansen Building complex, corner of NE Glisan and NE 122ND Avenue in 1976. The Hansen Building was built in 1956 as a County health clinic. Due to the buildings infrastructural needs, seismic liability, inefficient layout, security challenges and the distance to the Sheriff's current service districts, it no longer meets the operational requirements of a modern law enforcement agency. In FY 2017, the majority of the Sheriff's Office staff moved to the the Penumbra Kelly Building at 4747 E Burnside in Portland.

In FY 2015, Phase 1 of the project including the Project Plan and Programming was completed along with conceptual budget estimate to the Board followed as well as a request for approval for Phase 2 Project Delivery and Development Plan according to the FAC 1 Administrative Procedure. In FY 2017, a 3.54 acre parcel of land adjacent to the Troutdale Police Command Center was acquired by the County as a potential relocation site. Given changes in the local public safety environment, including the election of a new Multnomah County Sheriff in FY 2017, and policing discussions with other local cities, we explored other opportunities to meet the needs of Sheriff's Office. In FY20, a new location was identified.

The MCSO new location at the Portland Portal was finalized and approved by the Board in 2020. Final Design work is under review with Occupancy targeted for summer 2021. A large part of this project is to construct a more robust and accountable Evidence Storage system including wrecked vehicle evidence. Properly stored and documented evidence will allow for all persons involved in MCSO managed events. More efficient evidence storage will likely support more equitable justice. Construction efforts by the Landlord's Contractor do not allow us to control Minority participation but we are sharing best practice lessons from our Courthouse and Health building Project Labor Agreements and encouraging them to achieve similar goals.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Assessment of MCSO overall facilities needs	N/A	100%	100%	100%
Outcome	Implementation of the new location	N/A	1	1	1

Performance Measures Descriptions

PM #1 Output--An overall assessment of MCSO facilities and work space needs will be conducted considering the Consolidation of Hansen, Kelly, Columbia Gorge and the Multnomah Building as well as overall needs.
PM #2 Outcome--Completion of Construction and Tenant Improvements.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$3,358,765	$0	$1,377,869
Total GF/non-GF	**$0**	**$3,358,765**	**$0**	**$1,377,869**
Program Total:	**$3,358,765**		**$1,377,869**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	$0	$3,358,765	$0	$1,377,869
Total Revenue	**$0**	**$3,358,765**	**$0**	**$1,377,869**

Explanation of Revenues

This program offer will be funded with $1.4 Million in carryover from FY 2021.

Significant Program Changes

Last Year this program was: FY 2021: 78218 MCSO Facilities Relocation and Reconfiguration

Program #78220 - DCJ East County Campus	4/14/2021

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

Executive Summary

The Department of Community Justice (DCJ) and the Facilities and Property Management Division (FPM) identified the need to acquire an asset in a mid-County location to consolidate four separate sites. In FY 2017, the County purchased a three building office development property with approximately 36,000 rental square feet located on a 2.46 acre site at 1245-1415 SE 122nd Ave in Portland. DCJ occupies the North and West buildings of the Campus. The South Building will be available for other Program use.

Program Summary

This program encompasses the co-location of DCJ District Managers, Parole and Probation units, space for Teaming Partners, a client Resource Center, a Training Facility for Parole Officers, a Community Services support facility and convenient staff amenities including break areas, respite room, fitness room and showers. This increases operational efficiency, aligns departmental points of service with their client base and eliminates the risks associated with leased facilities. Located on a major public transportation corridor, this project serves a population of the County making their way through the probation process. This phase of the justice system process is disproportionally populated by people of color. This renovated facility will bring equity of environmental experience and efficiency during their probation experience for both staff and client.

This new East-County facility provides:
• A campus environment that serves clients in a centrally located and easily accessible area
• A community resource center
• A welcoming, safe and secure facility for staff, clients and neighbors
• Cost efficiency by co-locating services
• Increase efficiency of work areas in terms of hoteling and space utilization
• Support for public transit and convenient transit connections for staff and clients

Construction is complete and building is ready for full occupancy. (Final Project Closeout may extend into FY 2022)

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Completion of schematic design, design documents and construction documents including permitting application	100%	100%	100%	100%
Outcome	Maintain DCJ East County Operations during the Construction period.	100%	100%	100%	100%
Output	Project Construction Complete	N/A	100%	100%	100%

Performance Measures Descriptions

PM 1 Output: Completion of schematic design, design documents and construction document including permitting application.
PM 2 Outcome: Maintain DCJ East County Operations during Construction period.
PM 3 Output: Project Construction Complete.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$200,000	$0	$570,000
Total GF/non-GF	**$0**	**$200,000**	**$0**	**$570,000**
Program Total:	**$200,000**		**$570,000**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	$0	$200,000	$0	$570,000
Total Revenue	**$0**	**$200,000**	**$0**	**$570,000**

Explanation of Revenues

This program offer is funded by beginning working capital carried over from FY 2021.

Significant Program Changes

Last Year this program was: FY 2021: 78220 DCJ East County Campus

Program #78221 - MCDC Detention Electronics	4/14/2021

Department:	County Assets	**Program Contact:**	Kate Vance
Program Offer Type:	Existing Operating Program	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

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

Program Summary

This carryover project is currently in construction. The project is expected to reach substantial completion in FY22 Q4. Under this project, the intercom and video surveillance systems at Multnomah County Detention Center at the Justice Center will be upgraded to newer technologies, utilizing the same equipment and brands that were recently installed in the other County detention facilities (Inverness and the Juvenile Center), and have become the standard for the County. This project will identify areas with inadequate video coverage, add new cameras and technologies as necessary to ensure compliance with the current PREA Standards. Additionally, this will extend the lifetime of the security electronics for another 15-20 years, with appropriate maintenance and software upgrades. This project works closely with MCSO Staff, FPM Electronic Services, and other relevant internal trades. This project will replace 6 different systems: Intercom System, Video Surveillance System, PLC/Touchscreen Systems, Access Control System, Administrative Intercom Phone System, and Genetec IP-based video management system (VMS)

A network of digital encoders will be installed on each floor, which will convert the existing analog camera signal to an IP-based signal, which is then routed to the servers and the associated touchscreen workstation viewing monitors. New PC-based workstations will be provided at each touchscreen station to allow the operator to view the associated cameras for the operator's area of responsibility, controlled by the operator's touchscreen workstation. Images will be brought up automatically in response to intercom, door operations, or alarms, or the operator can manually select single camera viewing, or a combination of different multiple-camera views.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Prioritized order for system implementation	1	1	1	1
Outcome	Percent of systems successfully implemented	25%	100%	75%	100%

Performance Measures Descriptions

PM #1-Output--A list of the prioritized order of implementation will be completed considering risk and inter-dependency.
PM #2-Outcome--Anticipated that 100% of the systems implementation will be completed in FY 2022.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2022.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$2,338,134	$0	$455,679
Total GF/non-GF	**$0**	**$2,338,134**	**$0**	**$455,679**
Program Total:	**$2,338,134**		**$455,679**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	$0	$92,583	$0	$0
Beginning Working Capital	$0	$2,245,551	$0	$455,679
Total Revenue	**$0**	**$2,338,134**	**$0**	**$455,679**

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2021.

Significant Program Changes

Last Year this program was: FY 2021: 78221 MCDC Detention Electronics

Due to Covid19 this project has slowed due to shortages on materials, longer lead times, slower trade production due to physical distancing requirements, and longer times to gain permits and other reviews by Authorities having Jursidiction.

Program #78227 - MCSO River Patrol Boathouses Capital Improvements 4/14/2021

Department:	County Assets	**Program Contact:**	Kate Vance
Program Offer Type:	Existing Operating Program	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

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

Program Summary

This carryover project is currently in bidding and jurisdictional review, and the most critical work is currently under construction. All construction work is expected to be completed and the project closed out in FY22.

A study was commissioned by Facility and Property Management (FPM) and completed in February 2018 to determine the scope of deferred maintenance required for the MCSO River Patrol boathouses, docks, and ramps, eight structures in total. Deferred maintenance in the amount of ~$2 million+ was identified by the contracted architecture/engineering firm. Of the ~$2 million+, approximately half is considered to be essential to address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structures. We currently have an imminent danger correction notice for all Columbia River Patrol boathouses from an electrical inspector to prevent Electrical Shock Drowning (ESD).

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

In FY 2020, the project team determined that it would be more fiscally responsible to purchase replacement structures (instead of repair) for B493 Gleason Landing Boathouse 1 and B309 Columbia River Chinook landing Boathouse. Fund 2507 is contributing funds to this project in FY 2022 to complete the Tier 2 and Tier 3 priorities identified in the February 2018 assessment.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Complete essential deferred maintenance boathouses.	40%	100%	75%	100%
Outcome	MSCO boathouses/floating buildings meet minimum code and safety compliance.	50%	100%	100%	100%
Output	Complete tier 2 and tier 3 deferred maintenance on boathouses	N/A	N/A	N/A	50%
Output	Purchase and install replacement boathouses for B493 Gleason Landing Boathouse 1 and B309 Columbia River	N/A	N/A	25%	75%

Performance Measures Descriptions

Complete essential deferred maintenance, safety and compliance, on MCSO River Patrol boathouses/buildings/ramps/docks in order to reduce the ongoing rapid deterioration of the assets. Purchase and install replacement boathouses for B493 Gleason Landing Boathouse 1 and B309 Columbia River Chinook landing Boathouse.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2022.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$1,415,139	$0	$1,246,969
Total GF/non-GF	**$0**	**$1,415,139**	**$0**	**$1,246,969**
Program Total:	**$1,415,139**		**$1,246,969**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	$0	$551,000	$0	$257,691
Beginning Working Capital	$0	$864,139	$0	$989,278
Total Revenue	**$0**	**$1,415,139**	**$0**	**$1,246,969**

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2021 and an increase of $257,691 from Fund 2507 to accommodate the Tier 2 and 3 repairs.

Significant Program Changes

Last Year this program was: FY 2021: 78227 MCSO River Patrol Boathouses Capital Improvements

Additional funds in the amount of $257,691 are being added in FY2022 to address the tier 2 and 3 deferred maintenance repairs identified in the February 2018 assessment.

Due to Covid19 this project has slowed due to shortages on materials, longer lead times, lack of interested marine vendors, and other agency reviews, particularly permitting restriction from NOAA and US Army Corp of Engineers.

The purchase of the replacement boathouses has been stalled due to lack of available inventory. Three brokers are engaged in the process.

Program #78228 - Library Capital Bond Construction   4/14/2021

Department:	County Assets	**Program Contact:**	Tracey Massey
Program Offer Type:	Innovative/New Program	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

In 2020 Multnomah County voters approved a capital bond measure to expand and modernize library spaces and balance library service more fairly across Multnomah County. The measure will fund the following projects: Enlarge and update seven branch libraries, including Albina, Belmont, Holgate, Midland, North Portland, Northwest and St. Johns. Build a library in East Multnomah County, similar in size to Central Library in downtown Portland. Add gigabit speed internet to all libraries. Create a central materials handling and distribution center to increase efficiency and cost effectiveness. Once complete the Library District will have dramatically increased access and services to members of our community, addressing the needs of many marginalized and disadvantaged populations.

