

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Administration **Program Offer Stage:** As Requested
Related Programs:
Program Characteristics: In Target

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 Future of Work, the Workforce Equity Strategic Plan, Climate Action Plan, and the COVID-19 Response.

Program Summary

DCA ensures that those who serve the community have what they need to provide excellent services and envisions a thriving community built on information, spaces, and services for everyone. DCA's goals include delivering timely and valuable service, building and maintaining relationships, building and promoting a high quality and diverse workforce that feel safe bringing their whole self to work, developing practices to streamline processes and deliver value, and promoting a culture of innovation, creative problem solving, and continuous improvement. The DCA Director's Office provides leadership, strategic direction, operational assessment, and accountability to ensure these goals are met.

The 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 stewardship to all of the work that we do. We incorporate these values into 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of employees responding to monthly engagement survey	N/A	52	41	50
Outcome	Percentage of employees scoring 9 or above (out of 10) on monthly engagement survey	N/A	32	49	55

Performance Measures Descriptions

PM #1 Output - Percentage of employees responding to monthly engagement survey
 PM #2 Outcome - Percentage of employees scoring 9 or above (out of 10) on monthly engagement survey

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$902,687	\$0	\$930,527	\$0
Contractual Services	\$290,861	\$0	\$80,000	\$0
Materials & Supplies	\$53,591	\$0	\$73,881	\$0
Internal Services	\$114,366	\$0	\$99,370	\$0
Total GF/non-GF	\$1,361,505	\$0	\$1,183,778	\$0
Program Total:	\$1,361,505		\$1,183,778	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,291,156	\$0	\$1,183,778	\$0
Total Revenue	\$1,291,156	\$0	\$1,183,778	\$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 2022: 78000 DCA Director's Office

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

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

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Requested
Related Programs: 78000A
Program Characteristics: Out of Target

Executive Summary

The DCA Director's Office provides leadership, strategic direction, assessment, and accountability in the oversight and management of County assets. The Research Analyst 1 will provide data and analysis in order to fulfill that goal. Working with data analysts and managers throughout the department, this position is responsible for aggregating data from many sources throughout the department and performing in-depth qualitative and quantitative analysis to aid in leadership decisions between competing priorities.

Program Summary

This additional position will increase our ability to make data driven decisions and better understand which communities are impacted by the work that we do. The Research Analyst 1 will increase our capacity to measure the success of our WESP and other employee inclusion initiatives as well as our externally facing customer service initiative, business process improvements, and environmental impact planning.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hire and onboard position	N/A	N/A	N/A	1
Outcome	Percent of strategic initiatives performance metrics evaluated and updated.	N/A	N/A	N/A	100%
Outcome	Percent of DCA managers that have received performance metric training or consultations.	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM#1: Evaluate data sources and make recommendations considering program goals.

PM#2: Data sources evaluated and updated to more accurately reflect goal areas

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$97,125	\$0
Total GF/non-GF	\$0	\$0	\$97,125	\$0
Program Total:	\$0		\$97,125	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

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

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Susan Yee

Program Offer Type: Support

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

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

Performance Measures

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

Performance Measures Descriptions

PM #1 Output - Number of recruitments.

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

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,169,882	\$152,000	\$1,365,740	\$0
Contractual Services	\$15,000	\$0	\$15,000	\$0
Materials & Supplies	\$12,048	\$0	\$40,174	\$0
Internal Services	\$158,370	\$0	\$129,781	\$0
Total GF/non-GF	\$1,355,300	\$152,000	\$1,550,695	\$0
Program Total:	\$1,507,300		\$1,550,695	
Program FTE	7.00	1.00	8.00	0.00

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

Explanation of Revenues

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

Significant Program Changes

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

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

Department: County Assets

Program Contact: Lisa Whedon

Program Offer Type: Support

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

Performance Measures

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

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,188,015	\$0	\$1,237,638	\$0
Materials & Supplies	\$19,154	\$0	\$36,124	\$0
Internal Services	\$129,573	\$0	\$113,861	\$0
Total GF/non-GF	\$1,336,742	\$0	\$1,387,623	\$0
Program Total:	\$1,336,742		\$1,387,623	
Program FTE	7.00	0.00	7.00	0.00

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

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 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.

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

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

Related Programs:

Program Characteristics: Out of Target

Executive Summary

Using a trauma-informed, racial justice and equity lens, the Workplace Security Program provides a multi-disciplinary approach to safety and security, an approach that is beyond conventional enforcement and one that embraces collaboration and creativity with a range of stakeholders. The Program will plan, develop, and implement a security program that offers high-level subject matter expertise and is a central point of contact for security related matters across the County. The program will advise department leadership, the Chief Operating Officer, and elected officials.

Program Summary

The Workplace Security Program will increase general consistency, coherence, and subject matter expertise related to security matters. The program will create a stand-alone security function with relevant training and experience as well as security related decision making authority. This program will ensure more coordinated effort/different roles dispersed across the County, with Facilities, Risk Management and Departments with their own security programs. This program will help minimize duplication of efforts, encourage sharing of knowledge, and offer resources.

This program addresses equity by recognizing that our community is experiencing increased violence due to the socio-economic stressors of Covid-19 and the impact of years of systemic racism and social unrest. Our employees are experiencing increased exposure to individuals in crisis. Our buildings face regular defacement and damage. This program provides an opportunity to align policies and processes and create a unified County approach to security. The program consists of a Director who is responsible for program development, policy development interagency relationships; a Program Coordinator acting as the primary point of contact for security-related training, patrols, threat management, incident response, and interagency operations; and a Senior Administrative Analyst responsible for management support services.

Expected outcomes for this program include: Standardize policies and operating procedures for addressing security issues, trust of employees in management and addressing concerns. Employees know where to direct concerns and questions, holistic view of threat landscape across the County, and clear lines of accountability and responsibility.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Develop standard policies and operating procedures for addressing security concerns.	NA	NA	NA	100%
Outcome	Provide communication, education and training through quarterly County and community engagement events	NA	NA	NA	4

Performance Measures Descriptions

Development of standard policies and operating procedures for addressing security issues, trust of employees in management, and addressing concerns. Engage the County and community in quarterly events.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$495,301
Contractual Services	\$0	\$0	\$0	\$96,000
Materials & Supplies	\$0	\$0	\$0	\$8,699
Total GF/non-GF	\$0	\$0	\$0	\$600,000
Program Total:	\$0		\$600,000	
Program FTE	0.00	0.00	0.00	3.00

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

Explanation of Revenues

This program to be funded through the Risk Fund.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Heidi Leibbrandt

Program Offer Type: Support

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,071,738	\$317,662	\$2,594,382	\$0
Contractual Services	\$0	\$0	\$4,200	\$0
Materials & Supplies	\$34,275	\$0	\$63,040	\$0
Internal Services	\$348,979	\$0	\$353,066	\$0
Total GF/non-GF	\$2,454,992	\$317,662	\$3,014,688	\$0
Program Total:	\$2,772,654		\$3,014,688	
Program FTE	15.00	1.75	16.50	0.00

Program Revenues				
Other / Miscellaneous	\$2,521,810	\$0	\$2,777,979	\$0
Total Revenue	\$2,521,810	\$0	\$2,777,979	\$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 2022: 78101 Business Services Procurement & Contracting

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

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

Department:	County Assets	Program Contact:	Heidi Leibbrandt
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Requested
Related Programs:	78101		
Program Characteristics:	Out of Target		

Executive Summary

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

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hire and onboard two positions within the Business Services Procurement and Contracting program	N/A	N/A		2
Outcome	Reduce pending/ queued contracts and procurement	N/A	N/A	N/A	25%

Performance Measures Descriptions

Hire and onboard two contracts and procurement positions to reduce backlog in the contracts queue.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$309,544	\$0
Total GF/non-GF	\$0	\$0	\$309,544	\$0
Program Total:	\$0		\$309,544	
Program FTE	0.00	0.00	2.00	0.00

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

Explanation of Revenues

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

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,247,059	\$0	\$1,320,179	\$0
Materials & Supplies	\$14,297	\$0	\$16,800	\$0
Internal Services	\$135,896	\$0	\$167,393	\$0
Total GF/non-GF	\$1,397,252	\$0	\$1,504,372	\$0
Program Total:	\$1,397,252		\$1,504,372	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,174,647	\$0	\$1,226,449	\$0
Total Revenue	\$1,174,647	\$0	\$1,226,449	\$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 2022: 78102 Business Services 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.

