



Department of County Assets FY 2023 Proposed Budget: Operations and Capital

Presented to the
Board of County Commissioners

Multnomah County
May 11, 2022

Located at: www.multco.us/budget

Agenda

- **Introduction**
- **Community Budget Advisory Committee**
- **Department Budget Overview - Approach & Equity**
- **WESP Update**
- **Budget Overview by Division**
- **Capital Budget Overview by Division**
- **New & One-Time-Only Summary**
- **COVID-19 and American Rescue Plan Programs**
 - **FY 2022 Update and FY 2023 Budget**
- **Questions**





DEPARTMENT OF County Assets



Our mission is to ensure that those who serve the community have what they need to provide excellent services.

We envision a thriving community built on information, spaces, and services for everyone.

Our values are **Stewardship, Equity, Innovation, Collaboration**



Strategic Priorities

Our FY 2023 strategic priorities are:

- **Increasing employee engagement and sense of belonging**
 - WESP initiatives
 - Employee communication
 - Management development and training
- **Supporting the County's transition to the Future of Work**
 - Assessment and recommendations for future workspace
 - Analysis and delivery of technology needs
- **Enhancing our customer relationships**
 - Clarify DCA costs, policies, and services
 - Integrate customer program equity goals into DCA project planning

These priority areas are reflected in the way that we apply the equity lens to our budget requests.



Community Budget Advisory Committee (CBAC)

Karen Williams and Moses Ross
Co-Committee Chairs

Members:

Ben Brady (Presenter),
Heather Berry, Kent Zook
Shani Harris-Bagwell, Nick Prelosky



CBAC Budget Feedback

Our final report focused on program offers that align best with our key values and principles.

We believe each of the items below is important to strive for; and are not in any particular order:

- Acknowledging systemic racism in government institutions
- Being good stewards of public funds
- Holding government institutions accountable
- Viewing budgets as moral documents
- Supporting workforce equity, including employee health, safety and well-being
- Supporting transparency



CBAC Emerging Issues and Changes

- Labor shortages impacts
- COVID impacts
- Security concerns
- Workforce equity



CBAC Recommended Program Offers

- 78003 Workplace Security
- 78101B Business Systems Team Procurement & Contracting Positions
- 78200B Facilities Administration Position
- 78203B Facilities Client Services-Transition to Electric Powered Landscaping
- 78233B Justice Center Bus Duct Replacement
- 78235 Walnut Park Redevelopment Planning
- 78301F, G, H Information Technology Replacements and Upgrades



Budget Approach

Our budget planning reflects the County's vision and DCA's strategic priorities

DCA FY 2023 Budget goals:

- **Collaborate with customers** to understand how our services impact our community
- Consider the impacts of our solutions and services on our most **vulnerable community members** based on input from programs
- Support **expanding County services** and the **changing workplace**
- Ensure County **assets perform at the highest level** for ALL community members

When prioritizing our budget requests we asked does it:

- **Address disparities in our community** through information gathered from other departments?
- **Increase our ability to make data driven decisions** about how County services impact specific demographic groups?
- **Support our workforce equity goals** and increase our ability to create safety, trust, and belonging for all staff?
- **Increase our capacity?**



Applying an Equity Lens

DCA's equity commitment: We value all people and perspectives and intentionally create inclusive environments through culture change and organizational policies.

Our current equity strategy focus areas:

Inclusively Lead with Race

- Recruitment and procurement policies and processes
- Education and training for all employees
- Demographic data in employee engagement pulse surveys

Support DCA's Equity Committee and Equity and Inclusion Manager

- Assess and recommend changes to DCA WESP initiatives
- Pilot micro-trainings to be later rolled out to all employees
- Refine processes to hold us accountable to our equity strategy outcomes

Incorporate Equity tools into business processes and operations

- Equity in Budgeting program offer tools and trainings for managers
- Piloted a process for our DCA Equity Committee review of program offers
- Develop project management tools to apply an equity lens earlier in the process



Workforce Equity Strategic Plan (WESP) Update

DCA is committed to building and promoting a high quality and diverse workforce where everyone feels safe bringing their whole self to work.

DCA's WESP initiatives are evaluated and updated by the Equity Committee, initiative-specific subcommittees, and DCA leadership

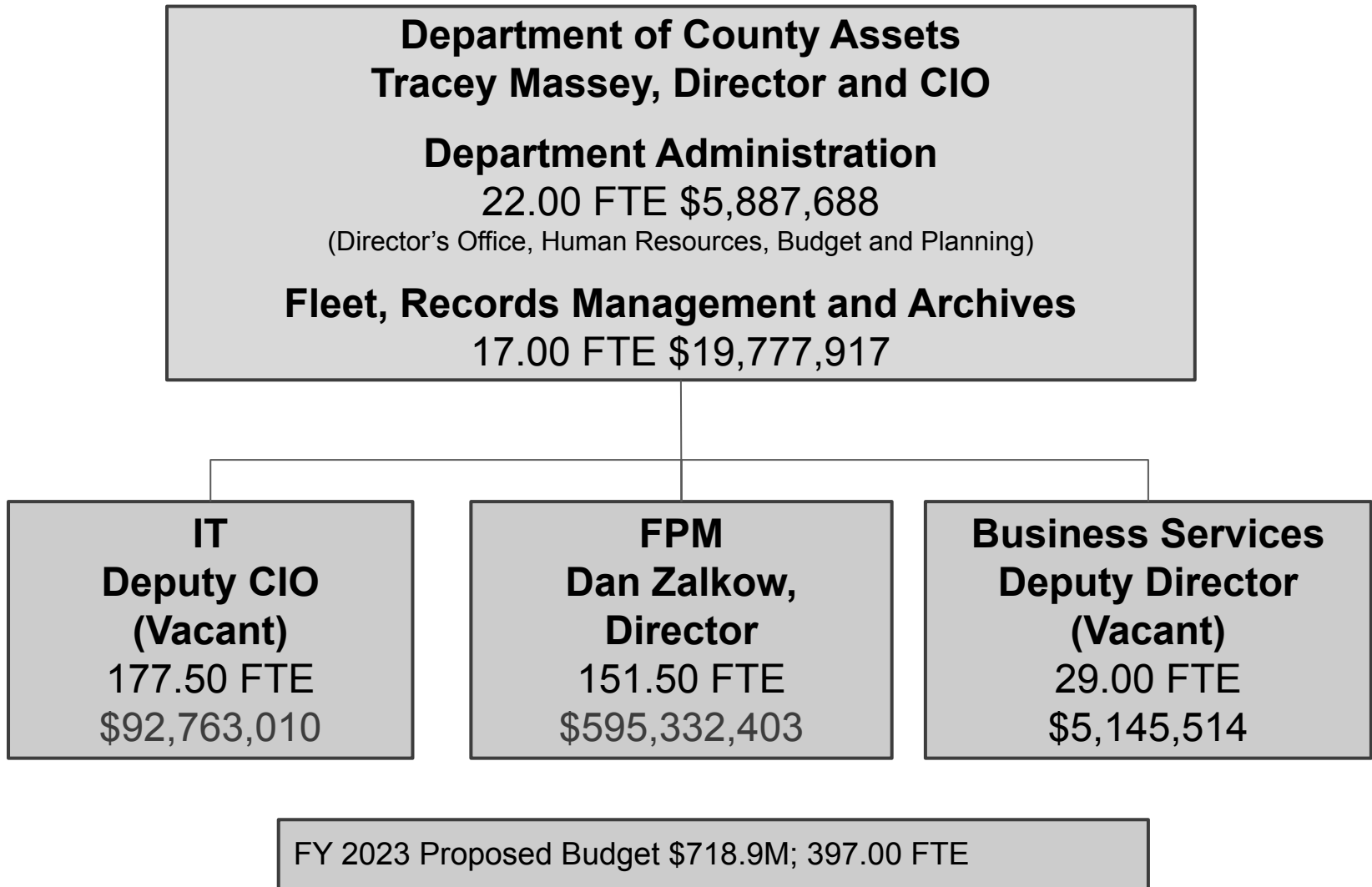


The Equity Committee's current WESP evaluation focuses are:

- Evaluating and improving our career pathway tools resources
- Implementing a 360 manager review program
- Piloting a process for the Equity Committee's review of the DCA's program offers
- Analyzing the demographic results of our engagement survey for trends
- Holding focus groups, listening sessions, and individual manager coaching to address employee input

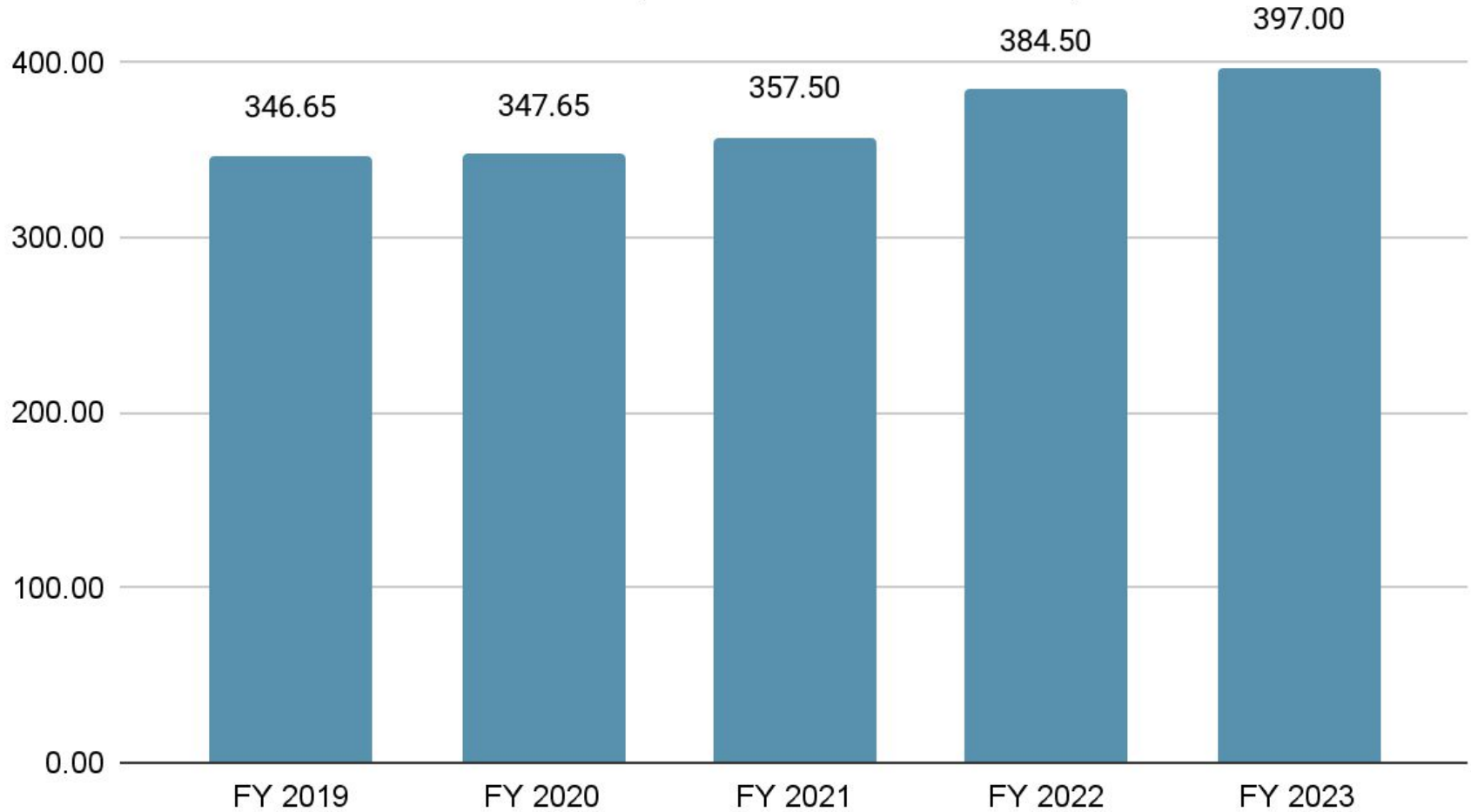


Organizational Chart



FTE - 5 Year Trend

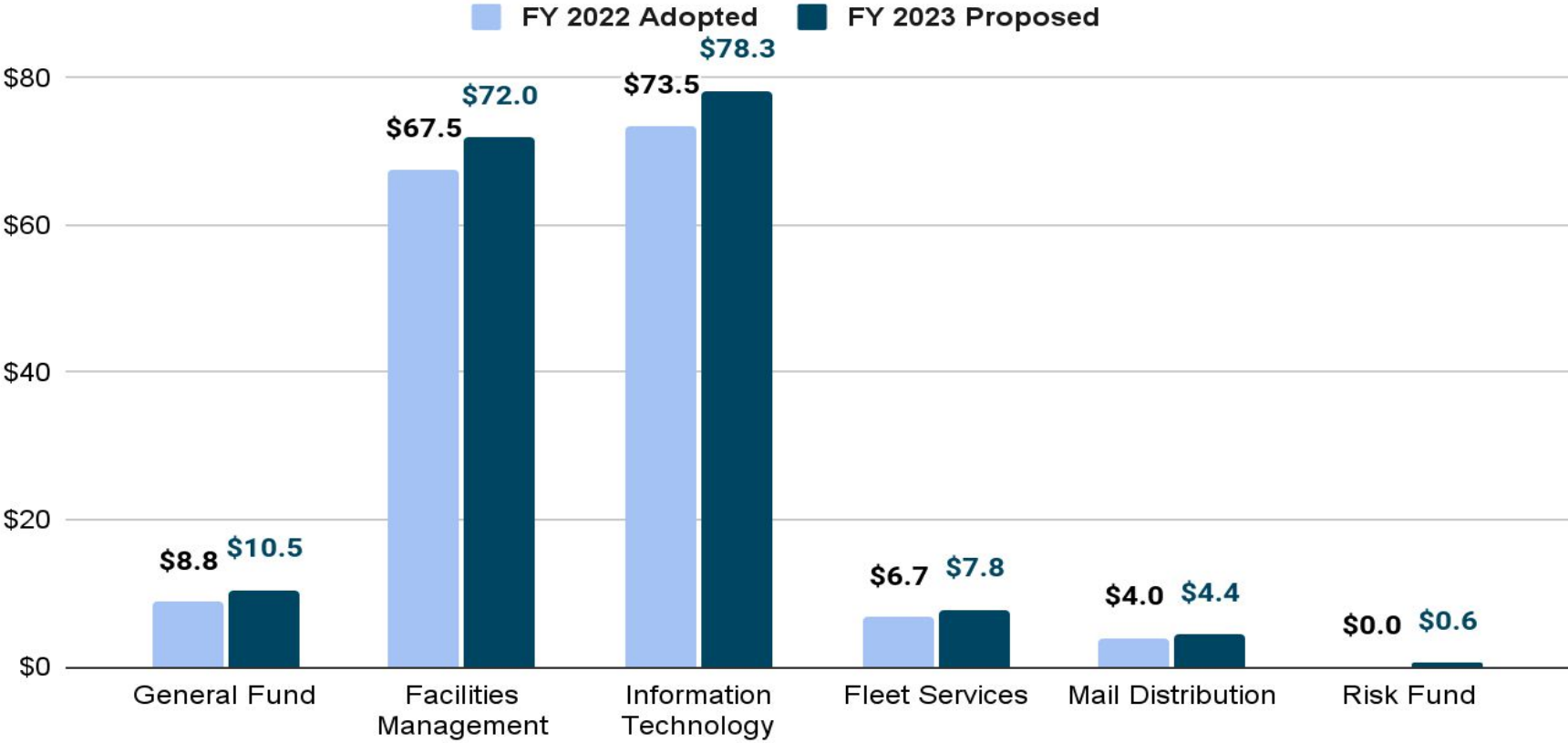
FY 2019 Adopted - FY 2023 Proposed



Operations Budget by Fund - \$173.6M*

(Expenditures)