Program Summary

The plan will increase total space in the current set of library buildings by about 50%, bringing Multnomah County residents closer to the amount and types of library spaces other communities enjoy. Each new library project will begin with a robust community engagement and input process to determine design and features. The offer includes the program staff to support this large-scale effort, in addition to the funds to build and purchase the necessary infrastructure to meet the expected bond-based timeline. The measure includes audits and public oversight. Planning and community input initiated in FY21. The following is a list of projects within the overall program:
● Build a new East County Flagship library
● Rebuild and expand four Destination libraries
● Renovate and expand three Neighborhood libraries
● Increase efficiency and reduce handling costs by converting to an automated materials handling system. This involves establishing a systemwide books and materials sorting and distribution center and installing automated materials handling equipment across the system
● Connect all libraries to gigabit speed internet service
● Increase accessibility of buildings, services and technology for people with disabilities
● Improve seismic readiness: all newly constructed buildings will be built to "immediate occupancy" seismic standards to serve as community anchors after a major seismic event. Renovated buildings continue to meet current "survivability" standards

The program will support the Library's values. Diversity, equity, and inclusion is a key value of the DCA and the Library. All aspects of this work shall center equity, diversity and inclusion.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Complete design development and construction documents of Library Sort Center.	N/A	N/A	N/A	1
Outcome	Board presentation and approval to proceed with construction.	N/A	N/A	N/A	1
Output	Development of a three-year project plan to achieve the bond sale requirements.	NA	NA	NA	1

Performance Measures Descriptions

P1 - The project success requires the Sort Center to initiate and complete first.
P2 - This measure addresses establishing a solid project management methodology for the program.
P3 - This measure addresses a requirement of the bond financing.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$0	$0	$2,920,122
Contractual Services	$0	$0	$0	$382,382,259
Materials & Supplies	$0	$0	$0	$780
Unappropriated & Contingency	$0	$0	$0	$50,738,635
Total GF/non-GF	**$0**	**$0**	**$0**	**$436,041,796**
Program Total:	**$0**		**$436,041,796**	
Program FTE	0.00	0.00	0.00	10.00

Program Revenues				
Beginning Working Capital	$0	$0	$0	$436,041,796
Total Revenue	**$0**	**$0**	**$0**	**$436,041,796**

Explanation of Revenues

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

Significant Program Changes

Last Year this program was:

Program #78233 - Justice Center Critical Electrical System Upgrade	4/14/2021

Department:	County Assets	**Program Contact:**	Kate Vance
Program Offer Type:	Existing Operating Program	**Program Offer Stage:**	As Proposed
Related Programs:			

Program Characteristics: One-Time-Only Request

Executive Summary

This offer addresses design work to replace the electrical busway riser at the Justice Center that is nearing the end of its useful life. Failure of this system would have life/safety impacts to the County. The total estimated cost to replace the system is between $6 million and $10 million. The full project estimate will be finalized pending the completion of the assessment and design work.

Program Summary

The Justice Center's incoming main building electrical service, busway risers, and electrical distribution equipment are mostly of original construction (1981) and are fast approaching their end of useful life. This program offer focuses on the replacement of the main incoming service and busway risers because failure of these systems would result in significant, if not complete, electrical outage throughout the entire building. Decisions are prioritized based on fire, life, safety, and equity

The first two year's of the program offer will focus on preliminary planning, investigation, design, and more accurate cost estimates in order to request the full amount in FY 2023 and FY2024.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Complete preliminary planning, investigation, and design documents.	N/A	100%	50%	100%
Outcome	Use design plans to develop accurate cost estimates and revised program offer	N/A	100%	50%	100%

Performance Measures Descriptions

PM-1 Complete preliminary planning, investigation, and design documents.
PM-2 Use design plans to develop accurate cost estimates and revised program offer

Legal / Contractual Obligation

Condo agreement with City of Portland

Revenue/Expense Detail

Program Expenses	Adopted General Fund 2021	Adopted Other Funds 2021	Proposed General Fund 2022	Proposed Other Funds 2022
Contractual Services	$0	$900,000	$0	$600,000
Total GF/non-GF	**$0**	**$900,000**	**$0**	**$600,000**
Program Total:	**$900,000**		**$600,000**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	$0	$900,000	$0	$0
Beginning Working Capital	$0	$0	$0	$600,000
Total Revenue	**$0**	**$900,000**	**$0**	**$600,000**

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2021 OTO.

Significant Program Changes

Last Year this program was: FY 2021: 78233 Justice Center Critical Electrical System Upgrade

Due to Covid 19 and civil unrest near and around the Justice Center, access to the building has been minimized and prioritized to address current projects. This has slowed the start of the project. FPM is using the time to develop more cohesive plans, more accurate cost estimates, and better engage all stakeholders, such as the City of Portland.

Program #78301A - IT Innovation & Investment Projects   4/14/2021

Department:	County Assets	**Program Contact:**	Tracey Massey
Program Offer Type:	Existing Operating Program	**Program Offer Stage:**	As Proposed
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 Summary

The Technology Improvement Program (TIP) is designed to address obsolete technology identified through technology lifecycle management. The projects addressed through the TIP are identified through the Technology Fitness Assessment conducted every other year.These systems are used by programs throughout the County focused on serving our residents - allowing County staff to efficiently and effectively perform their job responsibilities. The projects underway and expected to carry forward into FY22 include:

PR Navigator - DCS is replacing this system with new vendor technology. Components of the system will be available to users in the Department of County Services, to DCS counterparts within local city governments and agencies and to residents and contractors within Multnomah County. Divisions and programs within DCS that will be using the system include Land Use Planning, Transportation, Code Compliance, Right-of-Way (ROW) Permitting, Service Districts and GIS. In addition, this project also consolidates two other existing systems ROW Permitting and the Geocortex Mapping applications.

MergeIt - DCJ Parole and Probations use the MergeIt! application to merge Offender data from the Department of Corrections (DOC) system Web Services to word templates. For administer application access, MergeIt uses the AppAdmin application. We are updating MergeIt to use Active Directory to administer application access to adhere to the County standard.

HARTS - The Hearing Investigation Tracking System (HITS) is used to keep track of hearings for offenders that are currently on parole, post-prison supervision or compact supervision, who are accused of violating the conditions of that supervision. HITS is an MS Access application that is currently unstable. We are rewriting the application into a .net application to improve performance and make it easier to use.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of projects monitored per monitoring process.	100%	100%	100%	100%
Outcome	Strategic reports shared with leaders improving transparency.	12	12	12	12

Performance Measures Descriptions

PM #1 Output - 100% of the funded projects will be monitored by the IT Senior Leadership.
PM #2 Outcome - This measure ensures that information and data concerning strategic IT projects are consistently and transparently shared with County leadership.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$268,853	$0	$189,524
Contractual Services	$0	$1,225,871	$0	$282,720
Materials & Supplies	$0	$0	$0	$491,000
Total GF/non-GF	**$0**	**$1,494,724**	**$0**	**$963,244**
Program Total:	**$1,494,724**		**$963,244**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	$0	$1,404,724	$0	$963,244
Service Charges	$0	$90,000	$0	$0
Total Revenue	**$0**	**$1,494,724**	**$0**	**$963,244**

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2022 as beginning working capital through project(s) completion.

Significant Program Changes

Last Year this program was: FY 2021: 78301 IT Innovation & Investment Projects

Program #78301B - Pre-School for All Technology Solution   4/14/2021

Department:	County Assets	**Program Contact:**	Tracey Massey
Program Offer Type:	Existing Operating Program	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

Multnomah County voters overwhelmingly supported the "Preschool For All" ballot measure in 2020. The approval of Preschool for All will give 3- and 4-year-olds in Multnomah County access to free, high-quality, developmentally appropriate, culturally responsive preschool experiences. This offer encompasses the project resources required to implement technology solutions that will support parents applying to the program, Multnomah County staff administering the program, and preschool providers participating in the program.

Program Summary

The Department of County Human Services is responsible for developing, implementing and operating the Preschool for All Program. The County's Information Technology Division of County Assets is responsible for providing the technology solutions to support the program. Technology for this program will likely be both acquired and developed. The high level components of the major application includes:

 - Public Website, Participating Preschool Search and Online Application
 - Administrative Website Solution
 - Provider Portal Solution

This offer includes project-based resources to establish the technology.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Develop a project plan to include scope, schedule, and budget.	N/A	N/A	N/A	1
Outcome	Stakeholders are kept informed of the progress of the project, as measured by status reporting.	N/A	N/A	N/A	4

Performance Measures Descriptions

P1 - The success of the project is based on project management standards, including an approved project plan.
P2 - Communication and stakeholder awareness is key to project success, as measured by consistent timely project reporting.

Legal / Contractual Obligation

Preschool for all measure 26-214

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Materials & Supplies	$0	$0	$0	$1,200,000
Total GF/non-GF	**$0**	**$0**	**$0**	**$1,200,000**
Program Total:	**$0**		**$1,200,000**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	$0	$0	$0	$1,200,000
Total Revenue	**$0**	**$0**	**$0**	**$1,200,000**

Explanation of Revenues

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

Significant Program Changes

Last Year this program was:

![Multnomah County logo]

Department:	County Assets	**Program Contact:**	Tracey Massey
Program Offer Type:	Innovative/New Program	**Program Offer Stage:**	As Proposed
Related Programs:			

Program Characteristics: One-Time-Only Request

Executive Summary

The Technology Improvement Program focuses on investing in new technologies and addresses the risk of obsolete existing technologies through a periodic Fitness Assessment to identify and mitigate the risk of service interruptions as part of the strategic goal around Risk Management. This offer replaces the Long Term Care Eligibility Tracking system.

Program Summary

This offer provides staffing resources to replace the Long Term Care Eligibility Tracking System.

Long Term Care eligibility tracking system is used to manage all requests that are made by clients requesting Long Term Assistance to determine eligibility. The system also helps managers to manage the caseload, determine the demographics and assign workers from the right branches, manage an equitable distribution of referrals among the staff and to monitor and get metrics on eligibility outcomes and improve service. Once eligibility is determined, clients are enrolled in the appropriate State systems. Currently these requests are tracked in a separate system from the other referral requests and our goal is to incorporate this with the case management system used by Human Services.

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

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Delivering an integrated case management system with reporting capabilities.	N/A	N/A	N/A	100%
Outcome	Informed and satisfied stakeholders.	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Output - A complete system replacement.
PM #2 Outcome - Ongoing communication throughout the life of the project.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2021	2021	2022	2022
Contractual Services	$0	$0	$0	$395,000
Total GF/non-GF	**$0**	**$0**	**$0**	**$395,000**
Program Total:	**$0**		**$395,000**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	$0	$0	$0	$395,000
Total Revenue	**$0**	**$0**	**$0**	**$395,000**

Explanation of Revenues

This is a one-time-only general fund request.