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

Department: County Assets

Program Contact: Tony Dornbusch

Program Offer Type: Support

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$345,091	\$0	\$421,795	\$0
Materials & Supplies	\$4,820	\$0	\$4,033	\$0
Internal Services	\$46,761	\$0	\$45,854	\$0
Total GF/non-GF	\$396,672	\$0	\$471,682	\$0
Program Total:	\$396,672		\$471,682	
Program FTE	2.25	0.00	2.50	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 2022: 78104 Business Services Countywide Strategic Sourcing

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

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

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

Executive Summary

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

Program Summary

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

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

Performance Measures

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

Performance Measures Descriptions

PM #1 - FPM's DEI Readiness Action Plan includes ten areas of focus developed that support the County's DEI goals.
 PM #2 - Improvement in average employee engagement score over the previous year. Measures employee engagement through a monthly one-question survey.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,559,165	\$0	\$1,602,285
Contractual Services	\$0	\$511,125	\$0	\$11,570
Materials & Supplies	\$0	\$64,906	\$0	\$147,571
Internal Services	\$0	\$1,838,569	\$0	\$1,843,530
Total GF/non-GF	\$0	\$3,973,765	\$0	\$3,604,956
Program Total:	\$3,973,765		\$3,604,956	
Program FTE	0.00	9.75	0.00	9.75

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

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. The prior year's budget included \$500K of reserves from Beginning Working Capital allocated to a TRIRIGA building systems upgrade which is to be completed in FY 2022.

Significant Program Changes

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

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

Department:	County Assets	Program Contact:	Dan Zalkow
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Requested
Related Programs:	78200A		
Program Characteristics:	Out of Target		

Executive Summary

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

Program Summary

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

Performance Measures

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

Performance Measures Descriptions

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$125,579	\$0
Total GF/non-GF	\$0	\$0	\$125,579	\$0
Program Total:	\$0		\$125,579	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

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

Significant Program Changes

Last Year this program was:

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	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Internal Services	\$0	\$5,977,731	\$0	\$5,980,481
Cash Transfers	\$0	\$330,334	\$0	\$355,177
Total GF/non-GF	\$0	\$6,308,065	\$0	\$6,335,658
Program Total:	\$6,308,065		\$6,335,658	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,945,698	\$0	\$5,948,437
Total Revenue	\$0	\$5,945,698	\$0	\$5,948,437

Explanation of Revenues

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

Significant Program Changes

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

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Internal Service

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$11,174,320	\$0	\$11,811,603
Contractual Services	\$0	\$353,465	\$0	\$318,808
Materials & Supplies	\$0	\$13,397,783	\$0	\$13,048,491
Internal Services	\$0	\$1,945,471	\$0	\$2,109,160
Total GF/non-GF	\$0	\$26,871,039	\$0	\$27,288,062
Program Total:	\$26,871,039		\$27,288,062	
Program FTE	0.00	76.50	0.00	77.50

Program Revenues				
Other / Miscellaneous	\$0	\$37,402,011	\$0	\$39,016,158
Beginning Working Capital	\$0	\$951,000	\$0	\$431,732
Service Charges	\$0	\$993,661	\$0	\$1,053,157
Total Revenue	\$0	\$39,346,672	\$0	\$40,501,047

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 2023, \$350K of reserves revenue funds an OSHA mandated HVAC systems pipe-labeling project and \$121K of prior years' one-time only funding for Security programming is carried over.

Significant Program Changes

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

One FTE Building Automation Specialist (BAS) is added to allow adequate coverage for FPM's one BAS with increased building portfolio.

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

Executive Summary

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

Program Summary

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

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

Performance Measures

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

Performance Measures Descriptions

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

Revenue/Expense Detail

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

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

Explanation of Revenues

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

Significant Program Changes

Last Year this program was:



Program #78203A - Facilities Client Services 3/3/2022

Department: County Assets **Program Contact:** Jeff Lewis
Program Offer Type: Internal Service **Program Offer Stage:** As Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

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

Performance Measures

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

Performance Measures Descriptions

- PM#1 - Facilities customers are emailed a link for a Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement. Goal is to have at least 70% of surveys return as "very satisfied" from client contact.
- PM#2 - All procurement activities for contracted services are in compliance with statutory mandates and contracting rules.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,550,178	\$0	\$1,612,029
Contractual Services	\$0	\$10,089,001	\$0	\$11,014,903
Materials & Supplies	\$0	\$670,443	\$0	\$621,877
Internal Services	\$0	\$343,221	\$0	\$355,489
Total GF/non-GF	\$0	\$12,652,843	\$0	\$13,604,298
Program Total:	\$12,652,843		\$13,604,298	
Program FTE	0.00	9.20	0.00	9.20

Program Revenues				
Other / Miscellaneous	\$0	\$4,999,708	\$0	\$5,356,735
Total Revenue	\$0	\$4,999,708	\$0	\$5,356,735

Explanation of Revenues

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

Significant Program Changes

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

Contractual services increased due services at the new courthouse and enhanced security services.

Department: County Assets
Program Offer Type: Innovative/New Program
Related Programs: 780203A
Program Characteristics: Out of Target
Program Contact: Dan Zalkow
Program Offer Stage: As Requested

Executive Summary

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

Program Summary

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

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

Performance Measures

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

Performance Measures Descriptions

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

Legal / Contractual Obligation

Legal/ Contractual Obligations

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

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

Significant Program Changes

Last Year this program was:

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

Executive Summary

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

Program Summary

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,111,966	\$0	\$1,116,676
Materials & Supplies	\$0	\$80,626	\$0	\$88,800
Internal Services	\$0	\$1,104,074	\$0	\$1,304,042
Total GF/non-GF	\$0	\$2,296,666	\$0	\$2,509,518
Program Total:	\$2,296,666		\$2,509,518	
Program FTE	0.00	10.90	0.00	11.90

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

Explanation of Revenues

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

AP Fees: \$1,717,800

Significant Program Changes

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

- 1.00 FTE Project Manager added in FY 2023 to support execution of the AP, CIP, and LIB 5 year capital improvement plan.
 - Other FTE changes are reflection of reallocation of resources within FPM
 - Due to COVID19 the staff in this program were moved to primarily teleworking instead of reporting to the office.
- Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Projects have slowed due to shortages on materials, longer lead times, slower trade production due to physical distancing requirements, and longer times to gain permits and other reviews by Authorities having Jurisdiction.