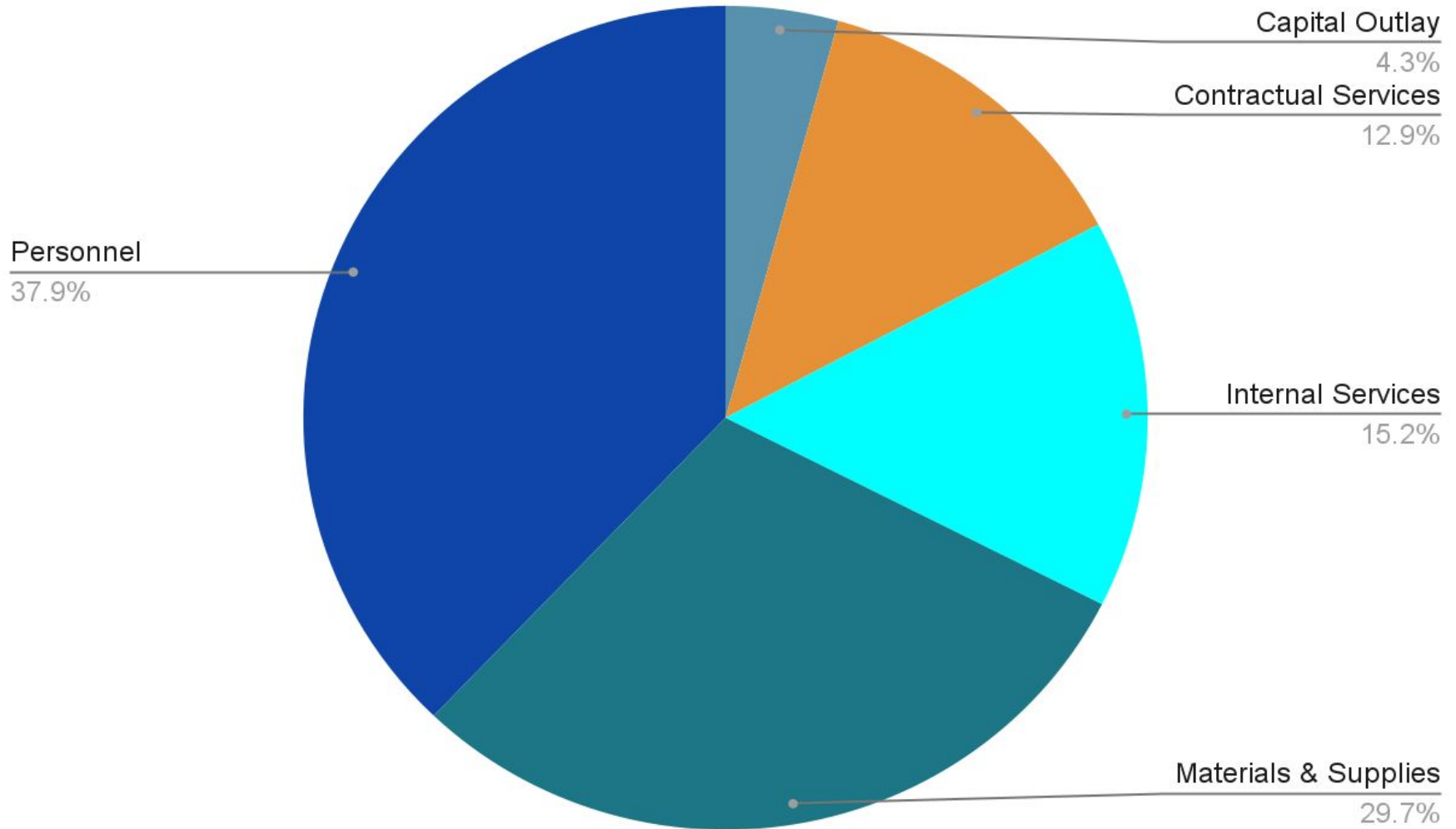
\$ Million



*Excludes Cash Transfers, Contingency and Unappropriated dollars



Operations Budget by Category - \$173.6M*

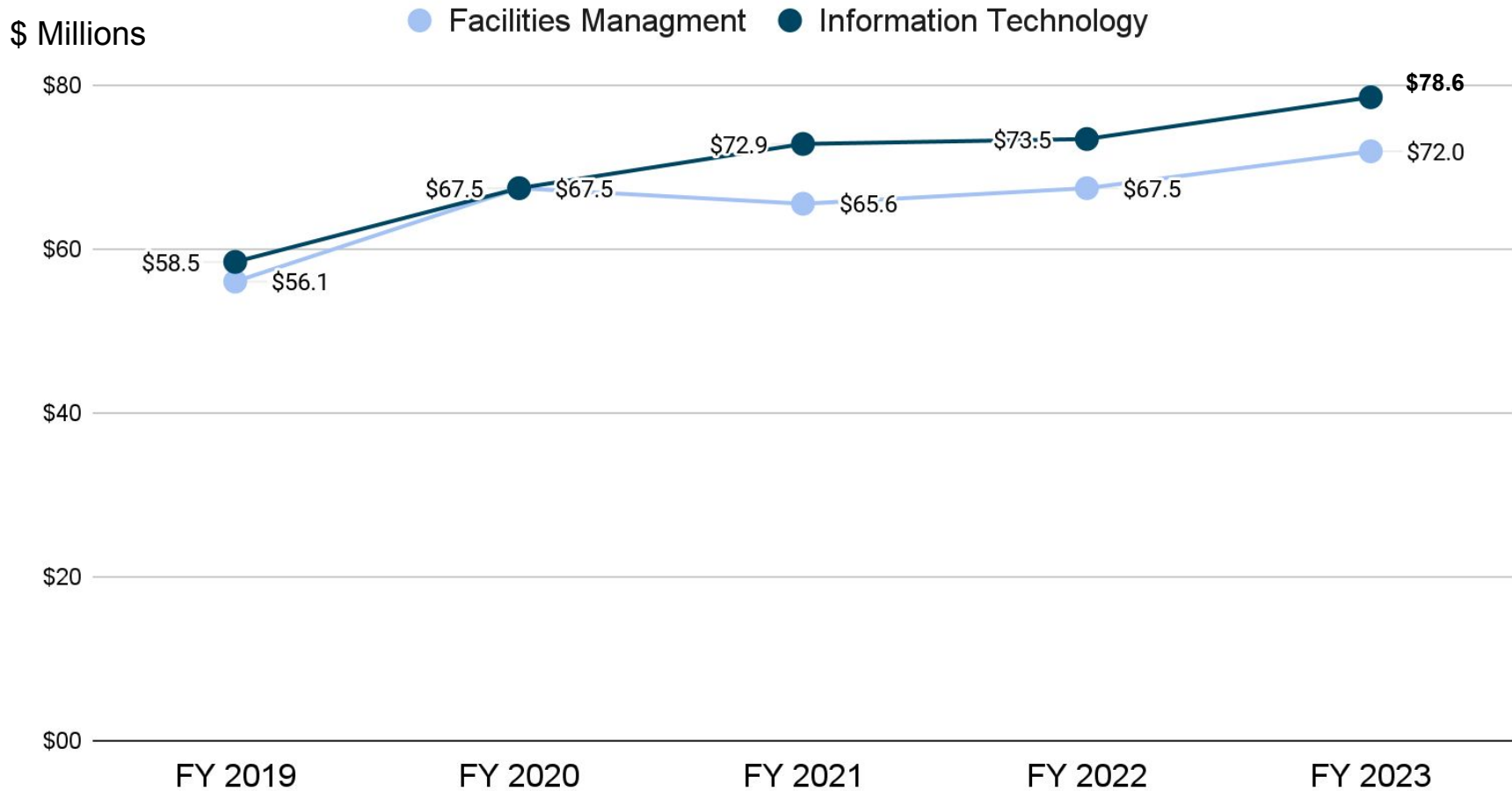


*Excludes Cash Transfers, Contingency and Unappropriated dollars



5 Year Trend of Significant Operations Funds

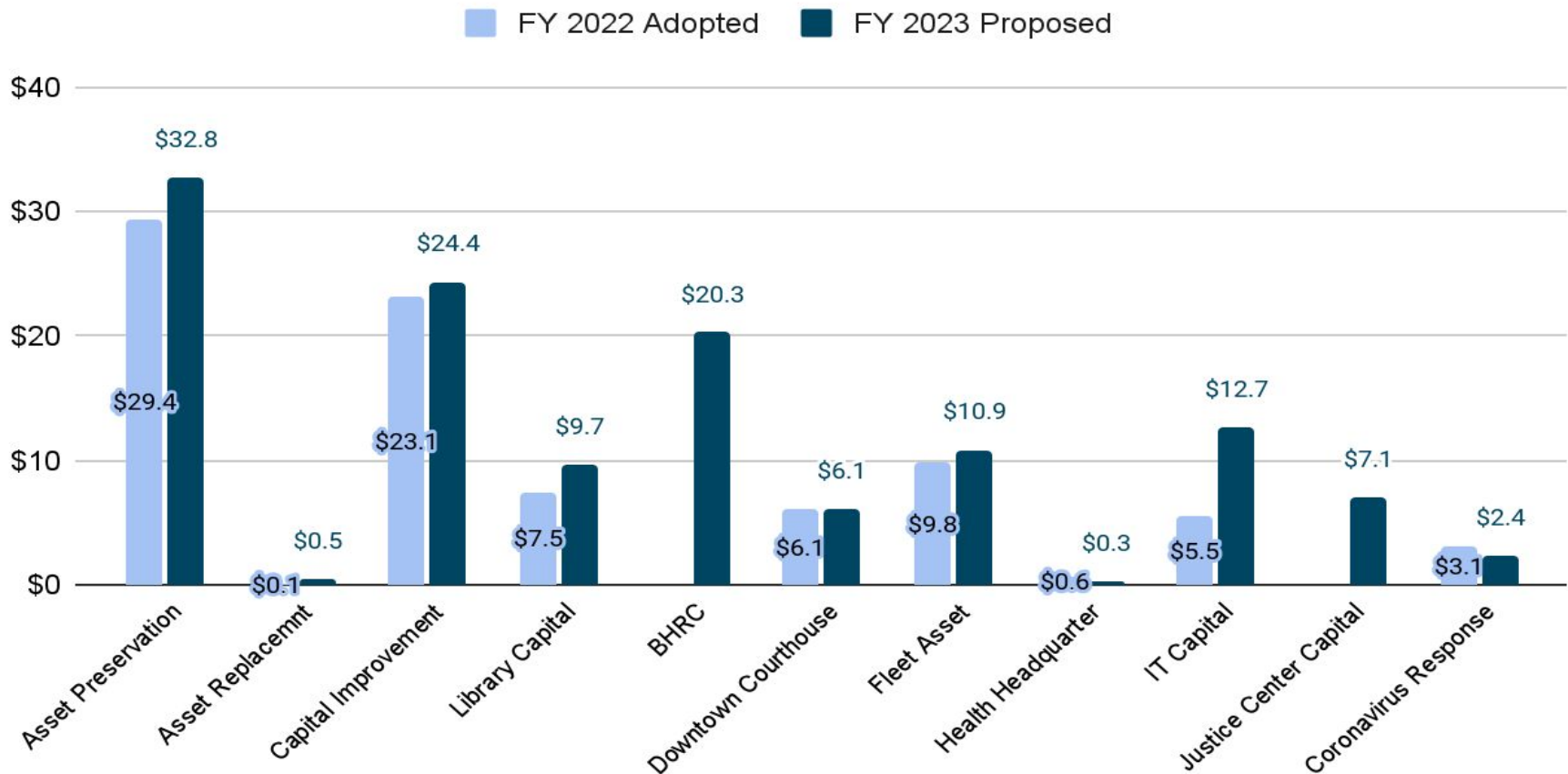
FY 2019 Adopted to FY 2023 Proposed



Capital Budget by Fund - \$127.3M*

(Expenditures)