Significant Program Changes

Last Year this program was:

Program #78301D - Technology Improvement Program-SQL Server Upgrade and Migration	4/14/2021

Department:	County Assets	**Program Contact:**	Tracey Massey
Program Offer Type:	Innovative/New Program	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:	One-Time-Only Request		

Executive Summary

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

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Project plan identifying databases to be migrated.	N/A	N/A	N/A	1
Outcome	Delivering secure systems to host the data for reporting and system needs.	N/A	N/A	N/A	100%

Performance Measures Descriptions

P1 - A project plan is a key component of project success.
P2 - Delivery of identified database migrations.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$0	$0	$245,000
Total GF/non-GF	**$0**	**$0**	**$0**	**$245,000**
Program Total:	**$0**		**$245,000**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	$0	$0	$0	$245,000
Total Revenue	**$0**	**$0**	**$0**	**$245,000**

Explanation of Revenues

This is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:

Program #78301E - Technology Improvement Program-Non-Medical Transportation and EP&R System Replacements   4/14/2021

Department:	County Assets	**Program Contact:**	Tracey Massey
Program Offer Type:	Innovative/New Program	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:	One-Time-Only Request		

Executive Summary

The Technology Improvement Program focuses on investing in new technologies and addresses the risk of obsolete existing technologies through a periodic Fitness Assessment to identify and mitigate the risk of service interruptions as part of the strategic goal around Risk Management. This offer supports the replacements for Non-Medical Transportation and EP&R systems.

Program Summary

This offer includes the replacement of two aging systems.

Non-Medical Transportation: Non-Medical Transportation allows Case Managers to authorize, track and report on client usage of the Non-Medical Transportation program whereby clients can use various modes of transportation to get from point A to point B within the County for non-medical reasons.

EP&R: This application is used by the Health Department's Emergency Preparedness & Response Program to track emergency roles & IMT assignments along with training, experience, and KSA qualifications. Our goal is to find a better system for storing employee training, experience, and qualifications.

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

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Project plan identifying the schedule for these system replacements.	N/A	N/A	N/A	1
Outcome	Delivering updated systems that meet requirements and modern technology standards.	N/A	N/A	N/A	100%

Performance Measures Descriptions

P1 - A project plan is a key component of project success.
P2 - Delivery of identified systems.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$0	$0	$205,000
Total GF/non-GF	**$0**	**$0**	**$0**	**$205,000**
Program Total:	**$0**		**$205,000**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	$0	$0	$0	$205,000
Total Revenue	**$0**	**$0**	**$0**	**$205,000**

Explanation of Revenues

This is a one-time-only general fund request.

Significant Program Changes

Last Year this program was:

Multnomah County

Department:	County Assets	**Program Contact:**	Vikki Scotti
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

The IT Projects and Portfolio Management (PPM) offer focuses on the processes, procedures, and tools necessary to support the successful management of strategic IT projects to produce equitable project outcomes for our customers. The program also includes oversight of the one-time-only Board of County Commissioners approved projects. The PPM team ensures project management standards and processes are in place across the Department of County Assets Division of Information Technology and creates an inclusive environment in which project objectives can be met.

Program Summary

The program plans for and manages projects to ensure that the right resources work on the right projects at the right time. Because our resource capacity is limited, it is important that the IT staff are used efficiently and effectively to help our customers meet their goals.

The program includes the staff responsible for developing and implementing industry standards for managing IT projects, especially high-risk capital projects. Skilled project managers provide the hands-on expertise needed to successfully manage project objectives to aid customers in reaching their goals to serve underserved populations, inclusive project teams, and risk in order to complete these projects following adopted project management practices. This program is responsible for the Demand Planning function throughout the IT portfolio helping customers and IT reach the goals of the organization.

This program coordinates and manages the annual strategic planning and review process. The planning process ensures that the right resources are focused on the strategic technology projects within the County. The output from these meetings is shared with departmental leaders countywide. The program also includes contract/vendor/partner management for outsourcing and/or intergovernmental agreements associated with strategic projects. In FY 2020, the full IT Project Portfolio consisted of 295 projects active during the course of the year and 114 projects were completed during the year. The IT Projects and Portfolio Management group maintains the County's Digital Strategy Priority Projects Portfolio consisting of approximately 10-15 of the highest priority projects across the County. Progress on the projects within this portfolio are reported and shared monthly through the County's intranet.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Maintain ratio of planned to unplanned work for actual time worked	73%	80%	72%	75%
Outcome	Number of strategic reports shared with leaders improving transparency.	2	3	1	3
Outcome	Percent of strategic projects completed on time per project schedules baseline.	83%	80%	50%	80%
Outcome	Incorporate the equity lens to determine if and how projects impact the community or end-users.	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Output-Designed to ensure that project management staff are working on planned projects.
PM #2 Outcome - Ensures that information concerning strategic IT projects are consistently shared with County leadership.
PM #3 Outcome - Helps ensure that resources are applied to the most strategic projects.
PM #4 Outcome - Measures the extent to which equity practices through the lens and 5 Ps have been brought into the IT Project Management practices.

Legal / Contractual Obligation

Revenue/Expense Detail

Program Expenses	Adopted General Fund 2021	Adopted Other Funds 2021	Proposed General Fund 2022	Proposed Other Funds 2022
Personnel	$0	$2,037,575	$0	$2,273,608
Contractual Services	$0	$1,021,641	$0	$200,204
Materials & Supplies	$0	$196,350	$0	$54,217
Internal Services	$0	$400	$0	$400
Total GF/non-GF	**$0**	**$3,255,966**	**$0**	**$2,528,429**
Program Total:	**$3,255,966**		**$2,528,429**	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	$0	$2,372,820	$0	$2,370,225
Financing Sources	$0	$935,000	$0	$0
Beginning Working Capital	$0	$0	$0	$158,204
Total Revenue	**$0**	**$3,307,820**	**$0**	**$2,528,429**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. Additionally, $158K of Beginning Working Capital related to the DART-Orion post go-live project was moved into this program offer.

Significant Program Changes

Last Year this program was: FY 2021: 78302 IT Planning, Projects & Portfolio Management

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins. Facilitation of project teams is primarily through Google meet, email and/or google chat with the aid of collaboration tools such as Jamboard. Covid related projects are identified and are monitored and tracked.

The DART-Orion post go-live project was combined into this program from offer 78326 in FY21. This project is in the final stages of close out and will be complete in FY22.

Program #78303 - IT Help Desk Services
4/14/2021

Department:	County Assets	**Program Contact:**	Kaleb Smith
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

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

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Number of customer tickets processed	30,000	30,000	30,000	30,000
Outcome	Percent of total calls to the Help Desk that are abandoned.	5%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	60%	60%	60%	60%

Performance Measures Descriptions

PM #1 Output - Tracks the number of tickets created on an annual basis.
PM #2 Output – Percent of calls to the Help Desk that are abandoned. This should between 0-5 percent per industry standards.
PM #3 Outcome - Percent of calls resolved at the Help Desk without requiring escalation. Target is 60%.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$1,167,855	$0	$1,236,514
Contractual Services	$0	$1,800	$0	$1,800
Materials & Supplies	$0	$10,760	$0	$11,160
Total GF/non-GF	**$0**	**$1,180,415**	**$0**	**$1,249,474**
Program Total:	**$1,180,415**		**$1,249,474**	
Program FTE	0.00	8.75	0.00	8.75

Program Revenues				
Other / Miscellaneous	$0	$1,185,291	$0	$1,249,474
Total Revenue	**$0**	**$1,185,291**	**$0**	**$1,249,474**

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 2021: 78303 IT Help Desk Services

Due to COVID 19, staff in this program have moved to telework with one to two staff remaining onsite to assist any walkup support needs. We have added one contractor to assist with call volumes which remain elevated given the number of customers teleworking and need additional support with remote telework and the additional technology needs (VPN, headsets, video conferencing). We expect to continue this model into FY22.

Multnomah County

Program #78304 - IT Telecommunications Services	4/14/2021

Department:	County Assets	**Program Contact:**	Rodney Chin
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

The Telecommunication Services program manages all voice and video communication services for more than 6,000 County and partner employees. The services provided by this program facilitate communication with residents and visitors, business partners, and employees.

Program Summary

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, call center consoles and connectivity to the public telephone system. Telecom is responsible for supporting phones and applications for more than 6,000 customers across all County locations. Telecom works closely with departments to identify communication needs and then implement technologies to address them. Key services supported by this program include all County call centers, such as the Mental Health Crisis line. Large projects are coordinated by Telecom including office relocations, new facility provisioning, and remodeling. Telecom also manages the acquisition, configuration, and maintenance of video conferencing units at multiple locations. These are used heavily by the State Courts, Department of Community Justice, and Public Defenders. WAN Services will continue to provide, consult and enhance teleworking, video conferencing and other network capabilities in support of ongoing Covid19 pandemic response needs.

Equity is incorporated throughout all objectives of the service, from development and planning, recruiting, training, implementation, and evaluation as it aligns with the needs of its internal customers. Telecommunication Services will apply an equity lens to ensure equitable distribution of services, which will provide communication needs to employees, programs and underserved communities.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Average time (in hours) to respond to high priority incidents.	1	1	1	1
Outcome	High priority incidents resolved within 12 hours.	98%	98%	98%	98%
Output	ServiceNow questionnaire customer satisfaction.	N/A	N/A	N/A	95%

Performance Measures Descriptions

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

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund 2021	Adopted Other Funds 2021	Proposed General Fund 2022	Proposed Other Funds 2022
Program Expenses				
Personnel	$0	$1,071,107	$0	$1,089,973
Materials & Supplies	$0	$1,920,333	$0	$1,545,927
Internal Services	$0	$16,200	$0	$16,200
Capital Outlay	$0	$40,000	$0	$0
Total GF/non-GF	**$0**	**$3,047,640**	**$0**	**$2,652,100**
Program Total:	**$3,047,640**		**$2,652,100**	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	$0	$2,121,296	$0	$2,139,982
Beginning Working Capital	$0	$734,943	$0	$367,787
Service Charges	$0	$191,401	$0	$144,331
Total Revenue	**$0**	**$3,047,640**	**$0**	**$2,652,100**

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 2021: 78304 IT Telecommunications Services

No COVID related cost increase to the program. In 2020, IT upgraded the telecommunications technology allowing call center agents to take calls outside of the office. This supported the County's overall "work from home" mandate.

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

Program #78305 - IT Mobile Device Expense Management   4/14/2021

Department:	County Assets	**Program Contact:**	Mark Lewis
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
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 computers, smart phones, and aircards.

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	% of processed new and replacement mobile device requests including audit of carrier records for exceptions	99%	99%	99%	99%
Outcome	Reduce overall cost per unit over prior year	2%	1%	1%	1%

Performance Measures Descriptions

PM #1 Output - Program will process 99% of all new and replacement mobile device requests and will audit carrier records for any exceptions not ordered by program.
PM #2 Outcome - Reduce overall cost of mobile devices and related services (per device) over similar costs from the prior fiscal year.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$101,817	$0	$144,338
Contractual Services	$0	$1,095,650	$0	$1,583,225
Materials & Supplies	$0	$112,899	$0	$50,411
Total GF/non-GF	**$0**	**$1,310,366**	**$0**	**$1,777,974**
Program Total:	**$1,310,366**		**$1,777,974**	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	$0	$1,272,909	$0	$1,736,812
Beginning Working Capital	$0	$37,457	$0	$41,162
Total Revenue	**$0**	**$1,310,366**	**$0**	**$1,777,974**

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 2021: 78305 IT Mobile Device Expense Management

The significant increase in Contractual Services costs on a year over year basis is due to the nearly 50% increase in device counts primarily due to the COVID-19 response.