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

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$19,699,327	\$0	\$19,833,096
Capital Outlay	\$0	\$138,179	\$0	\$521,843
Total GF/non-GF	\$0	\$19,837,506	\$0	\$20,354,939
Program Total:	\$19,837,506		\$20,354,939	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,899,767	\$0	\$9,676,225
Financing Sources	\$0	\$159,708	\$0	\$171,068
Interest	\$0	\$150,000	\$0	\$75,000
Beginning Working Capital	\$0	\$10,422,382	\$0	\$10,276,569
Service Charges	\$0	\$205,649	\$0	\$156,077
Total Revenue	\$0	\$19,837,506	\$0	\$20,354,939

Explanation of Revenues

Fund 2507 Capital Improvement Program:
 BWC \$9.8 Million from Project Carryover; \$0.5 Million from Asset Replacement program offer
 IG City of Portland share of Justice Center Projects \$0.1 Million
 Intl Svc Reimbursement CIP Fee from County Occupants \$4.7 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 2022: 78205 Facilities Capital Improvement Program

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

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

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

Executive Summary

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

Program Summary

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$24,188,920	\$0	\$29,605,076
Total GF/non-GF	\$0	\$24,188,920	\$0	\$29,605,076
Program Total:	\$24,188,920		\$29,605,076	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,368,003	\$0	\$8,162,129
Financing Sources	\$0	\$170,626	\$0	\$184,108
Interest	\$0	\$200,000	\$0	\$100,000
Beginning Working Capital	\$0	\$16,957,795	\$0	\$21,950,458
Service Charges	\$0	\$92	\$0	\$99
Total Revenue	\$0	\$25,696,516	\$0	\$30,396,794

Explanation of Revenues

BWC from Routine Project Carryover \$21.9 Million
 Intl Svc Reimbursement AP Fee from County Occupants \$8.2 Million
 Cash Transfer Revenue from External Clients \$0.2 Million
 Interest Income \$0.1 Million

Significant Program Changes

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

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

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

Department: County Assets

Program Contact: Greg Hockert

Program Offer Type: Internal Service

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

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

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

Explanation of Revenues

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

Significant Program Changes

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

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

Legal / Contractual Obligation

Contractual obligations with Trash/Recycling companies.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Materials & Supplies	\$0	\$6,200,000	\$0	\$6,657,220
Total GF/non-GF	\$0	\$6,200,000	\$0	\$6,657,220
Program Total:	\$6,200,000		\$6,657,220	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,403,147	\$0	\$5,861,461
Service Charges	\$0	\$1,112	\$0	\$0
Total Revenue	\$0	\$5,404,259	\$0	\$5,861,461

Explanation of Revenues

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

Significant Program Changes

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

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

Executive Summary

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

Program Summary

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

Revenue/Expense Detail

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

Program Revenues				
Other / Miscellaneous	\$0	\$9,304,330	\$0	\$10,058,081
Service Charges	\$0	\$961,155	\$0	\$1,152,992
Total Revenue	\$0	\$10,265,485	\$0	\$11,211,073

Explanation of Revenues

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

Significant Program Changes

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

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

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

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

PM #1 - Completion of major projects in current fiscal year, FY 2022 and FY 2023.

PM #2 - Percentage of major projects completed within or close to the desired schedule.

Revenue/Expense Detail

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

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

Explanation of Revenues

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

Significant Program Changes

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

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

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

Related Programs:
Program Characteristics: One-Time-Only Request, In Target

Executive Summary

In FY 2018 the County authorized One Time Only (OTO) funds to survey the Vance Property in order to support development of a long term Master Plan. Department of Community Services (DCS) Planning and County Leadership along with Department of County Assets (DCA) Facilities and Property Management (FPM) formed a steering committee earlier in FY 2018 in order to build a Roadmap of Master Planning efforts to date and outline next steps. The Vance Vision will be presented in FY2022. This work includes community engagement to center the voices of the underrepresented and to provide recommendations for development on these properties. Efforts to further community engagement, explore development potential and site conditions will continue in FY23.

Program Summary

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

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

Through a formal solicitation, Cascadia Partners and their team was hired to provide Master Planning Services toward this effort that includes programming, community engagement, financial analysis, feasibility analysis, and technical advice on creating development options for this property. This Vance Vision will be presented in FY 2022. Efforts to further community engagement, explore development potential and site conditions will continue in FY 2023.

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

Performance Measures

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

Performance Measures Descriptions

PM #1 Output—Determine viability of proposed development options; findings and recommendations from the community engagement.

PM #2 Outcome—Report to advise on what development options to pursue; present recommendations on future property development

Legal / Contractual Obligation

The project received a 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	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$164,000	\$0	\$110,619
Total GF/non-GF	\$0	\$164,000	\$0	\$110,619
Program Total:	\$164,000		\$110,619	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$164,000	\$0	\$110,619
Total Revenue	\$0	\$164,000	\$0	\$110,619

Explanation of Revenues

Beginning working capital is carry over of unspent prior years' one-time-only General Fund.

Significant Program Changes

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

Receipt and approval of Brownfield Redevelopment funds increases scope of work that can be completed and will extend completion of this program offer.

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

Executive Summary

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

Program Summary

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

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

The Courthouse and Health Department Headquarters projects set a new regional standard for workforce diversity through an active Project Labor Agreement. The project met and in many cases exceeded the participation goals.

Performance Measures

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

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

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

Revenue/Expense Detail

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

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

Explanation of Revenues

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

Significant Program Changes

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

Project closeout to be completed in FY 2023.

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Internal Service **Program Offer Stage:** As Requested
Related Programs: 78204
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$7,507,807	\$0	\$9,729,646
Total GF/non-GF	\$0	\$7,507,807	\$0	\$9,729,646
Program Total:	\$7,507,807		\$9,729,646	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,070,758	\$0	\$3,217,864
Interest	\$0	\$50,000	\$0	\$50,000
Beginning Working Capital	\$0	\$4,387,049	\$0	\$6,461,782
Total Revenue	\$0	\$7,507,807	\$0	\$9,729,646

Explanation of Revenues

BWC Estimated carry forward of ongoing projects \$6.5 Million

Capital Fee on Owned Library Buildings \$3.2 Million

Interest Income \$0.05 Million

Significant Program Changes

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

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

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

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

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

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

Output #1: Complete the construction of the Gladys McCoy Building.

Outcome #2: Health Department can deliver services from this location.

Outcome #3: Audit of project construction costs and contract compliance to be completed by independent external auditor.

Legal / Contractual Obligation

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

Revenue/Expense Detail

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

Program Revenues				
Beginning Working Capital	\$0	\$1,600,000	\$0	\$260,000
Total Revenue	\$0	\$1,600,000	\$0	\$260,000

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 2022: 78214 Health Headquarters Construction

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

Executive Summary

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

Program Summary

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

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

This project is scheduled to be completed in FY 2023.

Performance Measures

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

Performance Measures Descriptions

PM#1 - All project closeout documents, CAD files, and permit files completed and submitted to Building Data Management Center.

PM#2 - All financial settlements from general contractors and subcontractors received and paid in full.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$72,800	\$0	\$0
Contractual Services	\$0	\$2,847,200	\$0	\$500,000
Total GF/non-GF	\$0	\$2,920,000	\$0	\$500,000
Program Total:	\$2,920,000		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

\$500K working capital carryover from FY 2022.

Significant Program Changes

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

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

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

Related Programs:
Program Characteristics: One-Time-Only Request, In Target

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

PM-1 Construction of Behavioral Health Resource Center (BHRC) completed.