\$ Millions

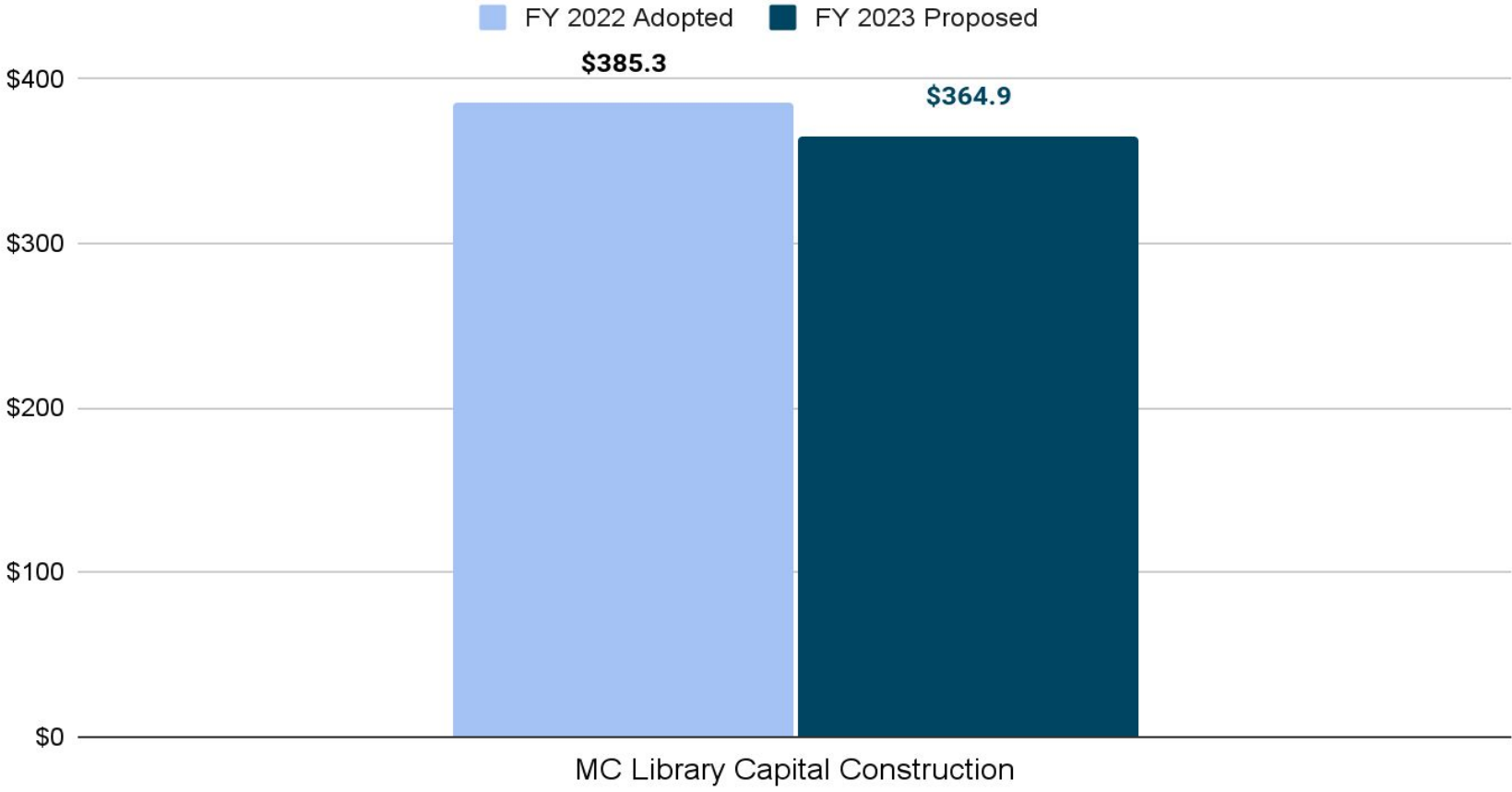


*Excludes Cash Transfers, Contingency and Unappropriated dollars



Library Capital Bond Project Budget by Fund - \$364.9M* (Expenditures)

\$ Millions



*Excludes Cash Transfers, Contingency and Unappropriated dollars

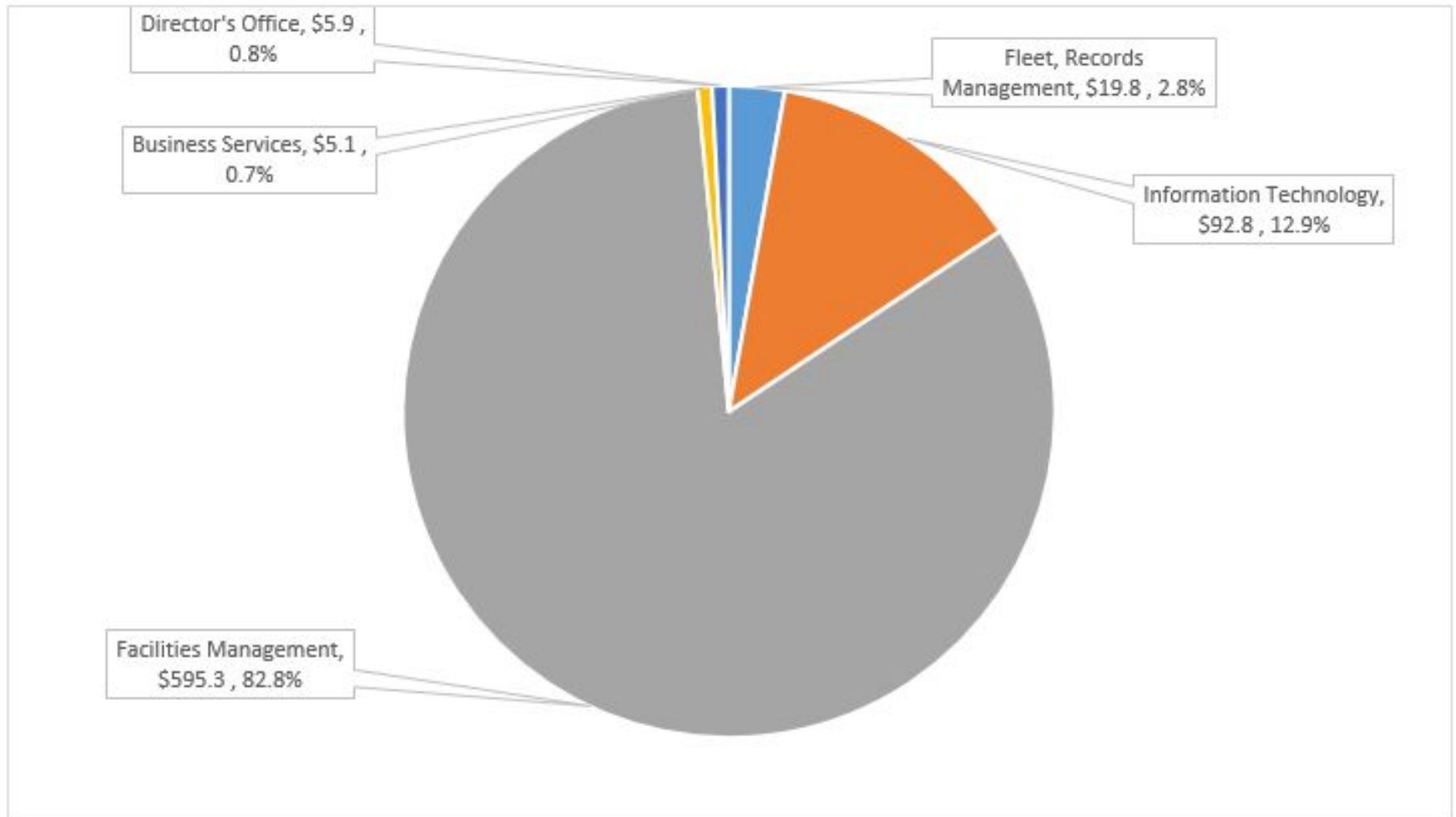




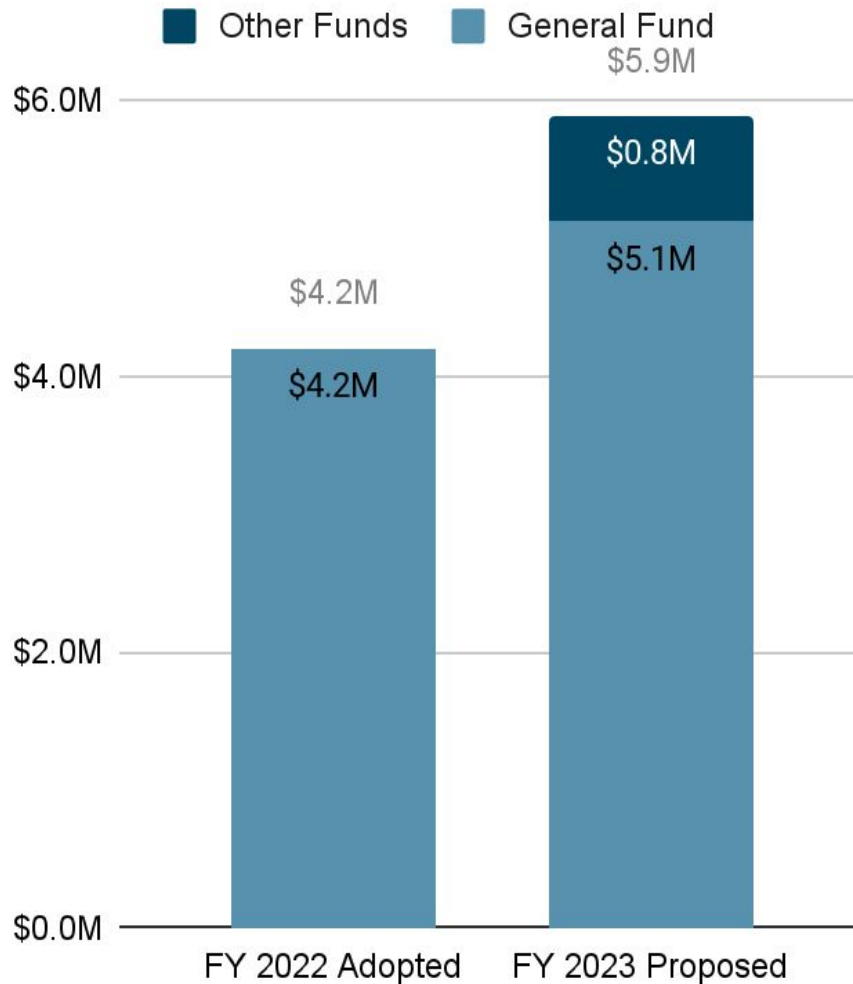
FY 2023 Proposed Budget by Division

Director's Office
Business Services
Facilities and Property Mgmt
Information Technology
Fleet, Records Management

Budget by Division (\$718.9M and 397.00 FTE)



Director's Office



- Director's Staff
- Human Resources Team
- Equity Team
- Budget Team
- Security Program



Director's Office: Significant Program Changes

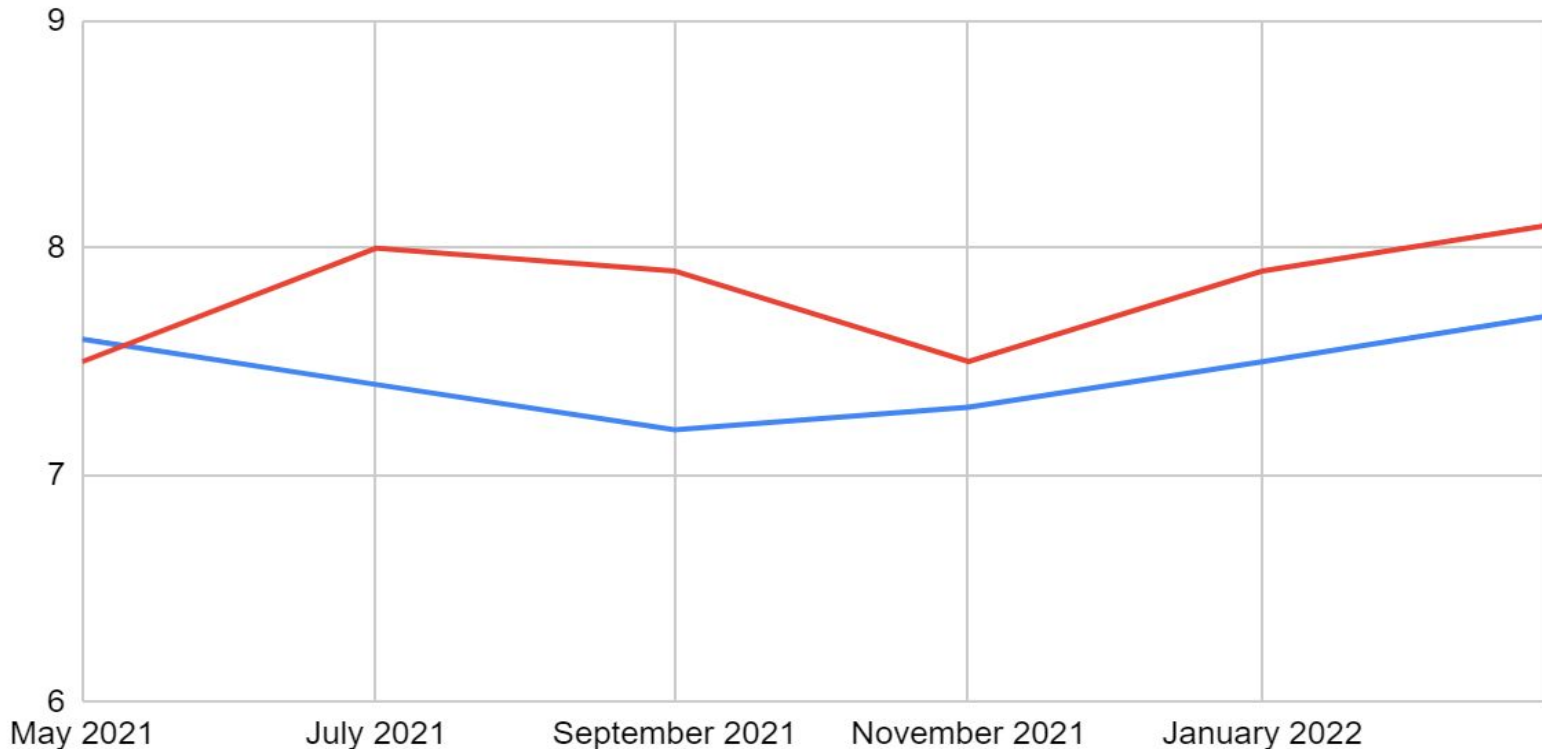
- **78003 Workplace Security - Risk Fund, \$600K, 3.0 FTE**
 - New County program to develop a multi-disciplinary approach to security
 - FY 2022 Director hired and funded through DCA
 - FY 2023 - program will be transferred to DCM via budget amendment
- **78003B Countywide Safety and Security Infrastructure - one-time only General Fund, \$1M**
 - Infrastructure improvements to support Workplace Security Program
- **78902 Digital Access Coordinator - ARPA Fund, \$165K**
- **78001 DCA Human Resource - transferred from 78228A Library Capital Bond Construction, 1.0 FTE**