This group sources and/or negotiates contracts for the services for delivery to internal and external customers. These responsibilities expanded to include external County partners and clients as a result of COVID-19 response.

![Multnomah County logo]

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

Related Programs:

Program Characteristics:

Executive Summary

The Network Services program includes the Wide Area Network (WAN) Program. The WAN group provides a stable and secure network for data communications between County buildings, data centers, and to external networks.

Program Summary

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications, connecting people to the services they need. Network infrastructure and services include routing and switching, firewall management, Internet Protocol (IP) address management, partner connectivity, monitoring, and incident management. This program implements wireless access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. WAN Services also supports large projects including office relocations, new facility provisioning, and remodeling as well as several implementations that support department programs, goals and community initiatives. WAN Services will continue to provide, consult and enhance teleworking, video conferencing and other network capabilities in support of ongoing Covid19 pandemic response needs.

Equity is incorporated throughout all objectives of the service, from development and planning, recruiting, training, implementation, and evaluation as it aligns with the needs of its internal customers. Network Services will apply an equity lens to ensure equitable distribution of services, therefore providing the connectivity needs our programs require to deliver to our underserved residents and communities. For example, outfitting our libraries with high-speed internet access so residents with financial or societal constraints can have equal access to technology, business and commerce delivered via the internet.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	County WAN sites network availability 24 x 7, excluding scheduled maintenance.	99.9%	99.9%	99.9%	99.9%
Outcome	ServiceNow customer service satisfaction survey.	N/A	N/A	N/A	75%

Performance Measures Descriptions

PM#1 Designed to ensure Network availability. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.
PM#2 Designed to ensure prioritized response and customer satisfaction of support.

Legal / Contractual Obligation

Revenue/Expense Detail

Program Expenses	Adopted General Fund 2021	Adopted Other Funds 2021	Proposed General Fund 2022	Proposed Other Funds 2022
Personnel	$0	$1,666,087	$0	$1,536,297
Contractual Services	$0	$125,000	$0	$125,000
Materials & Supplies	$0	$2,864,330	$0	$2,660,080
Internal Services	$0	$1,000	$0	$1,000
Total GF/non-GF	**$0**	**$4,656,417**	**$0**	**$4,322,377**
Program Total:	**$4,656,417**		**$4,322,377**	
Program FTE	0.00	7.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	$0	$4,663,602	$0	$4,322,377
Total Revenue	**$0**	**$4,663,602**	**$0**	**$4,322,377**

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 2021: 78306 IT Network Services

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

Department:	County Assets	Program Contact:	Kaleb Smith
Program Offer Type:	Internal Service	Program Offer Stage:	As Proposed

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 Summary

Desktop Services manages more than 8,800 County devices (desktops, laptops, tablets, printers, multifunction devices, iPhones, iPads and other personal computing devices). PCs for public use in the libraries, assessment & taxation and land use planning are also supported to provide residents and visitors with access to view public records on-line. The desktop team is responsible for life cycle management (renewal and replacement), software upgrades and inventory management for all desktop devices. Desktop support staff follow best practices for standardization, resulting in faster performance, reliability, better stability and greater security. They are also an escalation point for Help Desk ticket resolution. The Desktop Services team actively researches new technology to improve services and reduce the County's carbon footprint.

This team also performs support for the County's computer training rooms. Equity is incorporated into the Desktop Support process by ensuring we are able to support all our 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 also learning to better support users who have accommodation needs and specialized software.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Desktop device moves are completed 95% on time for requests received 5 days prior to move date	95%	95%	95%	95%
Outcome	New hire devices installed and functional on employee start date on requests received 5 days prior to start day	90%	95%	95%	95%
Outcome	Device refresh occurs within 3 months of warranty end date	70%	70%	70%	70%

Performance Measures Descriptions

PM #1 Output Measure - This measures moves of County staff desktop devices from one County location to another.
PM #2 Outcome Measure - This measures our ability to have desktops ready when employee arrives to work on their first day.
PM #3 Outcome Measure - This measures our ability to replace aging desktop devices.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$2,547,724	$0	$2,605,750
Contractual Services	$0	$78,505	$0	$82,159
Materials & Supplies	$0	$24,873	$0	$28,773
Internal Services	$0	$15,000	$0	$0
Total GF/non-GF	**$0**	**$2,666,102**	**$0**	**$2,716,682**
Program Total:	**$2,666,102**		**$2,716,682**	
Program FTE	0.00	16.50	0.00	17.50

Program Revenues				
Other / Miscellaneous	$0	$2,669,849	$0	$2,716,682
Total Revenue	**$0**	**$2,669,849**	**$0**	**$2,716,682**

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 2021: 78307 IT Desktop Services

Program offer 78307 increased by 1.00 FTE due to a conversion of a limited duration assignment into a full-time permanent position. This position fills a continued, ongoing need to evaluate new software for county use where demand exceeds capacity.

Due to COVID 19, the Desktop staff are primarily working from home and going out to customers locations when support needs require them to do so. We have enabled contactless pickup for hardware within the Multnomah Building as well as allowed staff to adjust schedules to work off hours to reduce the number of in person interactions. To assist the migration of many users to laptops (to facilitate remote work), additional contractors were brought onto the team to help meet the customers needs.

Multnomah County

Department:	County Assets	**Program Contact:**	Gary Wohlers
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
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 allowing the County to spread the cost of the equipment replacements over multiple years and keep pace with rapidly changing technology.

Program Summary

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 is based on manufacturer lifecycle recommendations. This program serves all County programs including the Multnomah County Library District; internal and public use and the County training rooms. This program does not serve the Multnomah County Sheriff's systems, or the Multnomah County District Attorney PCs.

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. The staffing for this program uses our Human Resource recruitment and hiring process to ensure equity when filling open positions. Annual equipment replacements are determined by manufacturer recommended replacement schedules and customer trouble tickets are addressed by work impact. 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.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule	80%	80%	80%	80%
Outcome	Asset database quality, accuracy and completeness	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the replacement schedule.
PM #2 Outcome Measure - Measures the effectiveness of the asset database(s) for quality, accuracy and completeness.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$0	$0	$109,285
Contractual Services	$0	$360,000	$0	$360,000
Materials & Supplies	$0	$3,084,630	$0	$2,806,202
Capital Outlay	$0	$5,014,207	$0	$4,394,045
Total GF/non-GF	**$0**	**$8,458,837**	**$0**	**$7,669,532**
Program Total:	**$8,458,837**		**$7,669,532**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	$0	$4,432,589	$0	$4,468,993
Beginning Working Capital	$0	$4,026,248	$0	$3,200,539
Total Revenue	**$0**	**$8,458,837**	**$0**	**$7,669,532**

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 2021: 78308 IT Asset Replacement

No Covid-19 related immediate cost increase to the program. As more County staff transition to laptop devices for teleworking and mobility, there will be an increase in future years to replace these devices every 3 versus 4 years.

Program #78309 - IT Health and Human Services Application Services	4/14/2021

Department:	County Assets	**Program Contact:**	Debra Lee
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	58%	58%	63%	65%
Outcome	Percentage point increase in employee hours spent on planned work	0	3%	8%	3%

Performance Measures Descriptions

Output Measure - Planned work provides better customer value, as work can be targeted toward high priority activities.
Outcome Measure - The percentage increase in planned work versus unplanned work calculated from the Current Year Purchased

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$1,331,333	$0	$1,432,867
Contractual Services	$0	$650,000	$0	$956,200
Materials & Supplies	$0	$26,044	$0	$24,279
Total GF/non-GF	**$0**	**$2,007,377**	**$0**	**$2,413,346**
Program Total:	**$2,007,377**		**$2,413,346**	
Program FTE	0.00	6.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	$0	$2,014,562	$0	$2,413,346
Total Revenue	**$0**	**$2,014,562**	**$0**	**$2,413,346**

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 2021: 78309 IT Health and Human Services Application Services

Professional services increase due to support for the new Preschool For All program.

Program offer increased by 1.00 FTE due to a conversion of 1 limited duration assignment into a full-time permanent position. This position fills a continued ongoing need supporting the Health department's portfolio of systems and applications.

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

Department:	County Assets	**Program Contact:**	Debra Lee
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	74%	75%	68%	75%
Outcome	Percentage point increase in time spent on planned projects	-3%	0%	1%	1%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 65% planned/35% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.
PM #2 Outcome Measure - The % increase in planned work versus unplanned work calculated from the Current Year Estimate.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$3,411,638	$0	$3,819,943
Materials & Supplies	$0	$88,367	$0	$103,521
Total GF/non-GF	**$0**	**$3,500,005**	**$0**	**$3,923,464**
Program Total:	**$3,500,005**		**$3,923,464**	
Program FTE	0.00	19.00	0.00	19.00

Program Revenues				
Other / Miscellaneous	$0	$3,506,012	$0	$3,923,464
Total Revenue	**$0**	**$3,506,012**	**$0**	**$3,923,464**

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 2021: 78310 IT Public Safety Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2022.

Department:	County Assets	**Program Contact:**	Tony Chandler
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed

Related Programs:

Program Characteristics:

Executive Summary

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

Program Summary

The IT General Government Application Services group supports core systems for DCM, DCA and DCS, and provides support for small applications and data and analytics reporting for Non-Departmental offices. The program supports ERP platforms (Workday, Tririga, Jaggaer, Questica) and includes the following services:

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

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

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

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	N/A	N/A	N/A	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	N/A	N/A	70%

Performance Measures Descriptions

PM #1 Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program. PM #2 Outcome - Measured by the assessment of hours spent by General Government resources working on vetted/documented workload versus ad hoc requests that may arise outside of governance structures.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$1,685,800	$0	$1,884,959
Materials & Supplies	$0	$40,062	$0	$39,856
Total GF/non-GF	**$0**	**$1,725,862**	**$0**	**$1,924,815**
Program Total:	**$1,725,862**		**$1,924,815**	
Program FTE	0.00	6.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	$0	$1,733,047	$0	$1,924,815
Total Revenue	**$0**	**$1,733,047**	**$0**	**$1,924,815**

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 2021: 78311 IT General Government Application Services

Program offer 78311 increased by 3.00 FTE due to a conversion of 3 limited duration assignments into full-time permanent positions. These positions fill a continued ongoing need within the General Government Portfolio to support department needs due to systems added over time. There was no financial impact to these positions.

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2022.

Department:	County Assets	**Program Contact:**	Michelle Smith
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

Data and Reporting Services provides and supports reliable services and software systems that are used across departmental boundaries and serve all County lines of business. Services include platform support for databases, web server support, and support of enterprise analytics tools used for decision making and results measurement.

Program Summary

This program's specific service areas include Database Services, Reporting Services, Business Data Marts, Web Platform Administration, and related customer service management. 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 our internal customers.

Web Services provide the standard platforms for applications 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 Reporting Services provide the data storage and reporting structure and tools to allow information access and sharing with the public, County departments, and external business partners. This includes enterprise data marts used for business intelligence and analytics as well as visualization services.

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.

Measures are focused on increasing the amount of customer work vs IT and administrative work as well as up time, in general, for the platform.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	24%	25%	24%	25%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99.9%	99%	99.9%

Performance Measures Descriptions

PM #1 Output Measure - measures the amount of time employees are working on direct customer tasks.