PM-2 Behavioral Health Resources Center open to the public to provide critically needed services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$13,204,521
Internal Services	\$0	\$0	\$0	\$21,750
Debt Service	\$0	\$0	\$0	\$7,097,729
Total GF/non-GF	\$0	\$0	\$0	\$20,324,000
Program Total:	\$0		\$20,324,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$11,300,000
Interest	\$0	\$0	\$0	\$24,000
Beginning Working Capital	\$0	\$0	\$0	\$9,000,000
Total Revenue	\$0	\$0	\$0	\$20,324,000

Explanation of Revenues

- \$9 million working capital carryover from FY 2022
- \$10 million from State of Oregon Grant
- \$1.3 million from Federal Earmark
- \$24,000 interest earnings

Significant Program Changes

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

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

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

Executive Summary

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

Program Summary

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

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

Performance Measures

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

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$274,400	\$0	\$100,000
Total GF/non-GF	\$0	\$274,400	\$0	\$100,000
Program Total:	\$274,400		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$274,400	\$0	\$100,000
Total Revenue	\$0	\$274,400	\$0	\$100,000

Explanation of Revenues

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

Significant Program Changes

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

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

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

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

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$1,682,717	\$0	\$580,000
Total GF/non-GF	\$0	\$1,682,717	\$0	\$580,000
Program Total:	\$1,682,717		\$580,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$257,691	\$0	\$0
Beginning Working Capital	\$0	\$1,425,026	\$0	\$580,000
Total Revenue	\$0	\$1,682,717	\$0	\$580,000

Explanation of Revenues

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

Significant Program Changes

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

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

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

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

P1 - Output: This measure addresses a requirement of the bond financing. Includes a baseline spend down plan and a quarterly updated spend down plan.

P2 - Outcome: This measure addresses establishing a solid project management reporting methodology for the program. It anticipates presenting to BCC 4x in a fiscal year

P3 - Output: This measure captures the % of assigned dollars expended of light touch and efficiency (Refresh) projects

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$176,001	\$4,057,271	\$0	\$0
Contractual Services	\$0	\$380,951,116	\$0	\$27,323,981
Materials & Supplies	\$0	\$780	\$0	\$0
Internal Services	\$0	\$0	\$0	\$444,599
Unappropriated & Contingency	\$0	\$50,738,635	\$0	\$51,659,288
Total GF/non-GF	\$176,001	\$435,747,802	\$0	\$79,427,868
Program Total:	\$435,923,803		\$79,427,868	
Program FTE	1.00	17.00	0.00	18.00

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

Explanation of Revenues

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

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

Significant Program Changes

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

Transfer 1.0 FTE to Program Offer 78001 Human Resources. Recruitments are complete for Bond personnel. Funding remains in LCBP fund only FTE transferring.

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

Program #78228B - Library Capital Bond Construction: Operations Center 3/3/2022

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

Executive Summary

This program offer funds the purchase, renovation, and expansion of 72,000 gsf building for the Library Operations Center, located in East Portland. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

Program Summary

This multi-year project is expected to start construction in early FY 2023. The project completes an interior renovation, seismic upgrade, and exterior improvements. Construction is expected to be completed in FY 2025. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

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

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

Performance Measures

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

Performance Measures Descriptions

P1 - Output: This measure addresses the percentage of COBID Certified firms contracts by dollars \$ committed.
 P2 - Outcome: Percent of project planned for completion during a fiscal year that is completed in that fiscal year.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$53,678,128
Total GF/non-GF	\$0	\$0	\$0	\$53,678,128
Program Total:	\$0		\$53,678,128	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$53,678,128
Total Revenue	\$0	\$0	\$0	\$53,678,128

Explanation of Revenues

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

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

Significant Program Changes

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

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

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

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

Rating 5 = most satisfied.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$29,513,401
Total GF/non-GF	\$0	\$0	\$0	\$29,513,401
Program Total:	\$0		\$29,513,401	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

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

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

Significant Program Changes

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

Program #78228D - Library Capital Bond Construction: Holgate Library

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

Executive Summary

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

Program Summary

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

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$26,092,067
Total GF/non-GF	\$0	\$0	\$0	\$26,092,067
Program Total:	\$0		\$26,092,067	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

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

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

Significant Program Changes

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$11,071,311
Total GF/non-GF	\$0	\$0	\$0	\$11,071,311
Program Total:	\$0		\$11,071,311	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$11,071,311
Total Revenue	\$0	\$0	\$0	\$11,071,311

Explanation of Revenues

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

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

Significant Program Changes

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

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

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$46,535,885
Total GF/non-GF	\$0	\$0	\$0	\$46,535,885
Program Total:	\$0		\$46,535,885	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

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

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

Significant Program Changes

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

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

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$124,496,139
Total GF/non-GF	\$0	\$0	\$0	\$124,496,139
Program Total:	\$0		\$124,496,139	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$124,496,139
Total Revenue	\$0	\$0	\$0	\$124,496,139

Explanation of Revenues

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

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

Significant Program Changes

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

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

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$26,123,112
Total GF/non-GF	\$0	\$0	\$0	\$26,123,112
Program Total:	\$0		\$26,123,112	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

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

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

Significant Program Changes

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

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

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$11,010,920
Total GF/non-GF	\$0	\$0	\$0	\$11,010,920
Program Total:	\$0		\$11,010,920	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

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

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

Significant Program Changes

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



Program #78228J - Library Capital Bond Construction: St. Johns Library 3/3/2022

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

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$8,608,633
Total GF/non-GF	\$0	\$0	\$0	\$8,608,633
Program Total:	\$0		\$8,608,633	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

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

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

Significant Program Changes

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

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

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

Related Programs:
Program Characteristics: In Target

Executive Summary

The Justice Center Critical Electrical System Upgrade program offer is for design work to replace the electrical busway riser at the Justice Center that is in poor condition, has areas that can no longer be maintained, and that is in risk of failure. Failure of this system could result in needing to relocate all occupants. The total estimated cost to replace the system is estimated at \$24 million as of January 2022.

Program Summary

The Justice Center's incoming main building electrical service, busway risers, and electrical distribution equipment are mostly of original construction (1981) and are in poor condition and there is risk of failure resulting in at minimum, very expensive repairs, and at maximum, the need to vacate the building. This program offer focuses on design for the replacement of the main incoming service and busway risers because failure of these systems would result in significant operational disruptions and costly repairs. Decisions are prioritized based on fire, life, safety and operational impacts.

The program includes planning, investigation, design, and cost estimates, and remaining funds will go towards construction if construction is approved. LRS architects and EC Electric are the primary firms on contract for this work.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 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

PM1: Complete preliminary planning, investigation, and design documents.

PM2: Use design plans to develop accurate cost estimates and revised program offer

Legal / Contractual Obligation

Justice Center Condominium agreement with City of Portland

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$880,013	\$0	\$400,000
Total GF/non-GF	\$0	\$880,013	\$0	\$400,000
Program Total:	\$880,013		\$400,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$880,013	\$0	\$400,000
Total Revenue	\$0	\$880,013	\$0	\$400,000

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2022: 78233 Justice Center Critical Electrical System Upgrade

Due to COVID19 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.

Legal / Contractual Obligation

IGA with the City of Portland

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$1,200,000	\$0
Total GF/non-GF	\$0	\$0	\$1,200,000	\$0
Program Total:	\$0		\$1,200,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Funded with one time only General Funds

Significant Program Changes

Last Year this program was:

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

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

Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

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

Program Summary

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

This project will deliver a new, efficient, modern, flexible, sustainable and responsive facility for MCAS. The facility will be sited and designed with the goal of providing equitable services to county residents and to enable the program to serve people and pets with excellence. The new shelter will provide greater access to the public and promote health and safety for staff, visitors, and animals. This project aligns with County and Department Values by integrating access, equity, health, safety and inclusion into both the development process and the qualities of a new facility. The new facility will lead in sustainable practices with a focus to long term operational efficiencies. This project will seek input from all key stakeholders throughout this development process. These stakeholders include the public who receive services, staff, leadership, animal welfare partners. The project team will develop a webpage to share project updates similar to other major capital projects

It is expected the full development of this project will be greater than \$1.0M, therefore this capital development project will comply with the FAC-1 Administrative process. At key milestones in the development of this project, the Board of County Commissioners will approve the work that has been performed and authorize the next steps. The Board will approve the project budget and funding in the FAC-1 Board actions.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	BCC FAC-1 Presentations	NA	NA	NA	1
Outcome	Conceptual Planning and Design Complete	NA	NA	60%	100%
Outcome	Schematic Design Phase	NA	NA	NA	40%

Performance Measures Descriptions

PM-1 Board of County Commissioners receive and approve preliminary planning proposal in accordance with FAC-1 Administrative Procedure. PM-2 100% complete with the Conceptual Programming and Design for a new facility. This work will inform the siting efforts for a new facility. PM-3 - 40% complete with Schematic Design of a new facility. This will provide greater definition of the requirements and systems for the new facility.