Director's Office: Service Trends

DCA Engagement survey average scores, scale of 0-10

— employees — managers

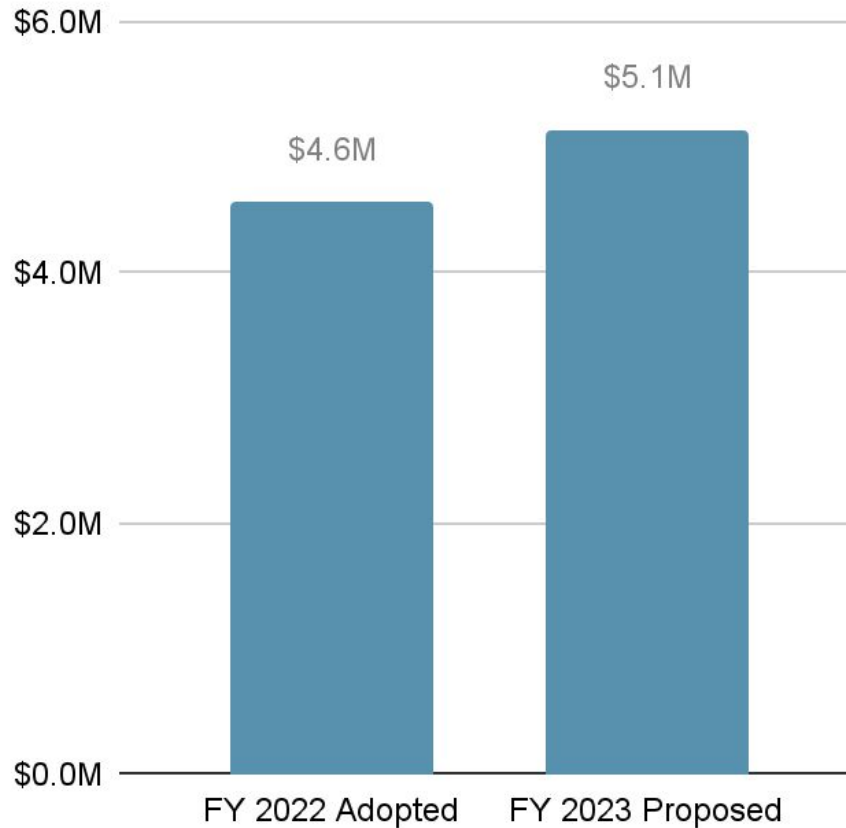


Engagement survey question: How likely are you to recommend DCA as a place to work to friends and family?



Business Services

General Funds



- Finance Team
- Procurement and Contracting Team
- Strategic Sourcing Program



Business Services: Significant Program Changes

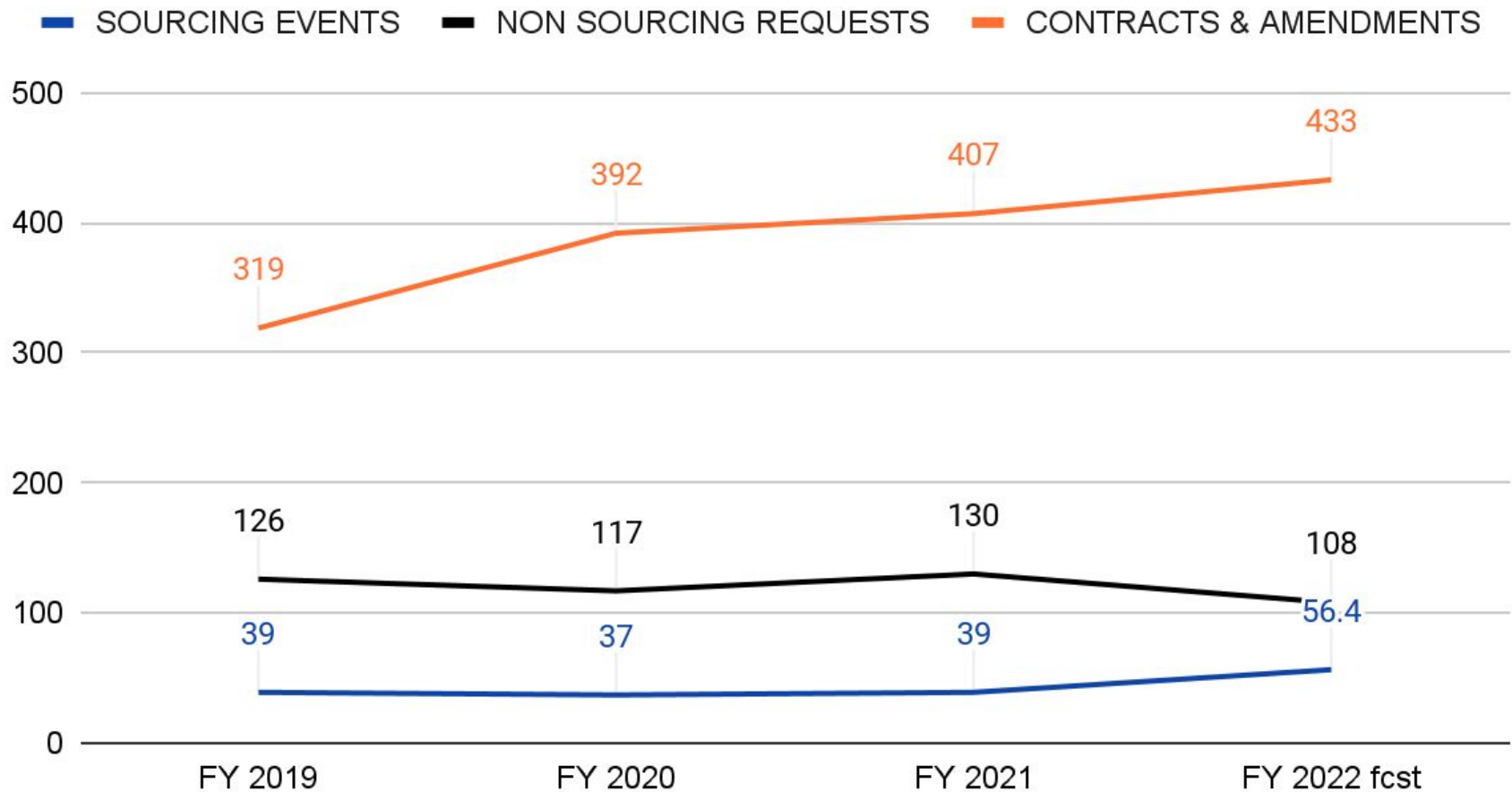
General Fund increase \$500K; net FTE increase of 0.75

- Increase due to:
 - Normal inflation factors
 - 78101B BST Procurement and Contracting - 1.00 FTE
 - Contract Specialist Senior - increased software procurement capacity
 - Aligned FTE with work requests - decrease 0.25 FTE

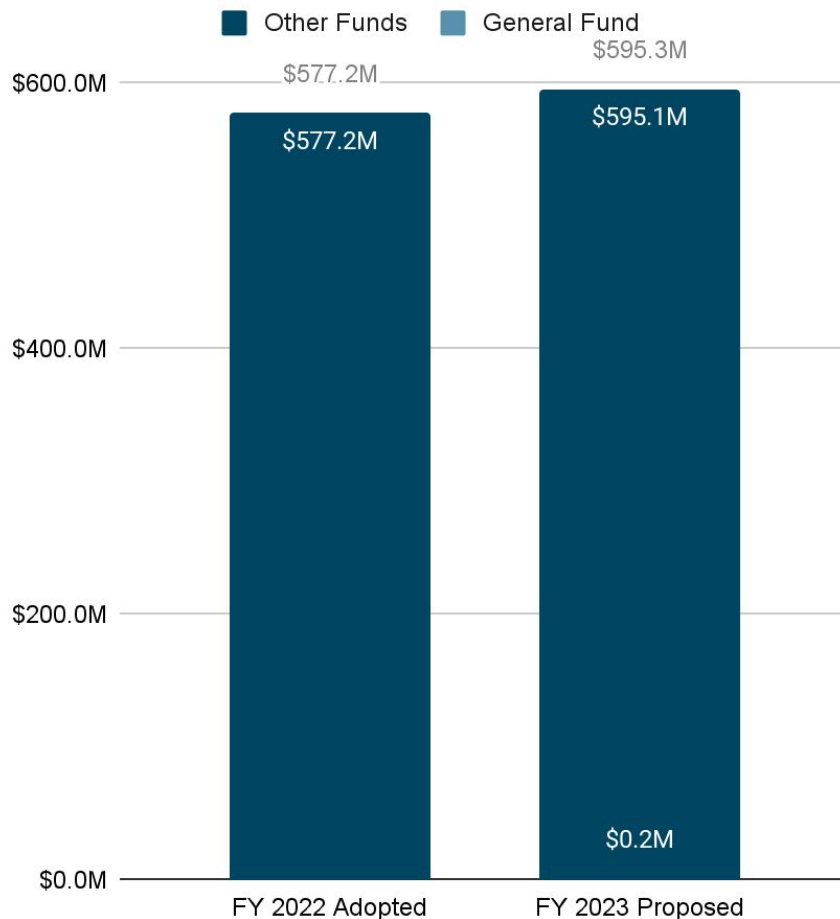


Business Services: Service Trends

Procurement and Contracting Activity



Facilities and Property Management



- General fund increase YoY by \$225K
 - \$100K to fully transition to battery powered leaf blowers
 - 1 new position
- Other Funds increase YoY by \$17.9M
 - Operations increase of 6.8% due to the opening of the BHRC, 4 new positions and inflationary factors
 - Capital increase of 3.0% is due to increase in capital projects funding and spend down of current projects

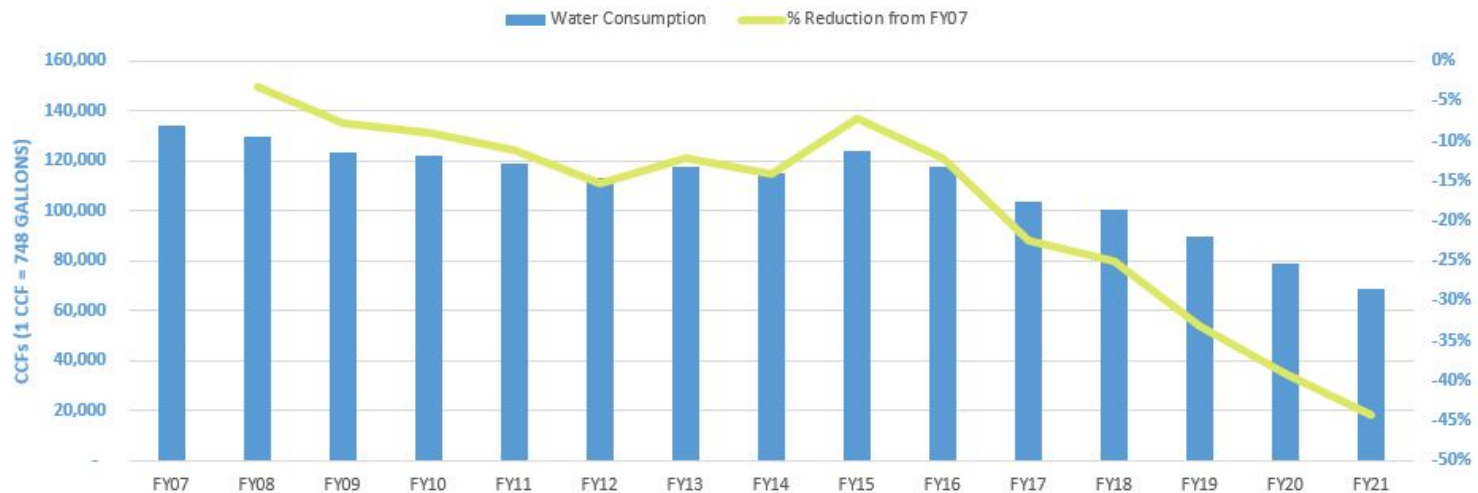
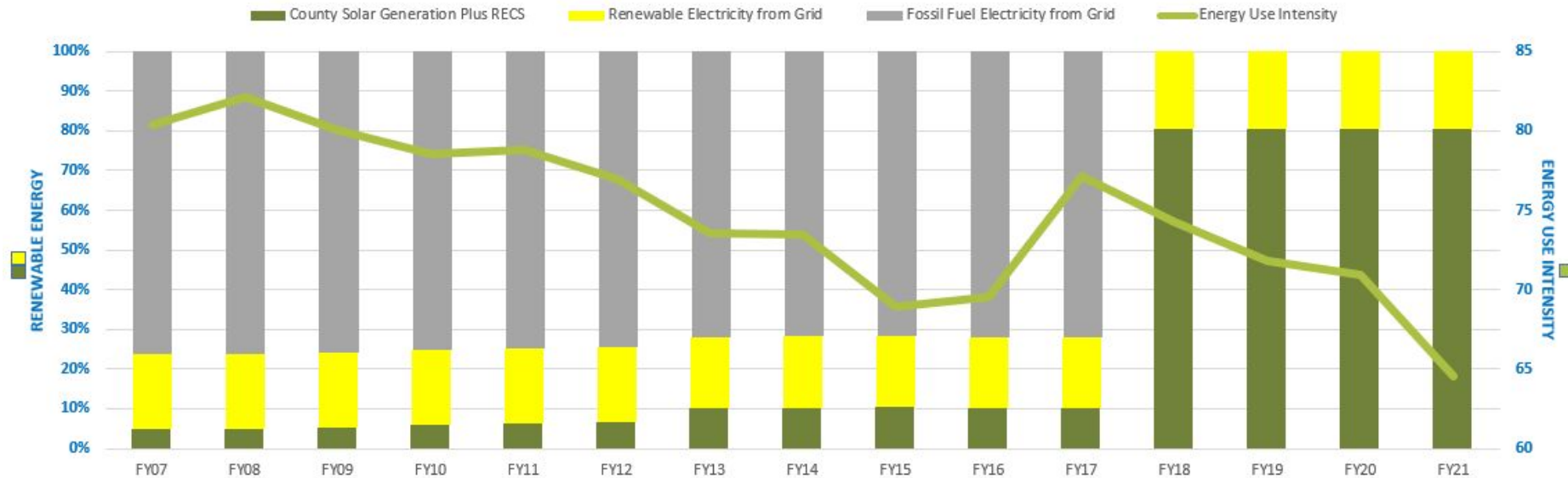