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$6,064,366	$0	$6,419,778
Materials & Supplies	$0	$1,136,984	$0	$1,239,901
Total GF/non-GF	**$0**	**$7,201,350**	**$0**	**$7,659,679**
Program Total:	**$7,201,350**		**$7,659,679**	
Program FTE	0.00	30.00	0.00	32.00

Program Revenues				
Other / Miscellaneous	$0	$6,358,055	$0	$7,659,679
Total Revenue	**$0**	**$6,358,055**	**$0**	**$7,659,679**

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 2021: 78312 IT Data & Reporting Services

Data & Reporting Services increase in materials and supplies is due to increase spending on software needed to meet program goals. In addition, program offer 78312 increased by 2.00 FTE due to a conversion of limited duration assignments into full-time permanent positions. These positions fill a continued ongoing need within the Data & Reporting program to support key growth areas within the County.

Due to COVID-19, the staff in this program moved to Teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email, hangouts, or google chat.

Program #78313 - IT ERP Application Services	4/14/2021

Department:	County Assets	**Program Contact:**	Tony Chandler
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
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 Summary

The ERP Support Program provides services supporting regulatory reporting requirements, business process analysis and re-engineering, and implementation of process innovation. These services are designed to increase efficiencies in the County's operations and reduce costs. The IT ERP support team provides coordination among the ERP systems, technical support, security administration, and complex reporting services. The IT ERP support team works collaboratively with the support teams within central HR, Finance, Central Purchasing, Budget and Facilities to deliver services to the County's employees, contractors, contingent workers, community partners, and retired employees. The ERP program is focused on support of reliable operational and analytical data that can be used to support equitable outcomes for the County's workforce and its residents and guests.

IT ERP Support consists of resources from various teams, but is brought together by a Cross Governance Team and Executive Steering Committee that ensures that the priorities for these systems are focused by business, cultural and equity lenses.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	N/A	N/A	N/A	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	N/A	N/A	70%

Performance Measures Descriptions

PM #1 Output - Measured by the confirmed existence and ongoing operation of governance bodies for each functional area.
PM #2 Outcome - Measured by the assessment of hours spent by IT ERP resources working on vetted/documented workload versus ad hoc requests that may arise outside of governance structures.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$1,346,950	$0	$1,418,261
Contractual Services	$0	$185,000	$0	$185,000
Materials & Supplies	$0	$2,340,478	$0	$2,399,562
Total GF/non-GF	**$0**	**$3,872,428**	**$0**	**$4,002,823**
Program Total:	**$3,872,428**		**$4,002,823**	
Program FTE	0.00	7.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	$0	$3,872,428	$0	$4,002,823
Total Revenue	**$0**	**$3,872,428**	**$0**	**$4,002,823**

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 2021: 78313 IT ERP Application Services

No COVID related cost increase to the program.

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2022.

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

Executive Summary

Enterprise Web Services provides reliable, equitable services, used across departmental boundaries, serving all County lines of business. These services include Google Apps for Government, digital accessibility, public websites (e.g., multco.us, multcopets.org and multcolib.org) and internal websites like commons.multco.us. In total, this program supports more than 30 applications used internally and by the public.

Program Summary

Enterprise and Web Application Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and enterprise productivity tools; managing vendor systems and relationships; maintaining and enhancing legacy systems.

Enterprise Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, citizen self-serve/direct access to County services, digital accessibility and electronic transaction processing.

Enterprise Web Services include web platform support and maintenance, Google Apps for Government administration, ServiceNow, and support for specific web systems including the public website, the Multnomah County Library's public site, and the County's intranet (Multco Commons). A focus has been made on using open source tools (i.e. Drupal) and innovative hosting solutions to save on costs to the County.

Equity is incorporated throughout all objectives of the service from development though support, and is specifically important because of the public nature of this program offer. An example is ensuring public digital forms are usable by individuals with a diverse set of disabilities. Additionally all services include understanding and defining enterprise business needs, recommending effective and innovative technology solutions, constructing and upgrading platforms as required, and ensuring the integrity and security of the platforms.

Key to effectively providing these services is meeting common, cross department needs and identifying new opportunities, while at the same time standardizing services and platforms in order to provide a low total cost of ownership.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	26%	27%	27%	28%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output Measure - measures the amount of time employees are working on direct customer tasks.

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$2,899,411	$0	$3,236,662
Contractual Services	$0	$0	$0	$45,000
Materials & Supplies	$0	$1,888,466	$0	$2,180,640
Total GF/non-GF	**$0**	**$4,787,877**	**$0**	**$5,462,302**
Program Total:	**$4,787,877**		**$5,462,302**	
Program FTE	0.00	13.00	0.00	14.00

Program Revenues				
Other / Miscellaneous	$0	$5,192,014	$0	$5,462,302
Total Revenue	**$0**	**$5,192,014**	**$0**	**$5,462,302**

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 2021: 78314 IT Enterprise and Web Application Services

Program offer 78314 increased by 1.00 FTE due to a conversion of 1 limited duration assignment into a full-time permanent position. This position fills a continued ongoing need supporting key platform technologies and accessibility.

No COVID related cost increase to the program.

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2022.

Program #78315 - IT Library Application Services	4/14/2021

Department:	County Assets	**Program Contact:**	Tracey Massey
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

This program offer provides staff dedicated to coordinating the Library's complex technology environment. Library Application Services provides strategic technology guidance and project coordination to the Library. The team works closely with County IT professionals to ensure that resources are applied to the highest priority work. Library patrons have an increasing need for technology and related support. Libraries help address the digital divide.

Program Summary

Library Application Services includes understanding and defining business needs, recommending effective and innovative technology solutions, coordinating, and implementing projects. This team provides direction to County IT staff for Library web application support and customer consulting. The key to effectively providing these services is meeting common cross department needs and identifying new opportunities, while concurrently standardizing services and platforms in order to provide a low total cost of ownership for the Library.

The Application Service team continues to expand its work in developing web-based and mobile device-based applications for patrons of the Multnomah County Library. The team is working closely with the Library to develop the next generation of public-access computing solutions, including desktops, laptops, tablets, applications, and free access to the Internet for Library patrons. The Library continues to evolve the technology services provided to County residents. During the pandemic, this has included a range of new services from chrome book loaning, outdoor computer labs, to new indoor computer access. The Library uses technology to support its delivery of critical services to the Multnomah County Community. The Library continues its work on Digital Equity, with actions tied to the Digital Equity Action Plan jointly adopted by the County and the City of Portland.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	26.1%	50%	35%	50%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	0%	10%	11%	12%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 50% planned/50% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 Outcome Measure - Increase in the amount of hours spent on planned work vs unplanned work from CYE.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$386,423	$0	$418,914
Materials & Supplies	$0	$0	$0	$11,347
Total GF/non-GF	**$0**	**$386,423**	**$0**	**$430,261**
Program Total:	**$386,423**		**$430,261**	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	$0	$386,423	$0	$430,261
Total Revenue	**$0**	**$386,423**	**$0**	**$430,261**

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 2021: 78315 IT Library Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2022.

Program #78316 - IT Shared Operating Expenses   4/14/2021

Department:	County Assets	**Program Contact:**	Tracey Massey
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

This program offer accounts for shared expenses of the IT Division. It includes Facilities and Administrative Hub costs, limited software licensing and maintenance costs for identified enterprise systems, and the budget for IT trainers that work in the County's Organizational Learning group in the Department of County Management.

Program Summary

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two primary locations (in the Multnomah and the data center in the East County Courthouse). The cost of IT trainers supported by the IT organization to provide IT training and consultation Countywide are budgeted in this program offer. Additionally, Beginning Working Capital was reduced$1.7M in FY22 based on a Cash Transfer Out that occurred post FY21 budget adoption.

The IT trainers supported through this program provide a wide variety of training services throughout the County. Equity considerations are included as a part of training design and delivery.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Timely repayment of borrowed funds	100%	100%	100%	100%
Outcome	Revenue collection is accurate and timely	100%	97%	100%	97%

Performance Measures Descriptions

PM #1 Output Measure - the accounting process to track repayment of borrowed funds passes through this program offer. Timely reconciliation of the amounts is required to accurately reflect ongoing expenses and remaining balances.
PM #2 Outcome Measure - the accounting process to track the incoming revenue tied to this program offer requires accurate and timely processing to support periodic reporting of remaining balances.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$1,219,305	$0	$1,045,914
Contractual Services	$0	$180,678	$0	$105,010
Materials & Supplies	$0	$202,480	$0	$294,915
Internal Services	$0	$11,606,527	$0	$11,754,806
Capital Outlay	$0	$3,760,967	$0	$1,675,387
Total GF/non-GF	**$0**	**$16,969,957**	**$0**	**$14,876,032**
Program Total:	**$16,969,957**		**$14,876,032**	
Program FTE	0.00	4.00	0.00	4.75

Program Revenues				
Other / Miscellaneous	$0	$13,116,995	$0	$13,229,652
Beginning Working Capital	$0	$3,879,423	$0	$1,646,380
Total Revenue	**$0**	**$16,996,418**	**$0**	**$14,876,032**

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 2021: 78316 IT Shared Operating Expenses

Program offer 78316 increased by 1.00 FTE due to a conversion of a limited duration assignment into a full-time permanent position. This position fills a continued ongoing need as part of the Technology Training team in Organizational Learning. This increase is partially offset by a 25% (0.25 FTE) allocation of costs moving to program offer 78104 (Business Services Countywide Strategic Sourcing).

There are no significant program changes due to COVID-19 impact.

Department:	County Assets	**Program Contact:**	Tracey Massey
Program Offer Type:	Innovative/New Program	**Program Offer Stage:**	As Proposed
Related Programs:			

Program Characteristics: One-Time-Only Request

Executive Summary

The Digital Access Coordinator will work with internal and external stakeholder groups Countywide to address the digital access and affordability divide. The coordinator is responsible for tracking the various barriers to internet access throughout the County, and assessing strategies and pilot programs to address these barriers, investigating State and federal grant opportunities, and aligning the County's planning with community organizations, other municipalities, nonprofits, and advocacy groups. To coordinate these efforts, the County will fund a limited duration position project coordinator within the Department of County Assets, Information Technology Division.

Program Summary

In 2020, DCA completed a broadband feasibility study in partnership with five cities within the County that identified equity gaps and barriers to broadband services throughout the County. Since the completion of the study, DCA has worked as a convener of a stakeholder group that evaluates and plans for possible strategies to address the broadband barriers highlighted in the study.

The feasibility study found that 2,800 County households that are entirely unserved by any broadband service. Affordability is a major barrier for low income residents to internet access. The COVID-19 pandemic has highlighted how essential broadband is as school, work, and healthcare services have moved online.

There are many groups working Countywide to address both the infrastructure, access, and affordability gaps for specific community populations. There are also new revenue streams becoming available as both the State and Federal government have developed grant programs to address this complex issue. There are also many private and nonprofit organizations looking for ways to partner to build solutions to this issue.

To track all of these efforts, the Digital Access Coordinator will continue to convene the Countywide connectivity group, participate in other committees and groups throughout the County and State, as well as gather feedback and input from community and advocacy groups. The position would ensure that County leadership is involved in strategies as they develop and track grant funding opportunities.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Summary report developed.	NA	NA	NA	1
Outcome	Community participation in stakeholder events.	NA	NA	NA	2

Performance Measures Descriptions

Output: A written report of work completed.
Outcome: Stakeholders are involved in the process of collecting information through participating in events over the course of the year.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$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 program offer is funded by one-time-only general funds.