Legal / Contractual Obligation

Contractual obligation for design and consulting.

Revenue/Expense Detail

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

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

Explanation of Revenues

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

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

Significant Program Changes

Last Year this program was:

Department:	County Assets	Program Contact:	Dan Zalkow
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Requested
Related Programs:			
Program Characteristics: One-Time-Only Request, Out of Target			

Executive Summary

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

Program Summary

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

Performance Measures

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

Performance Measures Descriptions

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

Revenue/Expense Detail

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

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

Explanation of Revenues

One time only General Funds

Significant Program Changes

Last Year this program was:

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

Executive Summary

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

Program Summary

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

There is an extensive list of systems we need to be remediated due to outdate and obsolete technologies. We continually reevaluate and reprioritize the list and here are a few example projects underway and expected to carry forward into FY 2023 include:

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

PR Navigator - Department of Community Services (DCS) is replacing this system with new vendor technology (EnerGov). Components of the system will be available to users in the DCS, counterparts within local city governments and agencies and to residents and contractors within Multnomah County. 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 Geographic Information Systems. In addition, this project also consolidates two other existing systems ROW Permitting and the Geocortex Mapping applications.

Performance Measures

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

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$189,524	\$0	\$486,148
Contractual Services	\$0	\$282,720	\$0	\$115,188
Materials & Supplies	\$0	\$491,000	\$0	\$246,000
Total GF/non-GF	\$0	\$963,244	\$0	\$847,336
Program Total:	\$963,244		\$847,336	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$280,000
Beginning Working Capital	\$0	\$963,244	\$0	\$567,336
Total Revenue	\$0	\$963,244	\$0	\$847,336

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2023 as beginning working capital through project(s) completion. In addition there will be a cash transfer in of \$280,000 from Fund 03503 to subsidize the completion of PR Navigator replacement in FY 2023.

Significant Program Changes

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

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

Executive Summary

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

Program Summary

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

The high level components of the major application includes:

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

Legal / Contractual Obligation

Preschool for all measure 26-214

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Materials & Supplies	\$0	\$1,200,000	\$0	\$527,771
Total GF/non-GF	\$0	\$1,200,000	\$0	\$527,771
Program Total:	\$1,200,000		\$527,771	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,200,000	\$0	\$527,771
Total Revenue	\$0	\$1,200,000	\$0	\$527,771

Explanation of Revenues

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

Significant Program Changes

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

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

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

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

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

Performance Measures

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

Performance Measures Descriptions

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

Revenue/Expense Detail

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

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

Explanation of Revenues

This program will carryover unspent one time only revenues of 51,976 into FY 2023 as beginning working capital through project(s) completion.

Significant Program Changes

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

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

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

Related Programs:

Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

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

Program Summary

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

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

Performance Measures

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

Performance Measures Descriptions

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

Revenue/Expense Detail

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

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

Explanation of Revenues

One time Only General funds

Significant Program Changes

Last Year this program was:

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

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

Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

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

Program Summary

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

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

Performance Measures

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

Performance Measures Descriptions

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

Revenue/Expense Detail

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

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

Explanation of Revenues

One Time Only General Funds

Significant Program Changes

Last Year this program was:

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

Executive Summary

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

Program Summary

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

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

Performance Measures

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

Performance Measures Descriptions

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

Revenue/Expense Detail

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

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

Explanation of Revenues

One time only General Funds

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Vikki Scotti

Program Offer Type: Internal Service

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

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

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$2,273,608	\$0	\$2,318,430
Contractual Services	\$0	\$200,204	\$0	\$944,550
Materials & Supplies	\$0	\$54,217	\$0	\$67,304
Internal Services	\$0	\$400	\$0	\$400
Total GF/non-GF	\$0	\$2,528,429	\$0	\$3,330,684
Program Total:	\$2,528,429		\$3,330,684	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,370,225	\$0	\$2,427,242
Beginning Working Capital	\$0	\$158,204	\$0	\$903,442
Total Revenue	\$0	\$2,528,429	\$0	\$3,330,684

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. Additionally, \$903K of Beginning Working Capital related to the DART-Orion post go-live project was moved into this program offer.

Significant Program Changes

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

Due to Covid19 the staff in this program continued to teleworking instead of reporting to the office. Facilitation of project teams is primarily through Google meet, email and/or google chat with the aid of collaboration tools such as Jamboard. Covid related projects are identified and are monitored and tracked. Some projects experienced delays due to staff being responsive to department COVID needs and EOC needs. Information sharing of IT projects with IT Leadership has moved to an online dashboard with shorter weekly meetings as needed instead of quarterly meetings. This changes the metrics of Performance Measure #2.

\$903K of Beginning Working Capital related to the DART-Orion post go-live project was moved into this program offer.

Department: County Assets

Program Contact: Shireen Khormooji

Program Offer Type: Internal Service

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

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

Revenue/Expense Detail

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

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

Explanation of Revenues

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

Significant Program Changes

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

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

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

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

Performance Measures

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

Performance Measures Descriptions

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,089,973	\$0	\$1,134,695
Materials & Supplies	\$0	\$1,545,927	\$0	\$1,737,078
Internal Services	\$0	\$16,200	\$0	\$16,200
Total GF/non-GF	\$0	\$2,652,100	\$0	\$2,887,973
Program Total:	\$2,652,100		\$2,887,973	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,139,982	\$0	\$2,873,565
Beginning Working Capital	\$0	\$367,787	\$0	\$0
Service Charges	\$0	\$144,331	\$0	\$14,408
Total Revenue	\$0	\$2,652,100	\$0	\$2,887,973

Explanation of Revenues

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

Significant Program Changes

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

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

Increase in Software Costs year over year.

Department: County Assets **Program Contact:** Rodney Chin
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Requested
Related Programs: 78304A
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

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

Program Summary

This is a 2 year project. \$1,505,000 year one, and 1,420,000 year 2. Multnomah County currently has a 25 year old VHF radio system used by various departments for daily operations and primarily maintained as backup communications in the event of a disaster. Replacement parts are no longer available commercially, forcing county radio technicians to purchase used parts on the internet. During the 2017 Eagle Creek Fire evacuation, a number of VHF radio dead spots were noted near the eastern edge of the county as the fire spread rapidly. Roads Department crews responsible for evacuation routing had difficulties communicating, which delayed some evacuation and sheltering operations. This one time only request is to replace and modernize the current system, improve coverage area, add redundancy and mobile capability.

Performance Measures

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

Performance Measures Descriptions

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$1,505,000	\$0
Total GF/non-GF	\$0	\$0	\$1,505,000	\$0
Program Total:	\$0		\$1,505,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is will be funded with one time only General Funds. Year one \$1,505,000 and year two and additional one time only request of \$1,420,000 will be requested.