Facilities and Property Mgmt: Significant Program Changes

- Five positions are being added due square footage increase and to enhance service, communicate more timely and effectively, and increase support for JOHS.
 - Building Automation Specialist, Administrative Analyst Senior, Carpenter, Facilities Specialist 2, and a Property Manager
- **Capital Projects in closeout or that will be substantially complete:**
 - 78219 Behavior Health Resource Center
 - 78212 Facilities Downtown Courthouse
 - 78214 Health Headquarters
 - 78215 Southeast Health Center
- **Continued Planning Work:**
 - 78234 New Animal Services Facility
 - 78235 Walnut Park Redevelopment
- **New Capital Project:**
 - 78233B - Justice Center Critical Electrical System Upgrade - Bus Duct Replacement



Facilities and Property Management: Service Trends

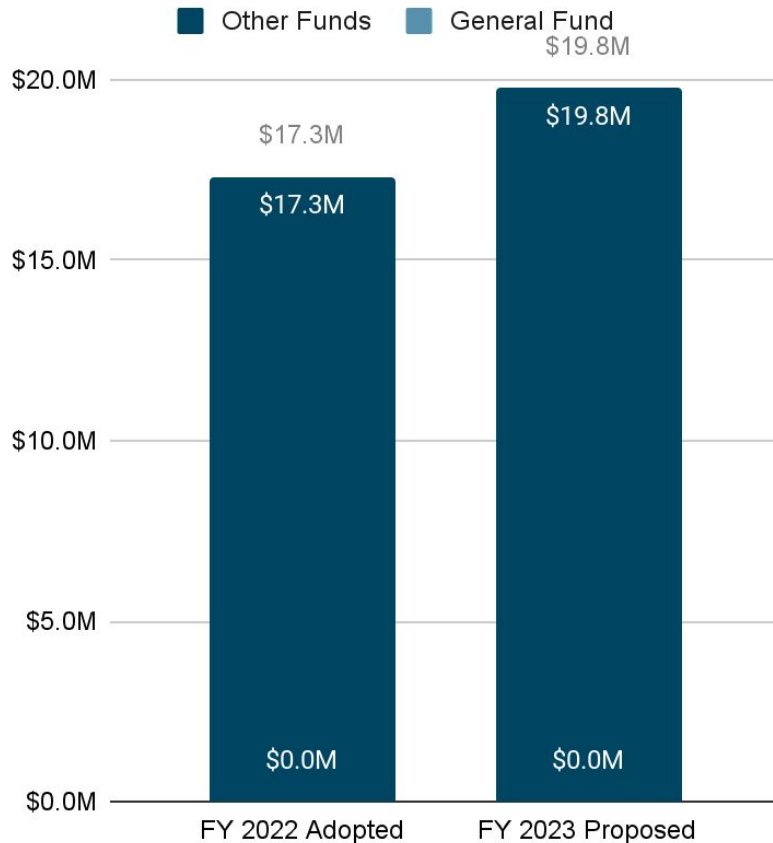


Facilities and Property Management: Service Trends

Work Request Customer Surveys



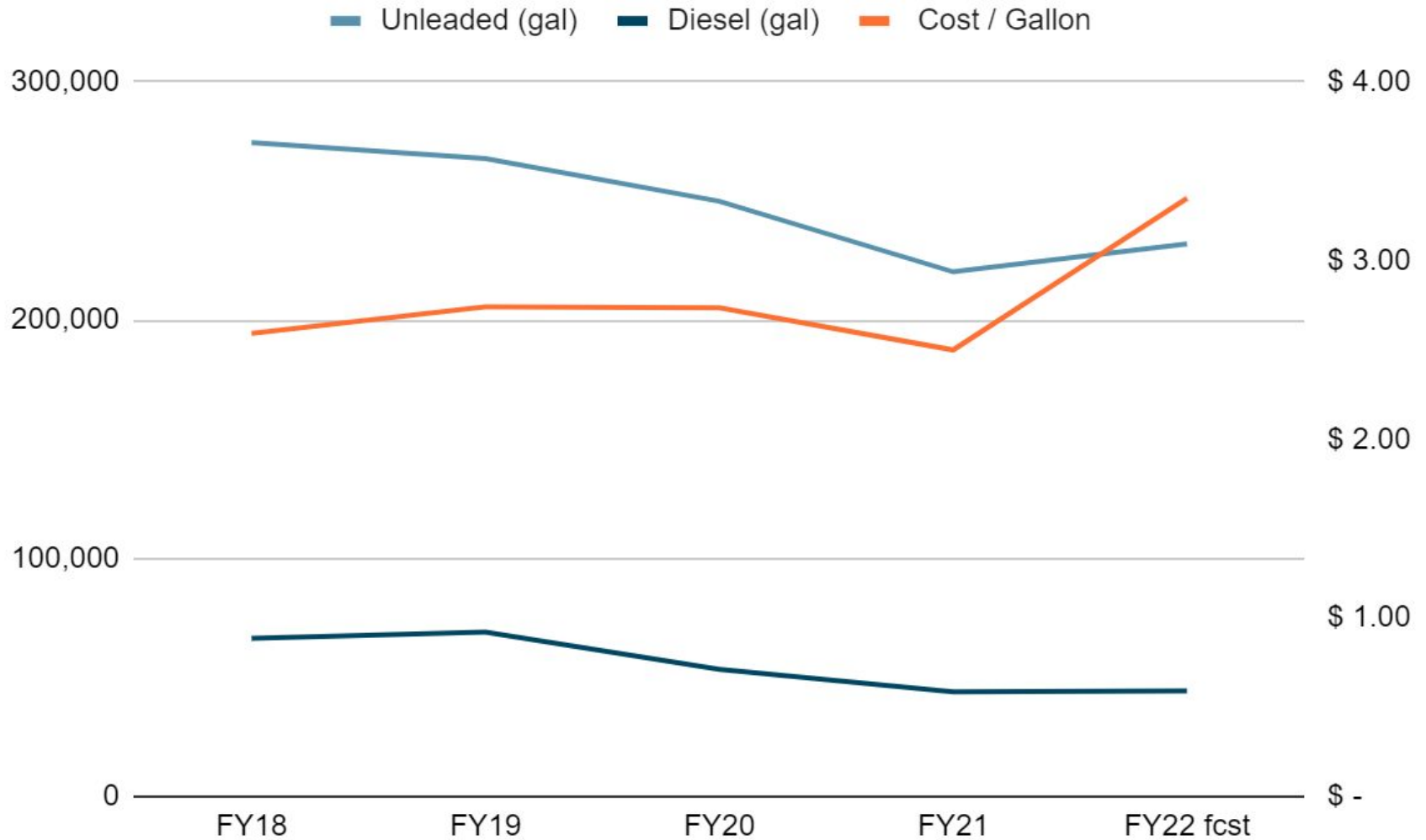
Fleet and Records Management



- **Other funds increase \$2.5M or 14.4% due to:**
 - Significant fuel cost increases -
 - FY 2023 estimate increased 23%
 - \$184K was added to Fleet budget
 - Monitoring costs closely for possible adjustments
 - Significant supply chain disruptions
 - cost increases due to limited vehicle availability
- **Final year of fleet replacement fund**
 - Fund is predicted to be at 80% funding level after FY 2023
- **Fleet labor rate inflated to \$145/hour from \$128/ hour**



Fleet and Records Management: Service Trends



Information Technology



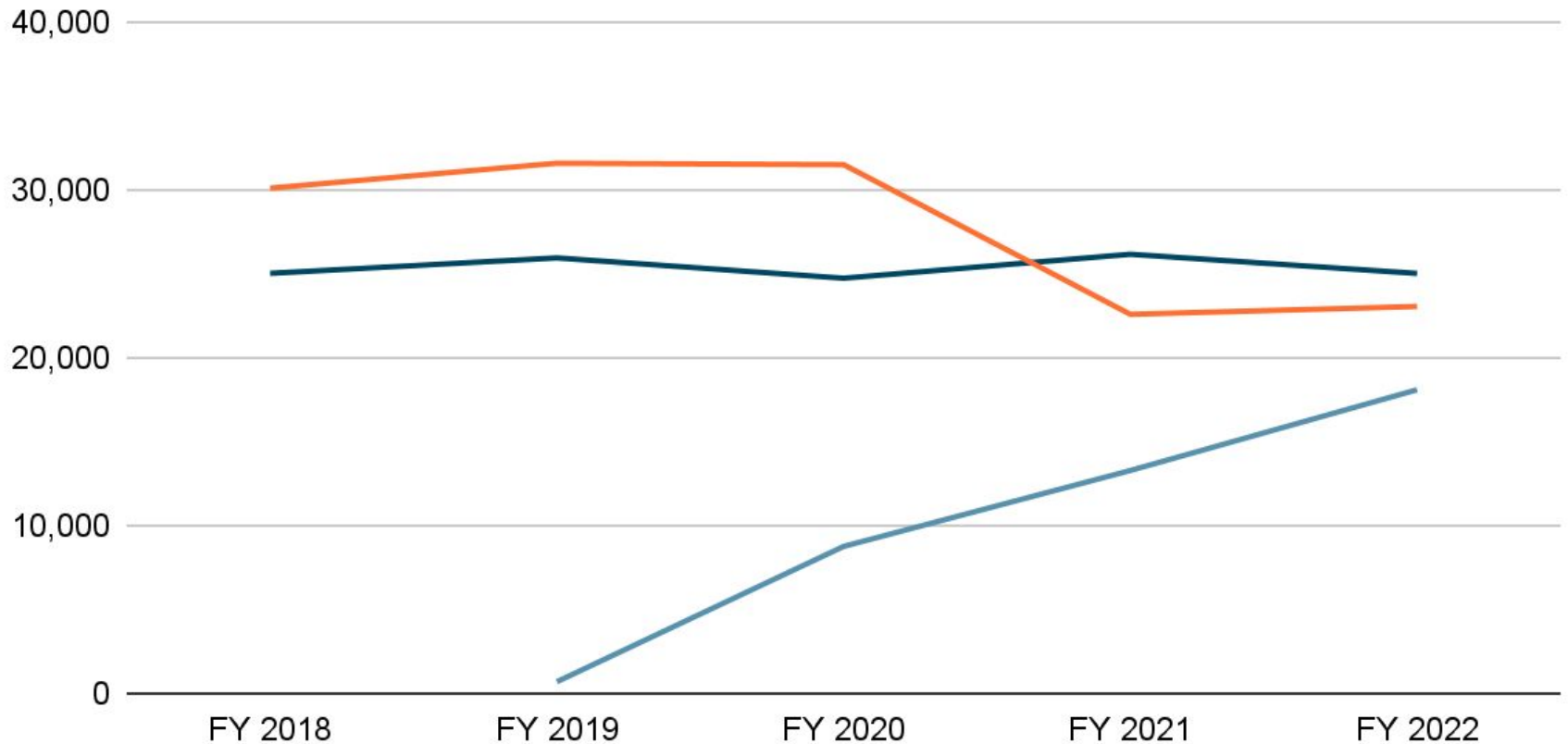
- Other funds increase \$13.8M
- Operations: YoY increase \$5.1M or 6.5%.
 - Inflationary factors primarily driving increase. Software and replacement cost 13% higher
 - 2.75 FTE increase
 - JOHS increased support
 - DA increased support
 - Shift of resources
- Capital: YoY increase \$8.7M
 - 78301A-H IT Innovation & Investment \$2.8M
 - 78329 Financial Data Mart \$400K
 - 78330 CEDARS \$5M



Information Technology: Service Trends

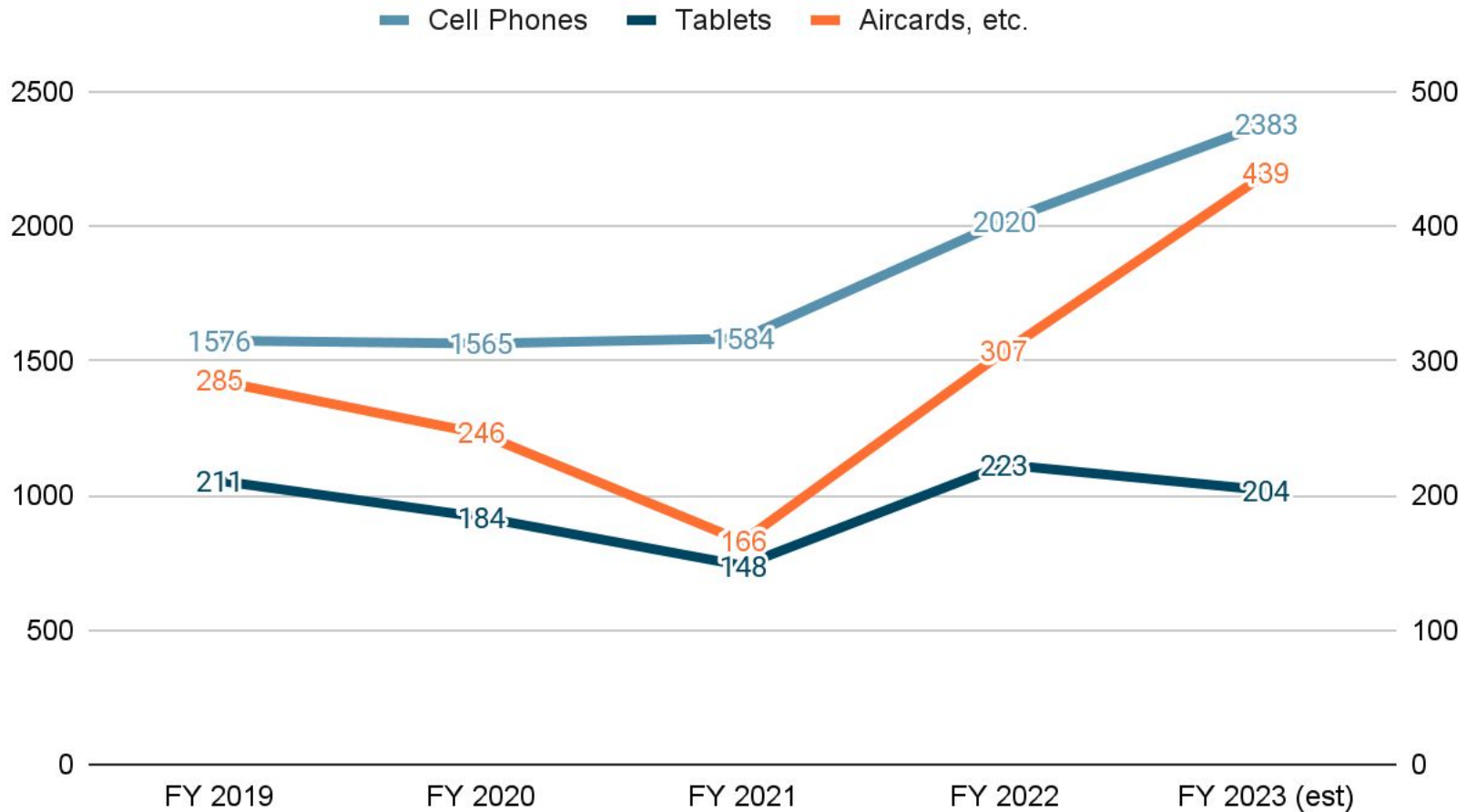
ServiceNow Tickets

— Catalog — Incident — Work



Information Technology: Service Trends

Cell Phones, Tablets and Aircards, etc.