Significant Program Changes

Last Year this program was:

Program #78317 - IT Data Center & Technical Services 4/14/2021

Department:	County Assets	**Program Contact:**	Gary Wohlers
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

Data Center Operations and Technical Services provide the hardware, software installation, maintenance, troubleshooting, and the technical and operational support for all County computing and printing systems. These systems provide critical services to residents and visitors and must be maintained in a highly available, secure and recoverable environment. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during disruptions 24x7.

Program Summary

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, software upgrades, problem resolution, server, storage and print management, asset tracking and after-hours support for all County business systems running in the data center(s). 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 Hillsboro and provides the capability for server and storage expansion and disaster recovery.

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. For example, ensuring the applications we support in the Library are available so residents with financial or societal constraints have equal access to technology.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of recovery data available off site and refreshed at least once every 24 hours.	99%	99%	99%	99%
Outcome	Uptime of scheduled availability for production hardware and operating systems.	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output measure - Production systems and data backup sets are created and sent to an offsite facility via disk replication or magnetic tape.
PM #2 Outcome measure - Production Servers and Storage are operational with the exception of scheduled maintenance periods. The goal is minimum disruption in business processes and services due to system outages.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$4,591,214	$0	$4,789,002
Contractual Services	$0	$71,500	$0	$71,500
Materials & Supplies	$0	$1,060,541	$0	$1,044,906
Total GF/non-GF	**$0**	**$5,723,255**	**$0**	**$5,905,408**
Program Total:	**$5,723,255**		**$5,905,408**	
Program FTE	0.00	23.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	$0	$5,749,340	$0	$5,905,408
Total Revenue	**$0**	**$5,749,340**	**$0**	**$5,905,408**

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 2021: 78317 IT Data Center & Technical Services

Program offer 78317 increased by 1.00 FTE due to a conversion of a limited duration assignment into a full-time permanent position. This position fills a continued ongoing need within the Helpdesk and Security areas.

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Team communications are primarily video conferencing and collaborative email/chat. Incident and work response is managed within Service Now.

Program #78319 - IT-District Attorney's Alfresco System Stabilization and Upgrade	4/14/2021

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

Executive Summary

This project intends to upgrade the Multnomah County District Attorney's (MCDA's) Document Management Systems (Alfresco) by updating it to the latest version of the Alfresco application, moving the application environment from Windows 2012 servers to Windows 2019 servers, adding programmatic features to the Juvenile instance, upgrading the scanning software used to input documents into Alfresco, and training staff on the significantly updated software interface.

Program Summary

The current version of the Alfresco system is unsupported and unstable. This project will upgrade Alfresco to Version 6.2. This project funds a project management resource and the costs of the vendor to complete the bulk of the work. Additional project resources will be provided by MDCA staff. The primary components of the project include:
 - Setup, configure, test, and implement (a) development and (b) production environments
 - Migrate all current content from Windows 2012 Virtual Servers to Windows 2019 Virtual Servers.
 - Maintain functionality of previously installed components and modules
 - Assist in the specification and configuration of upgraded storage hardware and software methods needed to handle the expected significant increase in storage volume due to Body Worn Camera initiatives throughout MCDA's jurisdictions.
 - Update and reconfigure the current scanner software used to input documents into the new version of Alfresco or move to the recommended replacement scanner software and configure it to work with the new version of Alfresco.
 - Update Juvenile Document functionality to mirror Adult Document functionality
 - Work with MCDA and other jurisdictional development staff to migrate all current interfaces (ex: CRIMES, ePortfolio, DCJ e-Recog) to operate with the new version of Alfresco.
 - Work with MCDA to develop and implement training materials and methods needed to train MCDA staff at all levels in the use of the new software interface as well as modified methods of performing some operations as required by the new software.

While there will be ongoing maintenance and licensing costs associated with Alfresco after the project is completed, those costs are not different than what the DA's Office currently experiences (ignoring inflation.)

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	The DA has stabilized the Alfresco platform	N/A	N/A	N/A	100%
Outcome	Employees trained and able to fully use Alfresco.	N/A	N/A	N/A	170

Performance Measures Descriptions

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$0	$0	$146,536
Contractual Services	$0	$1,219,272	$0	$0
Materials & Supplies	$0	$0	$0	$602,933
Total GF/non-GF	**$0**	**$1,219,272**	**$0**	**$749,469**
Program Total:	**$1,219,272**		**$749,469**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	$0	$1,219,272	$0	$749,469
Total Revenue	**$0**	**$1,219,272**	**$0**	**$749,469**

Explanation of Revenues

This program will carryover unspent one time only revenues from the CRIMES project into FY 2022 as beginning working capital through project(s) execution.

Significant Program Changes

Last Year this program was: FY 2021: 78319 CRIMES Replacement

Department:	County Assets	**Program Contact:**	Tracey Massey
Program Offer Type:	Innovative/New Program	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:	One-Time-Only Request		

Executive Summary

This project intends to significantly update and improve the Multnomah County District Attorney's (MCDA's) Email Systems and Public Records Requests (PRR) processes and allow secure document, email, and calendar collaboration between MCDA staff and between MCDA staff and Multnomah County staff. This project will move MCDA's email and calendaring to Google Workspace.

Program Summary

For over a decade, MCDA has relied on MCSO to share their email server, providing MCDA with basic email and calendar functionality. Primarily due to MCDA's outdated strategies for archiving email, and the recent increase in PRR that have brought these issues to the forefront, this strategy is no longer tenable as MCDA has limited ability to update and modify MCSO's email server and any changes directly affect MCSO's environment. Any changes MCDA makes puts MCSO's email speed and stability at risk.

In addition to fundamentally improving email functionality and ability to respond to PRR in a timely manner, Google Workspace comes with a large and varied application suite, used for over a decade at Multnomah County, which is expected to increase productivity and collaboration within MCDA and between MCDA and Multnomah County in many additional ways. It is also intended that as a part of this project initiative, MCDA IT will work with Multnomah County IT to add interfaces between MCDA's implementation of Google Workspace and other Multnomah County systems such as Workday and Active Directory (AD), utilizing the previous experience and successes Multnomah County IT has had in implementing these interfaces for their operations.

The primary budget request is for additional Limited Duration Appointment project staff to manage the project, document existing business processes, execute change management and provide user support/training.

Moving to Google is expected to have lower ongoing costs than the current system because if the DA's Office remains with Outlook (a) it would need to migrate to MS Office 365 and incur related ongoing costs that are higher than those related to Google Workspace licenses ($75,000/year vs. $25,000/year), and (b) it would need to have a partial FTE IT person on staff to maintain it ($100,000/year).

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Email & Calendar migrated to Google Workspace.	N/A	N/A	N/A	100%
Outcome	Employees trained in use of Email & Calendar.	N/A	N/A	N/A	150

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$0	$0	$219,803
Total GF/non-GF	**$0**	**$0**	**$0**	**$219,803**
Program Total:	**$0**		**$219,803**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	$0	$0	$0	$219,803
Total Revenue	**$0**	**$0**	**$0**	**$219,803**

Explanation of Revenues

This program will carryover unspent one time only revenues from the CRIMES project into FY 2022 as beginning working capital through project(s) execution.

Significant Program Changes

Last Year this program was:

Program #78322 - Electronic Medical Records Corrections Health Juvenile Detention   4/14/2021

Department:	County Assets	**Program Contact:**	Tracey Massey
Program Offer Type:	Existing Operating Program	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

In partnership with the Department of Community Justice (DCJ) custody staff, Corrections Health identifies and responds to medical emergencies and also screens for communicable diseases to keep outbreaks to a minimum, to provide care efficiently and effectively, as well as, to protect the community. Coordination with other Oregon counties is facilitated so that continuity of care occurs when youths transfer to other jurisdictions. Electronic medical record (EMR) solutions enable this continuity of care of youths as well as provide staff efficiency in caring for youth across 7 individual housing units. This offer provides EMR solutions for the Juvenile program.

Program Summary

The Juvenile Detention Program (JDH) provides health care services to detained youth often providing equal access to health care for underprivileged, marginalized youth. The health care provided safeguards the health of all of those who are in detention. The staff at JDH previously used a paper-based medical record system and document medication delivery on paper medication administration records.

In phase 1 of this program offer, a Juvenile EMR system was chosen and implemented. A comprehensive electronic medica record program implementation is in process, throughout the Health Department's Clinical Systems Information program. The program includes electronic medical prescription and administration.

Continuation of the JDH EMR Program Offer in FY 2022 will allow expansion of the program to include integration, optimization and standardization of the electronic medical record solutions across the juvenile and adult divisions of corrections health including dental, medication management and administration.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Complete the implementation of the EHR program for Corrections Health	20%	100%	90%	100%
Outcome	Percentage of key milestones met based on approved project plan.	20%	75%	50%	100%
Output	Complete the implementation of Electronic Dental Record for Corrections Health	N/A	N/A	10%	100%

Performance Measures Descriptions

Output: Complete implementation of EHR program for Corrections Health
Outcome: Percentage of key milestones met based on approved project plan based on selection of EMR solution
Output: Complete implementation of Electronic Dental Record for Corrections Health (Juvenile)

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$966,887	$0	$647,198
Total GF/non-GF	**$0**	**$966,887**	**$0**	**$647,198**
Program Total:	**$966,887**		**$647,198**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	$0	$966,887	$0	$647,198
Total Revenue	**$0**	**$966,887**	**$0**	**$647,198**

Explanation of Revenues

Funded with one-time-only General Funds carrying over from FY21.

Significant Program Changes

Last Year this program was: FY 2021: 78322 Electronic Medical Records Corrections Health Juvenile Detention

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office where possible. Progress was slowed due to Health Department staff response to the pandemic. Operational changes include virtual meetings and check ins. Facilitation of project teams is primarily through Google meet, email and/or google chat.

Program #78323 - Capital Project Management Software	**4/14/2021**

Department:	County Assets	**Program Contact:**	Tracey Massey
Program Offer Type:	Existing Operating Program	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

Facilities and Property Management is currently managing its large Capital Improvement Program with a failing and aging software system. The system must be replaced to allow Facilities to manage the county's infrastructure investments. The new system will integrate with the new ERP suite of systems to provide more seamless processing and efficiency across the organization. This program offer continues the work initiated in Fiscal Year 2021.