Significant Program Changes

Last Year this program was:

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

Executive Summary

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

Program Summary

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

Services include:

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$144,338	\$0	\$152,258
Contractual Services	\$0	\$1,583,225	\$0	\$1,965,455
Materials & Supplies	\$0	\$71,201	\$0	\$163,682
Total GF/non-GF	\$0	\$1,798,764	\$0	\$2,281,395
Program Total:	\$1,798,764		\$2,281,395	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,757,602	\$0	\$2,166,520
Beginning Working Capital	\$0	\$41,162	\$0	\$114,875
Total Revenue	\$0	\$1,798,764	\$0	\$2,281,395

Explanation of Revenues

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

Significant Program Changes

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

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

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

Performance Measures

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

Performance Measures Descriptions

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

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

Revenue/Expense Detail

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

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

Explanation of Revenues

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

Significant Program Changes

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

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

Department: County Assets

Program Contact: Kaleb Smith

Program Offer Type: Internal Service

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

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

Revenue/Expense Detail

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

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

Explanation of Revenues

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

Significant Program Changes

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

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

Department: County Assets

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$109,285	\$0	\$116,421
Contractual Services	\$0	\$360,000	\$0	\$371,000
Materials & Supplies	\$0	\$3,554,185	\$0	\$3,531,650
Capital Outlay	\$0	\$5,072,558	\$0	\$5,346,361
Total GF/non-GF	\$0	\$9,096,028	\$0	\$9,365,432
Program Total:	\$9,096,028		\$9,365,432	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

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

Significant Program Changes

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

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

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

Department: County Assets

Program Contact: Debra Lee

Program Offer Type: Internal Service

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Revenue/Expense Detail

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

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

Explanation of Revenues

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

Significant Program Changes

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

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

Department:	County Assets	Program Contact:	Debra Lee
Program Offer Type:	Internal Service	Program Offer Stage:	As Requested
Related Programs:			
Program Characteristics:	In Target		

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

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

Performance Measures Descriptions

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

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

Revenue/Expense Detail

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

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

Explanation of Revenues

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

Significant Program Changes

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

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

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

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

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	N/A	100%	80%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	70%	70%	70%

Performance Measures Descriptions

PM #1 Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program.

PM #2 Outcome - Measured by the assessment of hours spent by General Government resources working on vetted/documented workload versus ad hoc requests that may arise outside of governance structures.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,884,959	\$0	\$1,649,510
Materials & Supplies	\$0	\$39,856	\$0	\$62,450
Cash Transfers	\$0	\$0	\$0	\$280,000
Total GF/non-GF	\$0	\$1,924,815	\$0	\$1,991,960
Program Total:	\$1,924,815		\$1,991,960	
Program FTE	0.00	9.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,924,815	\$0	\$1,991,960
Total Revenue	\$0	\$1,924,815	\$0	\$1,991,960

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2022: 78311 IT General Government Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2023 given outcomes of the Telework trial period.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Requested
Related Programs: 78311A
Program Characteristics: Out of Target

Executive Summary

This program offer adds an Information Technology Manager 2, Portfolio Manager which will support structure to ensure successful delivery of IT services to JOHS, MCDA and DCA. IT Portfolio Managers provide strategic leadership and serve as the point of accountability within the IT organization for the delivery of services within the customer "portfolio".

Program Summary

The IT Portfolio Manager leads a small team to facilitate the delivery of services. The Portfolio Manager ensures that designated departments within the portfolio receive the IT services they expect. This position will add the needed support structure to ensure successful delivery of IT services to JOHS, MCDA and DCA. JOHS and MCDA have both experienced changes and growth within their organizations and an increased reliance on County IT. This position addresses the lack of resources available to meet their needs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hire and onboard position	N/A	N/A	N/A	1
Outcome	Increase capacity to support needs of growing and changing departments	N/A	N/A	N/A	95%

Performance Measures Descriptions

Portfolio Manager will work with department to increase capacity to support their technology needs.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$270,969
Total GF/non-GF	\$0	\$0	\$0	\$270,969
Program Total:	\$0		\$270,969	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$270,969
Total Revenue	\$0	\$0	\$0	\$270,969

Explanation of Revenues

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

Significant Program Changes

Last Year this program was:

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

Executive Summary

Data and Reporting Services provides and supports services and software systems that are used across departmental boundaries and serve all County lines of business. Services include Database Services, Reporting Services, Reporting Data Marts, Web Platform Administration, and support of On-Premises and Cloud enterprise analytics used for decision making and results measurement. Projects are prioritized by our Department Partners based on demonstrable ability to improve racial equity; which align with DCA and County values around equity and inclusion. Program capabilities are discussed within DCA, the Chair's Office, County departments in alignment with the prioritized requests. This program's customers are internal Departments as well as external Partners.

Program Summary

This program's goal is to provide and support services and software systems that are used across departmental boundaries and serve all County lines of business. Services include Database Services, Reporting Services, Reporting Data Marts, Web Platform Administration, and support of On-Premises and Cloud enterprise analytics used for decision making and results measurement.

Web Services provide the standard platforms that enable access via the internet/intranet to County program information, resident and visitor self-serve/direct access to County services, and electronic transaction processing. Database and Platform Services provides the data storage, configuration of off-the-shelf software, Microsoft Windows server administration, Microsoft Azure and Cloud application administration. This allows information access and sharing with the public, County departments, and external business partners.

Enterprise Data and Analytics Services includes enterprise data marts used for business intelligence and analytics and visualization services. This allows County Departments to create Dashboards and reports to make decisions and manage their programs. This is the IT Team focused on the successful adoption of Business Intelligence tools throughout the county. 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.

This program's projects are prioritized based on demonstrable ability to improve racial equity. Criteria includes providing access to demographic race and ethnicity data, providing insight on how BIPOC communities are affected by program administration, directly supporting trauma informed practices for BIPOC communities related to systemic, organizational, and individual racism, and contains strategies to address disparities among BIPOC communities including gaps in service delivery. Data is used by all County Departments to determine how to better serve underserved populations impacted by

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of time employees are working on direct customer tasks.	45%	56%	56%	56%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99.9%	99%	99.9%

Performance Measures Descriptions

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

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

PM #3 new for FY23 to replace PM #1. Ensures we maintain the ratio of planned to unplanned work for actual time worked.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$6,419,778	\$0	\$6,591,065
Contractual Services	\$0	\$0	\$0	\$90,000
Materials & Supplies	\$0	\$1,239,901	\$0	\$1,485,476
Total GF/non-GF	\$0	\$7,659,679	\$0	\$8,166,541
Program Total:	\$7,659,679		\$8,166,541	
Program FTE	0.00	32.00	0.00	32.00

Program Revenues				
Other / Miscellaneous	\$0	\$7,659,679	\$0	\$8,166,541
Total Revenue	\$0	\$7,659,679	\$0	\$8,166,541

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2022: 78312 IT Data & Reporting Services

Due to Covid19 the staff in this program continued to telework instead of reporting to the office. Facilitation of project teams is primarily through Google meet, email and/or google chat with the aid of collaboration tools such as Jamboard. Covid related projects are identified and are monitored and tracked. Some projects suffered delays due to staff being responsive to department COVID needs and EOC needs.

Department: County Assets **Program Contact:** Linu Parappilly
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Requested
Related Programs: 78312
Program Characteristics: Out of Target

Executive Summary

This program offer includes two positions within the Application and Data Services team. Maintaining a modern technology infrastructure is a key strategy with County IT. To keep current, we need to invest in resources that will allow us implement and successfully manage cloud solutions. This program offer funds two FTE that will carry us to the future. IT Manager 1 - Dedicated resource to focus on strategy, architecture and implementation of Cloud solutions. This position also addresses span of control issues. Development Analyst Senior - This position will design and deploy Application Services, Azure SQL, and other advanced components of Microsoft Azure Technology to the cloud.