FY 2023 Proposed Capital Budget by Fund

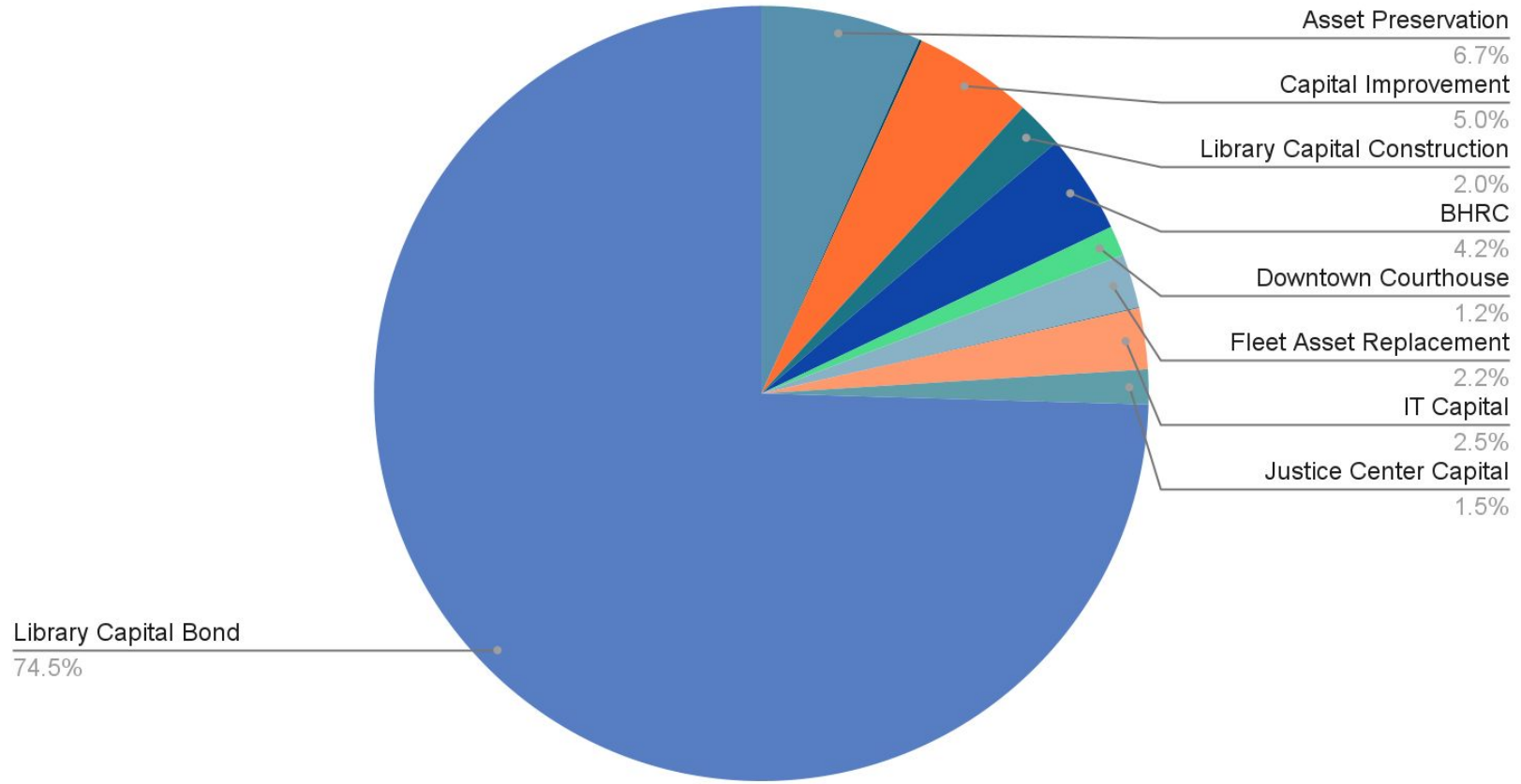
- Technology Improvement Fund
- Library Capital Construction Fund
- Asset Preservation Fund
- Capital Improvement Program
- Library Capital Program
- Non-Routine Capital Projects

DCA Capital Programs

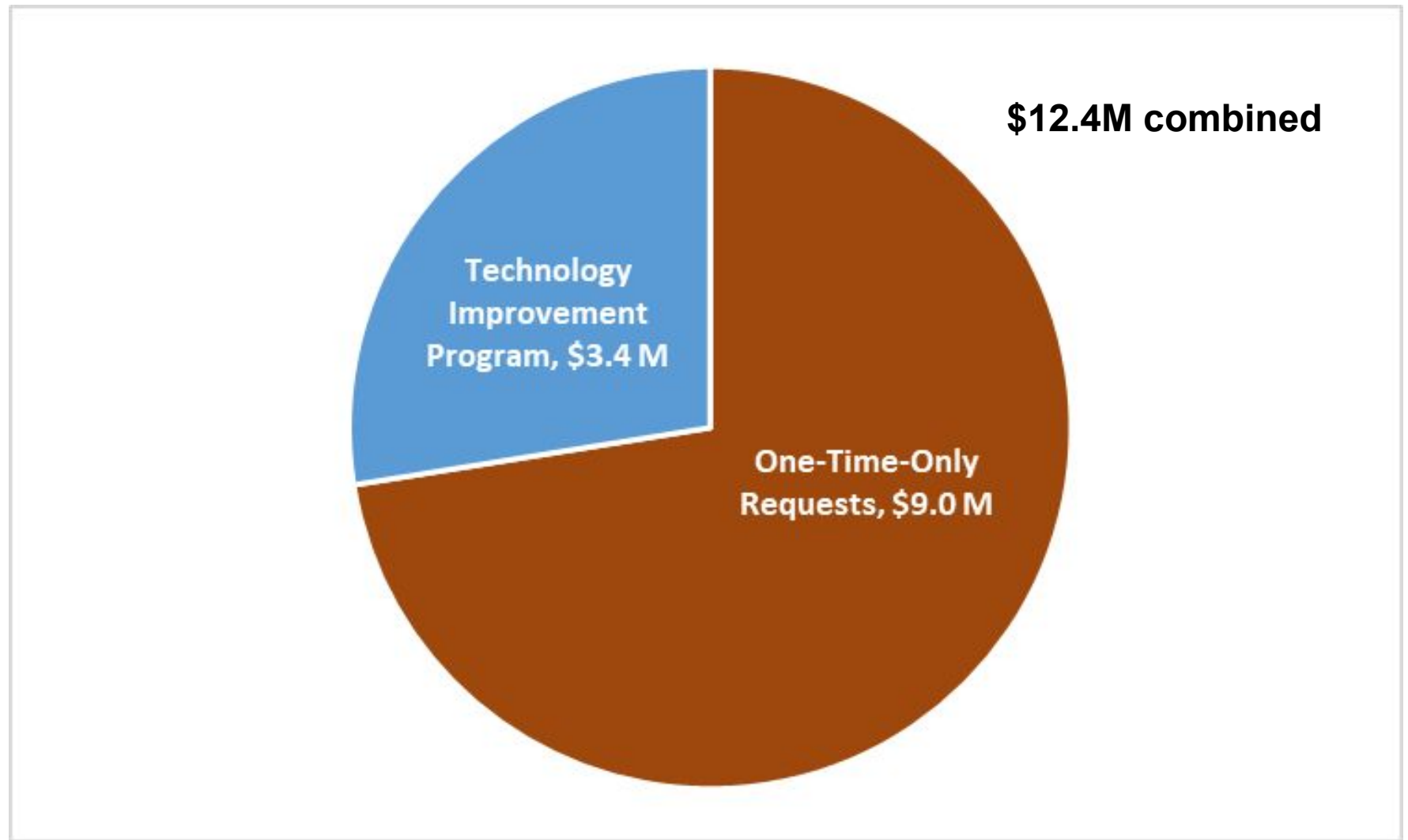
| Capital Program | Purpose | Funding source | Plan duration /period |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------|
| Technology Improvement Fund (IT) | Modernize and replace obsolete technology <i>and</i> invest in new technology | Annual One Time Only requests | 1 year |
| Library Capital Construction Fund (FPM) | Modernize and replace building systems and equipment in Library facilities | Library funds | 5 years, approved annually |
| Asset Preservation Fund (FPM) | Modernize and replace building systems and equipment in Tier 1 buildings (newer) | Countywide ~50/50 GF/other funds | 5 years, approved annually |
| Capital Improvement Program (FPM) | Modernize and replace building systems and equipment in Tier 2 and Tier 3 buildings (older) | Countywide ~50/50 GF/other funds | 5 years, approved annually |
| Library Capital Program (FPM - Library Capital Bond) | Bond funds used to upgrade or build 9 facilities, renovate others, and make technology improvements | Bond | 8 years |
| Non-Routine Facilities Projects (FPM) | Non recurring funds used for planning work, new construction, and large renovations | Annual One Time Only requests, Bonds, State and Federal funds | Various |



Total Capital Projects by Fund \$489.5M



IT Capital Projects: Technology Improvement Fund 2508



Technology Improvement Program Project Status 1 of 2

| Technology Improvement Program: Program Offer/Project | Estimated Project Cost | *Life to Date Spend | FY 2023 Proposed Budget | Project Status |
|---------------------------------------------------------------------|------------------------------|---------------------------|-------------------------------|-------------------------------------------------------------|
| 78301A EnerGov DCS Land Use Planning | \$771,000 | \$173,857 | \$526,000 | In process. Go Live 9/23 |
| 78301B Preschool for All Technology Solution | \$1,200,000 | \$358,675 | \$527,771 | In process. Complete 4/23 |
| 78301C TIP - Long Term Care Eligibility Tracking System replacement | \$395,000 | \$52,950 | \$0 | Completed |
| 78301D TIP - SQL Server Upgrade and Migration | \$245,000 | \$138,112 | \$51,976 | In process. Complete 12/22 |
| 78301E TIP-Non-Medical Transportation and EP&R System Replacements | \$205,000 | \$44,975 | \$160,025 | EP&R Retired and Non-Medical: In process. Complete 10/22 |
| 78301F TIP - Food Handler Replacement-Health | \$250,000 | NA | \$250,000 | New. Complete 6/23 |
| 78301G TIP - Red Cap and Lawlog - DCJ | \$250,000 | NA | \$250,000 | New. Complete 6/23 |
| 78301H TIP - SQL Server Upgrade Phase 2 | \$300,000 | NA | \$300,000 | New. Complete 6/23 |

*Spend through (p9) March 31, 2022



Technology Improvement Program Project Status 2 of 2

| Technology Improvement Program: Program Offer/Project | Estimated Project Cost | *Life to Date Spend | FY 2023 Proposed Budget | Project Status |
|---------------------------------------------------------------------------|------------------------------|---------------------------|-------------------------------|---------------------------|
| 78322 Electronic Medical Records Corrections Health Juvenile Detention | \$1,000,000 | \$269,062 | \$646,777 | In process. Complete 6/23 |
| 78323 Facilities Capital Project Management Software | \$1,000,000 | \$532,530 | \$249,658 | In process. Complete 1/23 |
| 78328 District Attorney's Case Management System Upgrade | \$2,174,456 | \$1,452,369 | \$670,544 | In process. Complete TBD |
| 78304B Radio System Replacement | \$2,900,000 | NA | \$1,505,000 | New - 2 Year project |
| 78329 Financial Data Mart | \$1,133,058 | \$733,058 | \$400,000 | New - 1 Year project |
| 78330 CEDARS Replacement | \$5,000,000 | NA | \$5,000,000 | New - Multi-year project |
| Technology Improvement Funding | TBD | NA | \$2,000,000 | New - Projects TBD |

*Spend through (p9) March 31, 2022

** Program 78328 is using remaining available funds from FY 2022 Program Offer 78319. MCDA planned to implement Tyler Technology's Odyssey system to replace the CRIMES solution. That project was cancelled due to the system's inability to meet MCDA's needs. DCA will upgrade the existing CRIMES system in partnership with the District Attorney's Office, pending the completion of a pilot effort underway in FY22.

*** Program 78329 Life to Date Spend represents IT operational funding and in FY 2023 funding is one-time-only and will reside in the IT Capital Program fund.