Program Summary

This program will evaluate business requirements, procure a new system, and implement the selected system. The transition to a new Facilities Capital Management System will require changes in service design, workflows, and process reengineering as teams move from legacy systems to new more integrated systems. The new system is expected to provide these capabilities:
 - Develop program management plans to manage and allocate funds to projects for capital initiatives
 - Manage and document scope for capital projects
 - Prepare and track budget estimates
 - Manage schedules by tracking and managing project activities
 - Manage resources assigned to project activities across various phases of the project lifecycle
 - Conduct quality management activities such as perform inspections, managing punch lists, completing project checklists, documenting safety reports
 - Track project risks
 - Manage vendor engagement
 - Integrate data across the ERP software solutions for a consistent view of project details
- Track & report on actuals vs planned costs

Equity is incorporated throughout program development, including planning, procurement, training, implementation, and evaluation as it aligns with the needs of Facilities and its customers. For example, the new system procurement event included questions regarding the accessibility features of the user interface to provide accommodations to employees with disabilities.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Complete the evaluation and selection of the Facilities Capital Management System.	N/A	100%	100%	100%
Outcome	Percentage of key milestones met based on approved project plan.	N/A	90%	55%	100%

Performance Measures Descriptions

Output: Complete the evaluation and selection of systems in the fiscal year.
Outcome: Successful completion of key milestones as defined in the project plan.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Contractual Services	$0	$908,588	$0	$396,056
Total GF/non-GF	**$0**	**$908,588**	**$0**	**$396,056**
Program Total:	**$908,588**		**$396,056**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	$0	$908,588	$0	$396,056
Total Revenue	**$0**	**$908,588**	**$0**	**$396,056**

Explanation of Revenues

Carry over of One time only funding

Significant Program Changes

Last Year this program was: FY 2021: 78323 Capital Project Management Software

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office where possible. Operational changes include virtual meetings and check ins. Facilitation of project teams is primarily through Google meet, email and/or google chat.

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

Related Programs:

Program Characteristics:

Executive Summary

The IT and Cybersecurity program is responsible for ensuring the security of data for more than 6,000 County and partner employees as well as for all of the residents that are served by Multnomah County. The program is also responsible to help all County departments with data compliance for data that are subject to the HIPAA Security Rule and the Oregon Consumer Information Protection Act (OCIPTA). The services provided by this program facilitate communication with external agencies, business partners, and employees.

Program Summary

The program provides a wide array of technical services and consulting services. IT Cybersecurity and Data Compliance Services supports the design of infrastructure components that allow people to connect to the services that they need. The program is also responsible to implement and manage the secure components of the data network infrastructure that connects County buildings and provides access to the Internet and County applications, connecting people to the services they need. The program will continue to provide, consult and enhance security services in support of ongoing Covid19 pandemic response needs which includes an increase in telework. The program offers more than 6000 employees and contractors Security Awareness Training that helps staff recognize malicious activity that poses a threat to the data that we are entrusted with.

IT Cybersecurity and Data Compliance works closely with departments to identify security and compliance issues and provides guidance on best practices to address them.

In 2022 we are hoping to explore a program to directly serve the residents of our community. The vision for this program would be to partner with other county divisions and civic organizations to offer "cyber health" to Multnomah County residents.

Many studies have been done and correlations have been made between public health and poverty reduction. It is in our (the County's) interest (and arguably our responsibility) to help ensure that our residents have access to services that contribute to their efforts to remain healthy. Our Public Health Systems address many issues that can affect the health and well-being of individuals, families, communities, and populations today as well as impact future generations.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Average time 4 hrs to respond to high priority incidents.	0%	0%	80%	80%
Outcome	High priority incidents resolved within 36 hours.	0%	0%	80%	80%

Performance Measures Descriptions

PM #1 Output - High priority incidents are problems that jeopardize the confidentiality, availability and integrity of county systems or cause service disruptions. Ensures problems reported to the Help Desk are logged, assigned and dispatched to analysts as a priority.
PM #2 Outcome - Measures the amount of time required to resolve high priority incidents. This measure is designed to ensure support teams respond in a timely manner to high priority incidents.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$1,022,874	$0	$1,236,178
Contractual Services	$0	$157,000	$0	$110,000
Materials & Supplies	$0	$1,031,187	$0	$1,193,283
Total GF/non-GF	**$0**	**$2,211,061**	**$0**	**$2,539,461**
Program Total:	**$2,211,061**		**$2,539,461**	
Program FTE	0.00	5.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	$0	$2,218,822	$0	$2,539,461
Total Revenue	**$0**	**$2,218,822**	**$0**	**$2,539,461**

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 2021: 78306 IT Network Services

There are two significant program changes in FY 2022. IT Cybersecurity prior years was included in Offer 78306 (IT Network Services). The second significant change is the addition of a full-time permanent position added to the team to address increased workloads associated with keeping County systems safe and secure.

Because of the COVID-19 pandemic, IT Cybersecurity and Data Compliance Services has had to shift the focus of our program from a posture of "incident detection" to one of "incident prevention". No significant COVID-19 related cost increase to the program.

Due to the COVID-19 pandemic the staff in this program were transitioned to a 100% teleworking model instead of reporting to the office. Operational changes include daily virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually.

Program #78400 - Fleet Services	4/14/2021

Department:	County Assets	**Program Contact:**	Garret Vanderzanden
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

This program is responsible for providing vehicle and equipment purchasing and maintenance services, including offering transportation and related support services that are responsive to the needs of all agencies throughout Multnomah County. Work prioritization is based on life, safety, and equity outcomes related to the work performed.

Program Summary

Fleet 's goal is to provide services to support more than 800 fleet assets that are essential for County agencies to meet critical delivery goals:

-Policy and operational procedure development and implementation;
-Inventory management; regulatory compliance; customer consultation and advice;
-Preventive maintenance; emission inspections; and towing;
-Coordinated vendor repairs; equipment fabrication and modification specialty work;
-Scheduled, unscheduled and emergency in-shop and field repairs;
-Warranty/recall management and support; and failure analysis;
-Fuel management (onsite/offsite); tire repair/replacement (onsite/offsite); and cleaning;
-Driver safety, risk, liability, and accident claims management.

This program's primary customers are other County agencies. Maintenance services are provided internally at the County's Yeon Shop facility as well as various City of PDX Fleet sites. County agencies interface with Fleet Services through in person interactions at our shop sites, electronically via email and by accessing our program information on the County intranet, and in periodic meetings between customers and Fleet Services leadership to review established metrics, provide updates, and identify opportunities for improvement. Fleet Services collaborates with County agencies on all aspects of our services. We work closely with customers when scheduling maintenance and repair work, when managing collision claims activities, and in other areas to ensure fleet assets are available for use to meet the needs of the vulnerable populations they are serving, and that expenses related to our services are managed diligently to ensure revenues can be directed toward the work done in support of those vulnerable populations.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of billable hours	69%	70%	65%	70%
Outcome	Percent of vehicles out of service less than 48 hrs	48%	50%	40%	50%
Outcome	Percent of Fleet Business Strategy Initiatives Completed	N/A	100%	78%	71%

Performance Measures Descriptions

PM #1: Output - A measure of productivity that evaluates Fleet Technician's time spent working on vehicles/equipment.
PM #2: Outcome - A measure that looks at the percentage of vehicles and equipment returned to programs in 48 hrs or less.
PM #3: Outcome - A measure that tracks ability to meet initiative goals by FY as identified in Fleet Business Strategy.

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	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$1,323,594	$0	$1,445,558
Contractual Services	$0	$25,000	$0	$28,157
Materials & Supplies	$0	$1,910,623	$0	$1,927,659
Internal Services	$0	$1,360,016	$0	$1,457,393
Capital Outlay	$0	$524,432	$0	$312,101
Total GF/non-GF	**$0**	**$5,143,665**	**$0**	**$5,170,868**
Program Total:	**$5,143,665**		**$5,170,868**	
Program FTE	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	$0	$4,920,236	$0	$5,150,179
Beginning Working Capital	$0	$176,011	$0	$2,101
Service Charges	$0	$61,070	$0	$18,588
Total Revenue	**$0**	**$5,157,317**	**$0**	**$5,170,868**

Explanation of Revenues

The program is funded by internal service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY 2020 charged rates.

Significant Program Changes

Last Year this program was: FY 2021: 78400 Fleet Services

COVID19 impacts have been realized in the following areas:
-Decrease in technician time to work on vehicles due to increased cleaning and sanitation protocols required for each unit worked on.
-Decrease in standard maintenance and repair available time due to personnel time loss related to COVID exposure protocols.
-Increase in supervisory time spent on task related activities for in person customer service needs due to teleworking.
-Minor supply chain impacts for parts purchasing causing periodic delay of repair needs.
These impacts have not prevented Fleet Services from providing the necessary support for County agencies to meet critical service delivery needs, but have caused increased time by Fleet Services in executing those support functions as described.

Multnomah County

Department:	County Assets	**Program Contact:**	Garret Vanderzanden
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed

Related Programs:

Program Characteristics:

Executive Summary

This program is responsible for providing administration of life-cycle replacement schedules and collection of replacement funds on assigned vehicles and equipment. Supports County departments by supplying vehicle and equipment options which support their core operational missions, and executing vehicle purchases through collaboration with County departments. Work prioritization is based on life, safety, and equity outcomes related to the work performed.

Program Summary

Fleet's Vehicle Replacement program goal is to provide the following services to support fleet assets currently in service that are essential for County departments to meet their critical service delivery goals:

-Collects and manages the funding for future replacements;
-Specifies, bids, awards, receives, inspects, preps for service, and assigns replacement vehicles;
-Administers the vehicle resale program (surplus disposal), using revenue received to offset future vehicle purchases;
-Establishes and administers the life-cycle replacement schedule used to determine collection of replacement funds on vehicles. The collected funds are used to buy new vehicles after the predetermined years of life are met;
-Evaluate the following elements when considering a new or replacement vehicle: Utilization (miles driven/time of operation); department operational needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; sustainability;
-Opportunities for electric and hybrid vehicles when purchasing vehicles.

County programs interface with Fleet's Vehicle Replacement in periodic meetings with Fleet Services leadership to review current and upcoming purchasing needs, current and future options emerging for vehicle purchasing, and to discuss any supply chain or other scheduling impacts. Interactions are also conducted in person and electronically when updates are required for purchasing activities. The program works with County departments to conduct both funding and functional assessments. A recent example is the conversion of a mid-size sedan to a compact hatchback sedan to ensure ease of transport for both a program client demographic and their mobility equipment such as a wheelchair. This collaboration led to both a reduction in the purchase and ongoing maintenance cost of the vehicle, and a safer way to transport the mobility equipment. These types of outcomes ensure resources are directed toward department's critical service delivery needs.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Percent of vehicles and equipment on delayed replacement	24%	15%	20%	20%
Outcome	Percent of vehicles deployed with carbon emission reductions	N/A	N/A	7%	10%

Performance Measures Descriptions

PM #1 Output - Based on the percentage of vehicles that have gone beyond the date established for purchasing a replacement. Delays have been experienced in this area due to COIVD-19 related impacts.
PM #2 Outcome - Percent of vehicles replaced that decreased carbon emissions through change in model, or change in fuel type from traditional (i.e. gas) to alternative (i.e. hybrid, EV); this is a new measure implemented for FY22

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Capital Outlay	$0	$10,163,418	$0	$9,766,523
Total GF/non-GF	**$0**	**$10,163,418**	**$0**	**$9,766,523**
Program Total:	**$10,163,418**		**$9,766,523**	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	$0	$3,304,950	$0	$2,518,736
Beginning Working Capital	$0	$7,358,468	$0	$7,247,787
Total Revenue	**$0**	**$10,663,418**	**$0**	**$9,766,523**

Explanation of Revenues

Vehicles and equipment are placed on an established life-cycle replacement schedule. Replacement funds are collected on a monthly basis from programs with assigned vehicles and equipment and aggregated until specified useful life has been met. Proceeds from vehicle sales are returned to the Fleet Asset Replacement fund to offset future replacement costs.