Program Summary

These positions address the need to build and develop technology skills in our application and data space. Cloud-based services provide improved flexibility, scalability and resiliency. IT Manager 1- This position will serve as the Application and Data Cloud Solution Manager. A dedicated resource is needed to focus on strategy, architecture and implementation of Cloud solutions. In addition, due to the growth in direct reports over time, the supervisory ratio necessitates another manager. Development Analyst Senior- Moving the development of our internally developed applications to the Cloud will allow improve our ability develop and support hardware. In addition, some traditional IT work is performed by cloud providers, which allows us to use IT funds on more value-added services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hire and onboard two positions	N/A	N/A	N/A	2
Outcome	Increased capacity and cloud expertise	N/A	N/A	N/A	95%

Performance Measures Descriptions

IT Manager 1 and a Development Analyst Sr. will be hired and will focus specifically on increasing capacity and cloud expertise.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$427,203	\$0
Total GF/non-GF	\$0	\$0	\$427,203	\$0
Program Total:	\$0		\$427,203	
Program FTE	0.00	0.00	2.00	0.00

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

Explanation of Revenues

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

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Tony Chandler**Program Offer Type:** Internal Service **Program Offer Stage:** As Requested**Related Programs:****Program Characteristics:** In Target**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.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	N/A	100%	80%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	70%	70%	70%

Performance Measures Descriptions

PM #1 Output - 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	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,418,261	\$0	\$1,429,743
Contractual Services	\$0	\$185,000	\$0	\$185,000
Materials & Supplies	\$0	\$2,399,562	\$0	\$2,547,861
Total GF/non-GF	\$0	\$4,002,823	\$0	\$4,162,604
Program Total:	\$4,002,823		\$4,162,604	
Program FTE	0.00	7.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,002,823	\$0	\$4,162,604
Total Revenue	\$0	\$4,002,823	\$0	\$4,162,604

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2022: 78313 IT ERP Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2023 given outcomes of the Telework trial period.

Department: County Assets **Program Contact:** Chris Clancy
Program Offer Type: Internal Service **Program Offer Stage:** As Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

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

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

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

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	26%	28%	27%	28%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99%	99%	99%

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$3,211,504	\$0	\$3,268,674
Contractual Services	\$0	\$45,000	\$0	\$45,000
Materials & Supplies	\$0	\$2,180,640	\$0	\$2,441,974
Total GF/non-GF	\$0	\$5,437,144	\$0	\$5,755,648
Program Total:	\$5,437,144		\$5,755,648	
Program FTE	0.00	15.00	0.00	15.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,462,302	\$0	\$5,755,648
Total Revenue	\$0	\$5,462,302	\$0	\$5,755,648

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2022: 78314 IT Enterprise and Web Application Services

Program offer 78314 increased by 1.00 FTE due to the transfer of a permanent position from program offer 78309. This position fills a continued ongoing need supporting key platform technologies and accessibility.

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

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

Executive Summary

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

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	N/A	50%	N/A	50%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	N/A	12%	N/A	12%

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$418,914	\$0	\$651,733
Materials & Supplies	\$0	\$11,347	\$0	\$11,176
Total GF/non-GF	\$0	\$430,261	\$0	\$662,909
Program Total:	\$430,261		\$662,909	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$430,261	\$0	\$662,909
Total Revenue	\$0	\$430,261	\$0	\$662,909

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2022: 78315 IT Library Application Services

In partnership with the Library District, a Library Portfolio Manager (LDA) was added to the Library Applications Team to improve coordination and service delivery.

Department: County Assets

Program Contact: Tracey Massey

Program Offer Type: Internal Service

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

This program offer accounts for shared expenses of the Department of County Assets (DCA) Information Technology (IT) Division. It includes DCA internal services costs, limited software licensing and maintenance costs for identified enterprise systems, and the budget for IT trainers that work in the County's Organizational Learning group in the Department of County Management.

Program Summary

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two primary locations (in the Multnomah and the data center in the East County Courthouse). The cost of IT trainers supported by the IT organization to provide IT training and consultation Countywide are budgeted in this program offer. The IT trainers supported through this program provide a wide variety of training services throughout the County, including support for the County's Hybrid Workforce and the Future of Work, Workday, and Google Workspace. Equity considerations are included as a part of training design and delivery, most notably in the coming year around equity considerations in a Hybrid work environment.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Timely repayment of borrowed funds	100%	100%	100%	100%
Outcome	Revenue collection is accurate and timely	100%	97%	100%	97%

Performance Measures Descriptions

PM #1 Output Measure - the accounting process to track repayment of borrowed funds passes through this program offer. Timely reconciliation of the amounts is required to accurately reflect ongoing expenses and remaining balances.

PM #2 Outcome Measure - the accounting process to track the incoming revenue tied to this program offer requires accurate and timely processing to support periodic reporting of remaining balances.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$870,246	\$0	\$1,184,720
Contractual Services	\$0	\$105,010	\$0	\$125,000
Materials & Supplies	\$0	\$294,915	\$0	\$235,272
Internal Services	\$0	\$11,754,806	\$0	\$11,664,753
Capital Outlay	\$0	\$1,675,387	\$0	\$2,128,644
Total GF/non-GF	\$0	\$14,700,364	\$0	\$15,338,389
Program Total:	\$14,700,364		\$15,338,389	
Program FTE	0.00	4.00	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$13,229,652	\$0	\$13,157,957
Beginning Working Capital	\$0	\$1,646,380	\$0	\$2,180,432
Total Revenue	\$0	\$14,876,032	\$0	\$15,338,389

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. This program also acts as the holding account for non-specific division-wide working capital carryover from previous fiscal years.

Significant Program Changes

Last Year this program was: FY 2022: 78316 IT Shared Operating Expenses

Reduction of 0.75 FTE is due to a transfer of allocation from program offer 78316 to program offers 78101 (0.50 FTE) and 78104 (0.25 FTE).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$4,789,002	\$0	\$4,889,614
Contractual Services	\$0	\$71,500	\$0	\$46,500
Materials & Supplies	\$0	\$1,044,906	\$0	\$1,434,084
Total GF/non-GF	\$0	\$5,905,408	\$0	\$6,370,198
Program Total:	\$5,905,408		\$6,370,198	
Program FTE	0.00	24.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$5,905,408	\$0	\$6,370,198
Total Revenue	\$0	\$5,905,408	\$0	\$6,370,198

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2022: 78317 IT Data Center & Technical Services

Continuing efforts to modernize our systems enabling better support of employees and their devices in a telework state. This includes system updates, application installations and remote support for devices not attached to our internal network.

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

Executive Summary

The Juvenile Detention Program (JDH) provides health care services to detained youth providing equal access to health care for underprivileged, marginalized youth as needed. The health care provided safeguards the health of all of those who are in detention. With the Department of Community Justice, Corrections Health identifies and responds to medical emergencies and screens for communicable diseases to control outbreaks, to provide care efficiently and effectively, as well as to protect the community. Coordination with other Oregon counties is facilitated so continuity of care occurs when youths transfer to other jurisdictions. Electronic medical record solutions enable continuity of care of youths across housing units. Funding decisions are made with Corrections Health, Health Department, DCA, the Chair's Office, Central Budget.

Program Summary

The staff at JDH previously used a paper-based medical record system and documented medication delivery on paper medication administration records. In phase 1 of this program offer, a Juvenile EMR system was chosen and implemented. A comprehensive electronic medical record program implementation is in process throughout the Health Department's Clinical Systems Information program. This program includes an analysis and recommendation phase that includes integration, optimization and standardization of the electronic medical record solutions across the juvenile and adult divisions of corrections health including dental, medication management and administration. Also included is the dental electronic medical records system that will enable Corrections Health Juvenile to provide much needed dental care to the youth at JDH on site increasing the health safety-net that JDH provides for youth in the community. To support the dental care on site, the program includes capital improvements, hardware and equipment for emergency and some routine care.