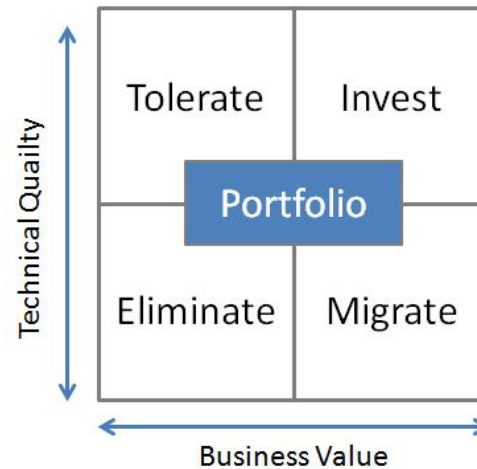
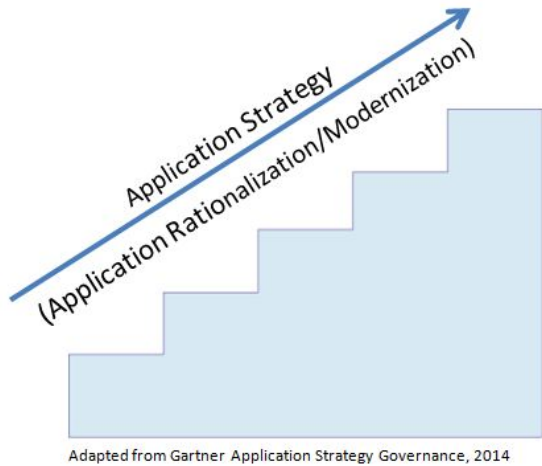
IT Capital Projects: New Projects

- **Financial Data Mart - \$400K**
 - Combines data from key County systems
 - Enables dashboard development
- **Radio System Replacement - 2 year project, \$2.9M**
 - 25 year old VHF radio system
 - Replace and modernize the current system, improve coverage area, add redundancy and mobile capability
 - Funding request covers Year 1
- **CEDARS Replacement - up to 5 year project, \$5M**
 - 18 year old Clarity Extract Database and Reporting System - primary reporting source in the Health Department: ICS, Maternal Child and Family Health, Healthy Birth Initiative, Referrals, SCoPE, and Uniform Data System Federal Reporting
 - Used for data driven decision-making
 - Multi-year project
 - FY 2023 focused on analysis and recommendations on solution forward

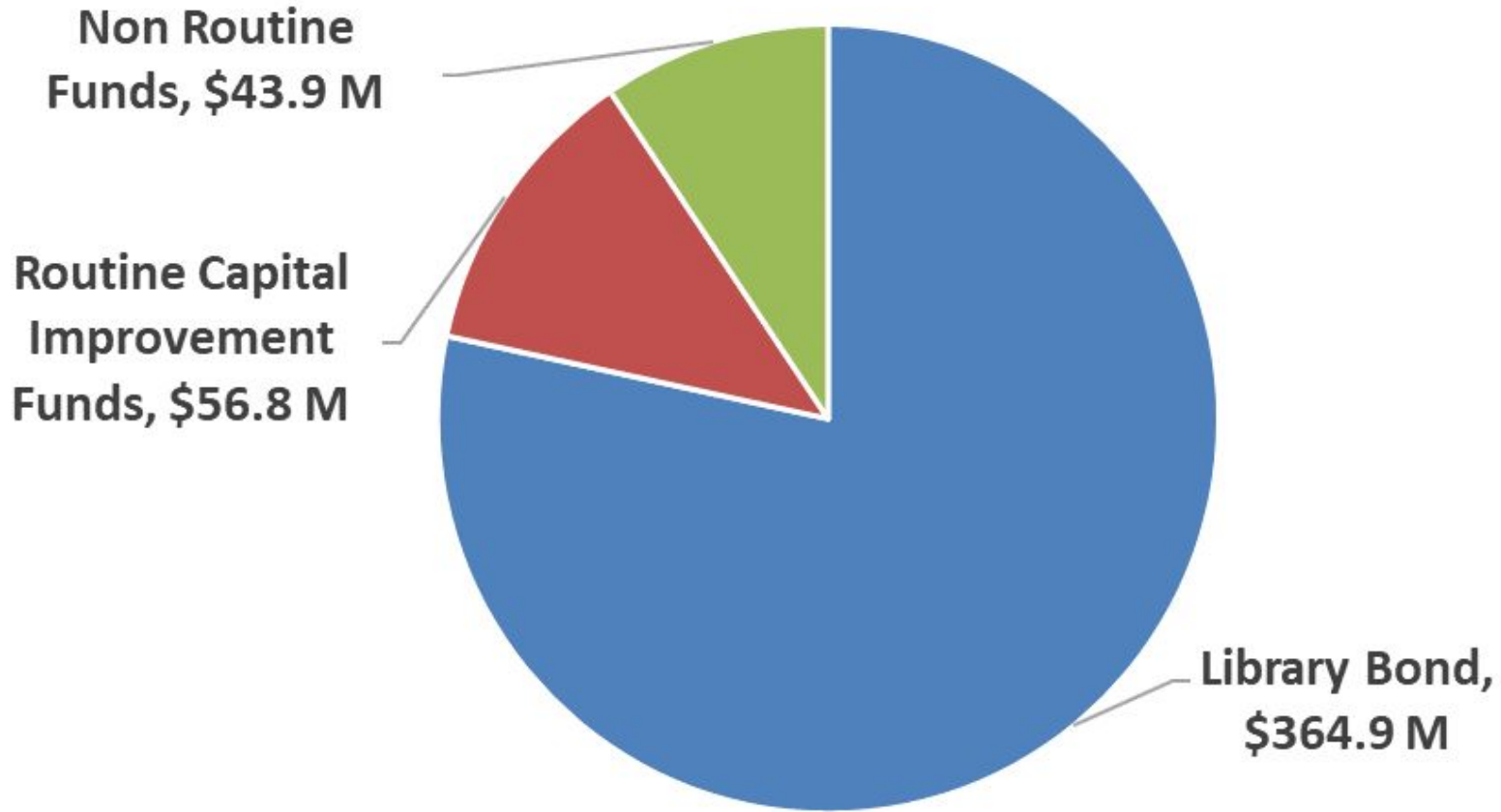


IT Capital Projects: Technology Improvement Program Investment

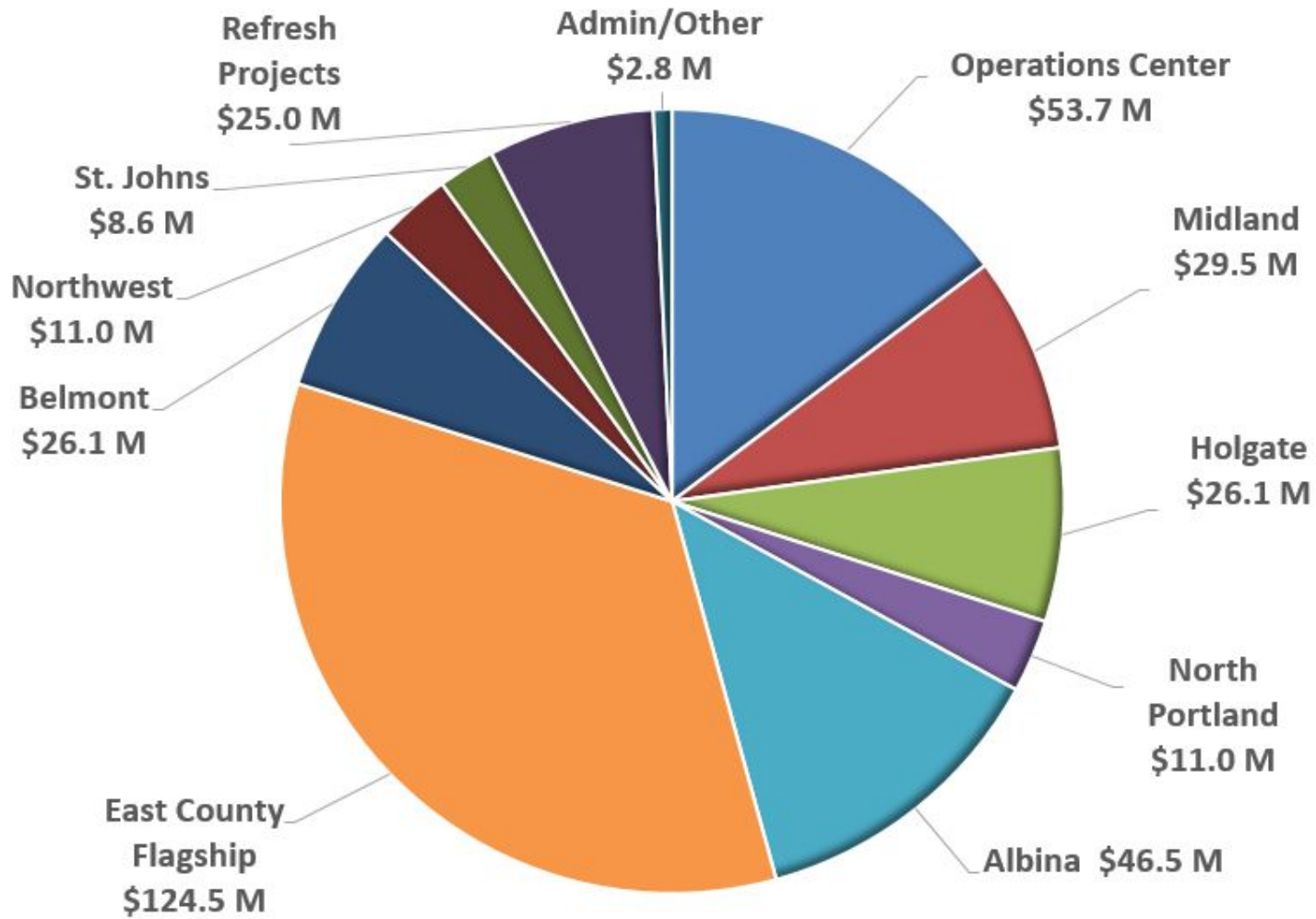
- **Technology Improvement Program Investment \$2M**
 - Investment supports initial planning beyond a one year horizon
 - Technology Fitness Assessment 2021
 - 258 business applications assessed
 - 44 identified as Migrate/Modernize/Remediate or Eliminate
 - Estimated costs: \$4M - \$8M (excludes CEDARS, Radio and DA System)