Significant Program Changes

Last Year this program was: FY 2021: 78401 Fleet Vehicle Replacement

COVID19 impacts have been realized in the following areas:
Significant supply chain disruptions have been experienced in vehicle purchasing activities. This has lead to significant delays in expected deployment timelines. This has also led to limited instances of cost increases due to extraordinary sourcing activities, i.e. finding vehicles available elsewhere in the county and paying additional freight charges for vehicle delivery to Multnomah County.

These impacts have not prevented Fleet Services from providing the necessary support for County agencies to meet critical service delivery needs, but have caused increased time spent in executing purchasing actions.

Program #78402 - Motor Pool

Department:	County Assets	**Program Contact:**	Andrez Posada
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

The Motor Pool Program offers a shared pool of vehicles and carsharing options for County use, enabling County employees an accessible and convenient option for work-related travel. By providing this mode of transportation, employees can get from A to B and back without having to worry about parking headaches, mileage reimbursements, and other time-consuming administrative tasks.

Program Summary

The goal of this program is to offer County employees accessible and convenient options for work-related travel.

There are two County owned Motor Pool sites supporting the County's short-term business transportation needs. In addition, County employees located in the Portland Metro downtown area can access the CarShare program or car rentals via Enterprise. The CarShare program supports both Health and Human Services Departments employees' transportation needs. County employees working for these departments regularly travel to meet the people they serve, which directly supports the County's mission to improve equity and inclusion to programs and support. The Enterprise car rentals help round out our options and allow us access to a large supply of vehicles. Our strategic blend of County-owned and vendor-supported motor pools provides County employees with accessible and convenient options for work-related travel.

We include County Departments in our decision making process and try to align the program's strengths and funding with the County department's goals to provide a more equitable and inclusive service. For example, after conversations with department leadership, we realized our passenger vans were supporting several social programs which directly improve equity and inclusion across the County. Committed to supporting equity and inclusion, we realigned our funds to purchase two 15 passenger vans for the motor pool. These additional vans will provide our clients with more accessibility and increase their capacity to support our community into the future.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Motor Pool, CarShare and Enterprise rental annual hours of usage.	70,424	76,000	76,000	74,424
Outcome	Vehicle availability. Provide the optimal blend of transportation options to support County Program needs.	99%	99%	99%	99%

Performance Measures Descriptions

PM1- Tracking the number of hours of usage provides meaningful data for planning future needs.
PM1- Providing the right blend of vehicle rental options to meet needs on a daily basis.

Legal / Contractual Obligation

With the implementation of the third party CarShare program, the County will have ongoing contractual liabilities for the CarShare (alternative motor pool) services that are consumed. These liabilities only exist as long as the services are being consumed.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$220,869	$0	$232,648
Contractual Services	$0	$891,246	$0	$660,923
Materials & Supplies	$0	$1,489	$0	$6,668
Internal Services	$0	$256,014	$0	$303,951
Capital Outlay	$0	$167,646	$0	$231,528
Total GF/non-GF	**$0**	**$1,537,264**	**$0**	**$1,435,718**
Program Total:	**$1,537,264**		**$1,435,718**	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	$0	$1,374,375	$0	$1,227,333
Beginning Working Capital	$0	$102,891	$0	$207,528
Service Charges	$0	$61,070	$0	$857
Total Revenue	**$0**	**$1,538,336**	**$0**	**$1,435,718**

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 2021: 78402 Motor Pool

CarShare service were closed due to COVID and the County's telework mandate. Motor Pool leadership shifted County staff to use Motor Pool resource and Enterprise rental car services.   These shifts in services during the pandemic provided support and essential transportation to County programs which added in the support to our community during this emergency.

Department:	County Assets	**Program Contact:**	Andrez Posada
Program Offer Type:	Internal Service	**Program Offer Stage:**	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

This program serves the County by providing central coordination of a complex and multifaceted system of distribution logistics across more than 95 County locations. We support the Countywide equity initiative by managing the logistical needs of the County to provide departments, community members and vulnerable populations access to information and needed supplies.

Program Summary

This program's goal is to manage the logistical needs of the County to provide departments, community members and vulnerable populations access to information and needed supplies. Serving as the centralized outgoing mailing center for most of the County, Distribution Services moves a wide variety of items every day, via fixed routes and/or on-demand, including: U.S. Mail, Health Department patient care items, County records, interoffice mail, recyclables, and operational equipment and supplies. Management of a multi-jurisdictional contract for presort services. This maximizes available postage discounts for all partners by pooling the mail to be presorted prior to delivery to the United States Post Office. Lastly, partnering with the United States Postal Services to ensure accurate and up to date information on mailing standards in an increasingly complex and changing environment. These efforts support departments and community members by providing alternative ways to communicate and access to needed supplies.

Examples include our support of the Emergency Management and Joint Office of Homelessness to provide basic needs for vulnerable populations by leading a mass freight movement of water, sleeping bags, wool blankets and tents. Serving a vital role in emergency preparedness for Multnomah County as a component of the Receipt, Stage and Storage Center. In addition, we created a system to mail and track critical CARES act gift cards to community members.   Our investment in logistical infrastructure ensured the program preparedness to transport COVID lab tests to support the County Health Department and help with the health of our community members and disparate populations.

In addition, this program coordinates with other governments throughout the Portland Metropolitan Region and the Willamette Valley to send and deliver interoffice mail in a manner that saves on postage and enhances intergovernmental communication and workflow.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Customers have access to information and needed supplies.	N/A	N/A	N/A	99%
Outcome	Complaints against distribution drivers is five or fewer annually.	0	5	2	5

Performance Measures Descriptions

P1: Customer access to information is measured by items lost during distribution.
P2: Customer satisfaction is measured by the number of resident complaints.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$645,841	$0	$657,386
Contractual Services	$0	$639,967	$0	$572,865
Materials & Supplies	$0	$40,686	$0	$5,140
Internal Services	$0	$451,074	$0	$428,662
Capital Outlay	$0	$338,336	$0	$58,005
Total GF/non-GF	**$0**	**$2,115,904**	**$0**	**$1,722,058**
Program Total:	**$2,115,904**		**$1,722,058**	
Program FTE	0.00	6.50	0.00	6.50

Program Revenues				
Other / Miscellaneous	$0	$1,635,375	$0	$1,519,649
Beginning Working Capital	$0	$470,069	$0	$189,738
Service Charges	$0	$12,604	$0	$12,671
Total Revenue	**$0**	**$2,118,048**	**$0**	**$1,722,058**

Explanation of Revenues

Distribution Services is funded by a charge system through the Distribution Fund. Service reimbursements are based on delivery stops, mail processed, and special services requested.

Significant Program Changes

Last Year this program was: FY 2021: 78403 Distribution Services

Due to COVID, some of our work has shifted from supporting in-person missions like the school dental team moves and the school based health clinics to more freight movement of palletized supplies. Due to this shift in workload we are in the process of adding an Limited Duration Assignment Driver to the program to better support the County and communities changing needs.

Program #78404 - Records Management   4/14/2021

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

Related Programs:

Program Characteristics:

Executive Summary

This program serves the public by providing services, tools, training, and professional consultation to County agencies to support the compliant creation, management, storage, retrieval, accessibility, protection, preservation, and secure destruction of public records. The program leads, supports, and promotes countywide strategic initiatives that use information in equitable decision-making, minimize risk, and protect rights. The program strives to remove barriers to access to 165 years of the County's legacy of decision-making and community impacts, and promotes the role of records in advancing equity.

Program Summary

The program's goal is to ensure that all members of the public are able to inspect county public records as mandated by Oregon Public Records Law, and that the departments creating, managing, protecting, and destroying public records do so in a manner that retains their authenticity, integrity, and reliability as documentation of our County's decision-making, policies, and community involvement.

Public records document the County's policies, decisions, functions, and efforts to fulfill its mission. This program preserves these records by providing specialized storage and handling for hard copy records in the Archives, and preserving electronic records in the County's Digital Archives, a dedicated long term digital preservation system.

The public has direct access to historic records through in-person research appointments, 24/7 online access to digital records, and phone and email referrals for non-county public records. This program makes efforts to remove barriers to access by: writing finding aids (tools for locating records) that employ inclusive language metadata schemas; reducing bias in collections management through a team approach to appraisal, and applying plain language and digital accessibility best practices to online portals.

Departments create and use records to provide critical services to the community. This program provides tools, training, and consultation to support departments in balancing service delivery needs with public records law compliance by: maintaining the County's retention schedules; providing Records Center storage and retrieval services (allowing programs to prioritize office space for serving clients); facilitating digitization projects to support continuity of service and employees' ability to go directly to clients in the field; managing and promoting use of the County's enterprise electronic document and records management system, and providing secure destruction of individuals' protected information at the end of its lifecycle.

Performance Measures

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers	2872	4000	1680	2500
Outcome	Percentage Increase of Reference Requests Compared to Previous Fiscal Year	-33%	5%	-33%	30%
Output	Number of New EDRMS Users Onboarded	N/A	N/A	N/A	100
Output	Number of Public Sessions Initiated in the Digital Archives	N/A	N/A	N/A	750

Performance Measures Descriptions

PM #1: Record actions directly impacted by COVID-19 closures.
PM #2: Based on number of discrete requests. Directly impacted by COVID-19 closures.
PM #3: Electronic document & records management system (EDRMS) use reduces individuals' records compliance burden.
PM #4: FY22 will establish a baseline for measuring how the public interacts with the County's Digital Archives.

Legal / Contractual Obligation

Oregon Revised Statute 192 and Oregon Administrative Rule Chapter 166 define public records law and policy, Records Officer mandates, and standards and obligations for records creation, access, storage, protection, retention, and disposition. Multnomah County Executive Rule 301 assigns the retention schedule function to the Records Management program, and Multnomah County Code Chapter 8.500 defines additional archival records responsibilities and obligations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	**2021**	**2021**	**2022**	**2022**
Personnel	$0	$737,577	$0	$784,964
Contractual Services	$0	$318,184	$0	$328,315
Materials & Supplies	$0	$196,809	$0	$134,984
Internal Services	$0	$769,036	$0	$826,109
Capital Outlay	$0	$242,357	$0	$229,424
Total GF/non-GF	**$0**	**$2,263,963**	**$0**	**$2,303,796**
Program Total:	**$2,263,963**		**$2,303,796**	
Program FTE	0.00	5.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	$0	$2,067,764	$0	$2,060,117
Beginning Working Capital	$0	$199,780	$0	$243,588
Service Charges	$0	$18	$0	$91
Total Revenue	**$0**	**$2,267,562**	**$0**	**$2,303,796**

Explanation of Revenues

Records Management is funded by an allocation system through the Distribution Fund. Total program costs are allocated based on each Department's share of the number of boxes stored, boxes brought into the Records Center (accessioned), and record actions performed in over a three year average.

Significant Program Changes

Last Year this program was: FY 2021: 78404 Records Management

The program's research facility is closed to the public due to COVID-19. This significantly limits the ability to provide access to historic public records. Due to COVID-19, workforce members that would typically use Records Center storage and retrieval services are teleworking and no longer able to use these services on a regular basis. In addition, FTE increased by one due the conversion of the team's limited duration appointment to permanent, as the work this position is doing is specialized and required for digital archiving.