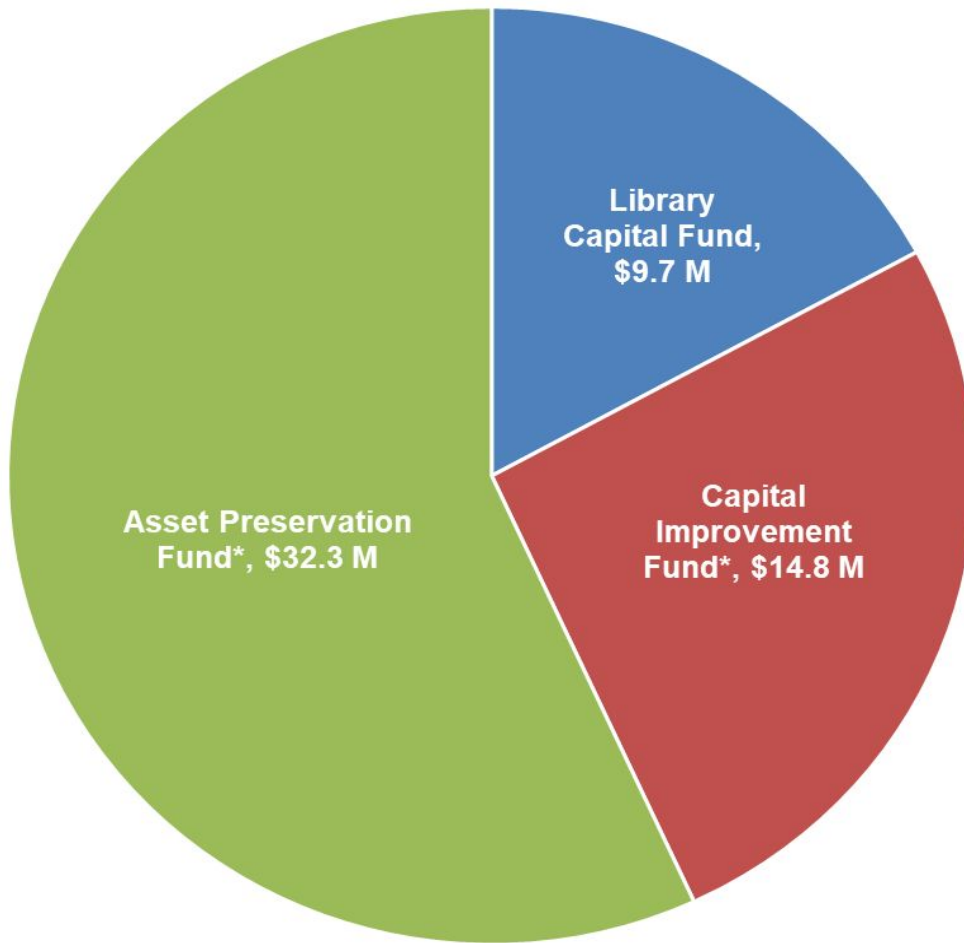
FPM Capital Projects by Fund \$465.6M



FPM Capital Projects: Library Capital Bond Const Fund 2517



FPM Capital Projects: Routine Capital Funds



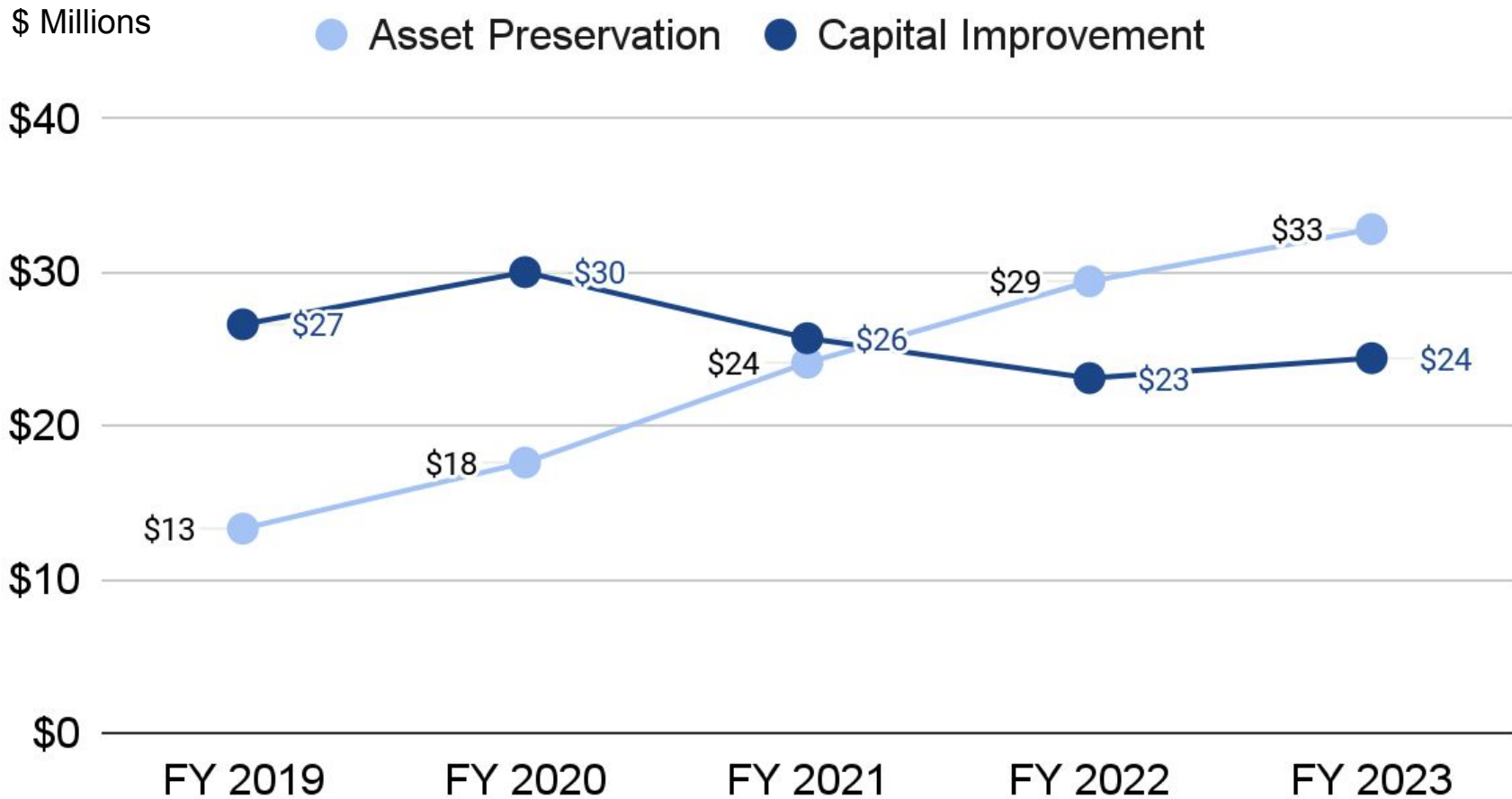
- Library Capital Fund
 - To keep the Library District's buildings safe, accessible, reliable, maintainable, functional, and efficient.
- Asset Preservation Fund
 - To adequately invest in key building systems in Tier 1 buildings (newer).
- Capital Improvement Fund
 - To actively monitor, upgrade, and improve the County's portfolio of Tier II and III buildings (older).

*excludes client funded and OTO projects



5 Year Trend of Significant Facilities Routine Capital Funds

FY 2019 Adopted to FY 2023 Proposed



FPM Capital Projects: Routine Capital Funds

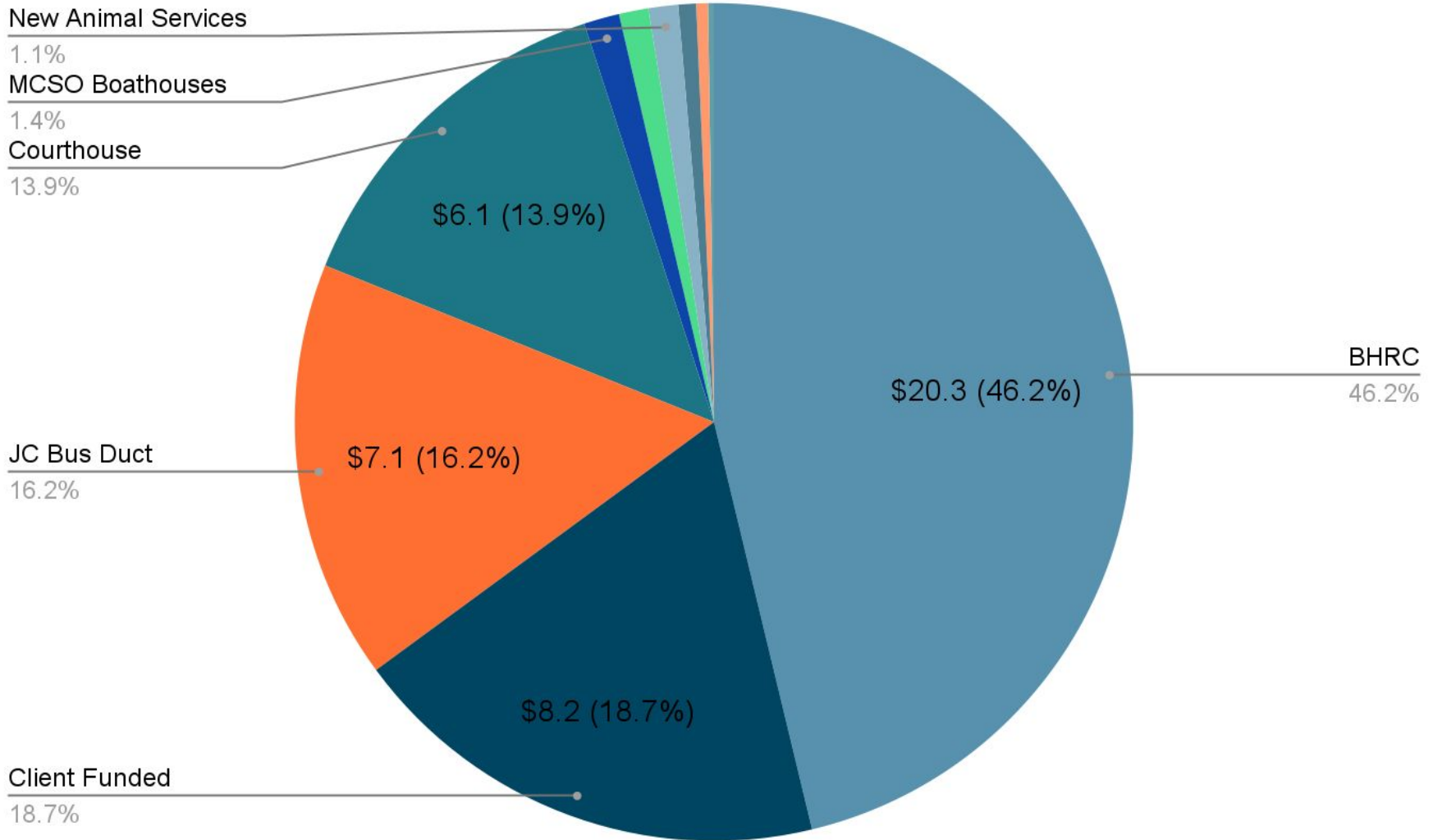
Over 100 active projects, with 43 more planned to start in FY23

Sample of planned projects:

- Mult. Co. East Health Clinic - \$0.2M - Upgrade security cameras
- N. Portland Health Clinic - \$0.1M - Restore roof
- Hillsdale Library - \$0.2M - Replace boiler
- Central Library - \$1.2M - Replace fire alarm system
- Juvenile Justice Center - \$1.6M (\$0.6M in FY23, \$1M in FY24) - Upgrade access control system
- Mult. Building - \$0.5M - Upgrade emergency lighting
- Inverness Jail - \$0.2M - Add floor drains in laundry area
- Justice Center - \$0.5M - Replace radio infrastructure
- Yeon Annex - \$0.5M - Restore roadway



FPM Capital Projects: Non-Routine Capital Funds \$43.9M



FPM Capital Non Routine Projects Status Updates

| Program Offer/Project | Estimated Project Cost | Life to Date Spend* | FY 2023 Proposed Budget | Project Status |
|---------------------------------------------------------------------------------|------------------------|---------------------|-------------------------|-------------------------------|
| 78211 MCDC Detention Electronics | \$8,000,000 | \$7,071,397 | \$100,000 | In Closeout |
| 78212 Facilities Downtown Courthouse | \$351,000,000 | \$344,917,850 | \$6,100,000 | In Closeout |
| 78214 Health Headquarters Construction | \$365,000 | \$74,464 | \$260,000 | Scope added. Complete 6/23 |
| 78215 South East Health Center | \$2,700,000 | \$1,630,600 | \$500,000 | In Closeout |
| 78219 Behavioral Health Resource Center Capital | \$26,000,000 | \$12,025,323 | \$20,300,000 | In process. Opening fall 2022 |
| 78227 MCSO River Patrol Boat Houses Capital Improvements | \$2,100,000 | \$1,324,460 | \$600,000 | In process. Complete 6/23 |
| 78233B Justice Center Critical Electrical System Upgrade - Bus Duct Replacement | \$24,000,000 | \$250,986 | \$7,100,000 | In process. Complete TBD |
| 78234 New Animal Services Facility | TBD | NA | \$500,000 | New. Complete TBD |
| 78235 Walnut Park Redevelopment | TBD | NA | \$200,000 | New. Complete TBD |

*Spend through (p9) March 31, 2022



FPM Capital Projects: Justice Center Fund 2518

- **Project**

- In design. Earliest construction start date is spring 2023
- Estimated cost to replace the electrical bus duct system is \$24 million as of January 2022 (\$14M County, \$10M City)
- In FY 2023, City of Portland is expected to have \$5.5M available for the project

- **Fund Status**

- FY 2023 Proposed Budget: \$7.1M
 - Beginning Working Capital: \$0.4M
 - **New One-Time-Only requests: \$1.2M**
 - City of Portland: \$5.5M



FPM Capital Projects: BHRC Capital Fund 2516

- **Project**

- Will be ready for occupancy in the fall of 2022 (FY 2023)
- The estimated total project budget is \$26M

- **Fund Status**

- FY 2023 Proposed Budget: \$20.3M
 - Beginning Working Capital: \$9M
 - Federal Grant: \$1.3M (may increase to \$2.7M in budget amendment)
 - State of Oregon Grant: \$10M





FY 2023 Proposed Budget

Summary & Impacts

New and OTO Offers Slide 1 of 2

| Program | FY 2023 General Fund | FY 2023 Other Funds | Total | OTO | New |
|---------------------------------------------------------------------------------|----------------------------|---------------------------|-----------|-----|-----|
| 78003B Countywide Safety and Security Infrastructure | 1,000,000 | | 1,000,000 | X | X |
| 78101B BST Procurement and Contracting Position | 154,772 | | 154,772 | | X |
| 78200B Facilities Administration Position | 125,579 | | 125,579 | X | X |
| 78202B Facilities Operation and Maintenance Position | 123,621 | | 123,621 | X | X |
| 78203B Facilities Client Services - Transition to Electric Powered Landscaping | 100,000 | | 100,000 | X | X |
| 78233B Justice Center Critical Electrical System Upgrade - Bus Duct Replacement | 1,200,000 | 5,500,000 | 6,700,000 | X | X |
| 78234 New Animal Services Facility | | 500,000 | 500,000 | X | X |
| 78235 Walnut Park Redevelopment Planning | 200,000 | | 200,000 | X | X |



New and OTO Offers Slide 2 of 2

| Program | FY 2023 General Fund | FY 2023 Other Funds | Total | OTO | New |
|---------------------------------------------------------------------|----------------------------|---------------------------|---------------------|-----|-----|
| 78301A Technology Improvement Program | 2,000,000 | | 2,000,000 | X | X |
| 78301F Technology Improvement Program - Food Handler Replacement | 250,000 | | 250,000 | X | X |
| 78301G Technology Improvement Program - Red Cap and Lawlog | 250,000 | | 250,000 | X | X |
| 78301H Technology improvement program: 2.0 sequel upgrade | 300,000 | | 300,000 | X | X |
| 78304B Radio Replacement | | 1,505,000 | 1,505,000 | X | X |
| 78311B IT General Government Application Services Position | | 270,969 | 270,969 | X | X |
| 78329 Financial Data Mart | 400,000 | | 400,000 | X | X |
| 78330 CEDARS Replacement | 5,000,000 | | 5,000,000 | X | X |
| Total | \$11,103,972 | \$7,775,969 | \$18,879,941 | | |



COVID-19 and ARPA Update

COVID-19 has shaped DCA in these ways:

- 70% of our DCA workforce teleworks full or part-time
- 10% increase computing and mobile devices
- New investments in hybrid workplace technology
- Investments in HVAC systems to improve air quality
- Support our departmental partners in digitizing community service delivery



COVID-19 and ARPA Update

ARPA Funded Program Updates:

- Program Offer 78900 ARP - Facilities Air Quality Improvement
 - Feasibility and outreach work complete. Contract executed to begin HVAC system upgrades at at least 10 buildings
- Program Offer 78901 ARP - Staff Telework Software Bundle
 - Purchased MS Enterprise Mobility Suite that provides the ability to remotely manage laptop updates; evaluating technology to support hybrid workplace including hoteling stations
 - Software and technology have ongoing support expenses
- Program Offer 78902 ARP - Digital Access Coordinator
 - Conducting research and analysis about the digital access landscape with stakeholders to establish recommendations for County leadership; next steps: present findings and recommendations to determine County's specific role. Coordinated outreach on federal internet subsidies



COVID-19 & American Rescue Plan Funding

| Program | FY 2022 Adopted | FY 2023 Proposed | Variance |
|--------------------------------------------------|--------------------|--------------------|--------------------|
| 78900: ARP - Facilities Air Quality Improvements | 1,000,000 | 800,000 | (200,000) |
| 78901: ARP - Staff Telework Software Bundle | 2,073,000 | 1,473,000 | (600,000) |
| 78902: ARP - Digital Access Coordinator* | 150,000 | 165,592 | 15,592 |
| Total | \$3,223,000 | \$2,438,592 | \$(784,408) |

*Funded with General Funds in FY 2022



Thank you from all of us!



QUESTIONS