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

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete the implementation of the EHR program for Corrections Health	100%	100%	100%	N/A
Outcome	Percentage of key milestones met based on approved project plan.	50%	100%	80%	100%
Output	Percent complete of the implementation of Electronic Dental Record for Corrections Health	N/A	100%	40%	100%
Output	Percent complete of the standardization/optimization of Epic across Corrections Health Adult and Juvenile	N/A	N/A	25%	100%

Performance Measures Descriptions

Output: Complete implementation of EHR program for Corrections Health
Outcome: Percentage of key milestones met based on approved project plan based on selection of EMR solution
Output: Complete implementation of Electronic Dental Record for Corrections Health (Juvenile)
Output: Standardization/optimization of the Epic Implementation in Corrections Health for Adult and Juvenile.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$771,719	\$0	\$646,777
Total GF/non-GF	\$0	\$771,719	\$0	\$646,777
Program Total:	\$771,719		\$646,777	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$771,719	\$0	\$646,777
Total Revenue	\$0	\$771,719	\$0	\$646,777

Explanation of Revenues

Funded with one-time-only General Funds carrying over from FY22.

Significant Program Changes

Last Year this program was: FY 2022: 78322 Electronic Medical Records Corrections Health Juvenile Detention

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

Response to the COVID-19 pandemic caused a delay in starting work on the optimization and standardization analysis due to resource availability.

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

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

Related Programs:

Program Characteristics: In Target

Executive Summary

Facilities and Property Management is currently managing its large Capital Improvement Program with a failing and aging software system. The system must be replaced to allow Facilities to manage the County's infrastructure investments. The new system will integrate with the new ERP suite of systems to provide more seamless processing and efficiency across the organization.

Program Summary

This program will evaluate business requirements, procure a new system, and implement the selected system. In FY 2022, a new system was procured and implementation will be nearly complete. The transition to a new Facilities Capital Management System will require changes in service design, workflows, and process reengineering as teams move from legacy systems to new more integrated systems. The new system is expected to provide these capabilities:

- Develop program management plans to manage and allocate funds to projects for capital initiatives
- Manage and document scope for capital projects
- Prepare and track budget estimates
- Manage schedules by tracking and managing project activities
- Manage resources assigned to project activities across various phases of the project lifecycle
- Conduct quality management activities such as perform inspections, managing punch lists, completing project checklists, documenting safety reports
- Track project risks
- Manage vendor engagement
- Integrate data across the ERP software solutions for a consistent view of project details
- Track & report on actuals vs planned costs

Equity is incorporated throughout program development, including planning, procurement, training, implementation, and evaluation as it aligns with the needs of Facilities and its customers. For example, the new system procurement event in FY 2022 included questions regarding the accessibility features of the user interface to provide accommodations to employees with disabilities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete the implementation of the Facilities Capital Management System.	NA	NA	NA	100%
Outcome	Percentage of key milestones met based on approved project plan.	25%	100%	67%	100%

Performance Measures Descriptions

Output: Complete the evaluation and selection of systems in the fiscal year.

Outcome: Successful completion of key milestones as defined in the project plan.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$744,887	\$0	\$249,658
Total GF/non-GF	\$0	\$744,887	\$0	\$249,658
Program Total:	\$744,887		\$249,658	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$744,887	\$0	\$249,658
Total Revenue	\$0	\$744,887	\$0	\$249,658

Explanation of Revenues

Carry over of One time only funding

Significant Program Changes

Last Year this program was: FY 2022: 78323 Capital Project Management Software

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

Department: County Assets **Program Contact:** Dennis Tomlin**Program Offer Type:** Internal Service **Program Offer Stage:** As Requested**Related Programs:****Program Characteristics:** In Target**Executive Summary**

The IT Security Program protects data in the custody of the County and addresses risks associated with the storage and transmission of that data. The County treats all data as important and uses inclusive and equitable practices that are highly predictive of success. IT Security helps make data accessible without compromising security or compliance requirements to assist with the delivery technology that critical programs depend on. We ensure that our efforts align with organizational goals. Priority is given to programs that provide critical services to our residents. IT Security fosters an atmosphere of equitable continuous learning for all analysts to enhance their skills and provide coaching to others.

Program Summary

Local Governments are targeted by actors that exploit data, gain financially by using ransomware and disrupt critical services. Every day we see known bad actors attempting to find holes in our defenses. We rely on the tools that the County has invested in, community intelligence from other organizations and most importantly our people. Our diverse workforce is often the only protection that stands between a criminal and the systems that they seek to establish a foothold into which could impact our ability to provide services to our residents.

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

IT Security provides services using consistent, scalable, inclusive processes and tools to match the approach and style to the type of information technology project needed. IT Security brings diverse people together in building project teams utilizing many skills including interpersonal, change and conflict management, user-centered decisions and remediation techniques. Listening to and asking questions of our customers is key to our team's success. By listening, the IT Security learns how departments want to use technology. IT Security strives to be transparent and provides a central repository of guidance documents that assist each department to meet their needs and remain secure and compliant. Without a robust IT Security program, the County would be at risk to experience a data breach, ransomware attack or a Denial of Service Attack. The County would also have a significantly greater risk of obtaining sanctions as a result of a HIPAA compliance violation as well as disruption to services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average time 4 hrs to respond to high priority incidents.	0%	80%	80%	80%
Outcome	High priority incidents resolved within 36 hours.	0%	80%	80%	80%

Performance Measures Descriptions

PM #1 Output - High priority incidents are problems that jeopardize the confidentiality, availability and integrity of county systems or cause service disruptions. Ensures problems reported to the Help Desk are logged, assigned and dispatched to analysts as a priority.

PM #2 Outcome - Measures the amount of time required to resolve high priority incidents. This measure is designed to ensure support teams respond in a timely manner to high priority incidents.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,236,178	\$0	\$1,288,316
Contractual Services	\$0	\$110,000	\$0	\$136,000
Materials & Supplies	\$0	\$1,193,283	\$0	\$1,311,788
Total GF/non-GF	\$0	\$2,539,461	\$0	\$2,736,104
Program Total:	\$2,539,461		\$2,736,104	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,539,461	\$0	\$2,736,104
Total Revenue	\$0	\$2,539,461	\$0	\$2,736,104

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2022: 78327 IT Cybersecurity and Data Compliance Services

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

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

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

Executive Summary

The Case Management for Prosecutors (CMP) NextGen Implementation would replace Multnomah County District Attorney's (MCDA) current case tracking system, CRIMES, for the investigation and presentation of Juvenile and Adult judicial cases. The existing CRIMES system has become operationally obsolete, surpassing its technological longevity, which poses a threat to public safety.

Program Summary

In FY22, MCDA and HTC (the current CRIMES vendor) are partnering to configure and verify HTC's next generation case management system called CMP NextGen through a Proof of Concept effort where current CRIMES functionality is implemented in CMP NextGen. Upon successful completion of this effort, HTC will migrate the MCDA-approved solution and production data from the CRIMES system to a CJIS-compliant cloud environment for long-term operation. This solution will allow for more efficient and electronic processing for sentencing, restitution, e-filing and court events including greater access through mobile devices allowing for more efficient and real-time case load handling and access to information. These efficiencies will allow the MCDA staff to better serve public safety and victims of crimes.

The purpose of this program offer is to transition the pilot system into a production environment, provide support for programming required for exchange of data with internal and external partner agencies, provide support for integration with the MCDA document management system, training for MCDA staff, and professional services for additional changes that may be required outside the scope of the original Proof of Concept. The program offer also provides funding for a half-time IT Project Manager and a half-time IT Business Systems Analyst Sr. The program also requests backfill for two MCDA staff to help ensure success of the CMP NextGen implementation while maintaining the current level of service for MCDA staff.

The CMP NextGen solution is being vetted as part of the FY 2022 Program Offer effort to ensure that it will meet the MCDA's complex requirements. In anticipation of a successful proof of concept, this program offer will operationalize that solution in a cloud production environment with full integration with other supporting business applications for document management, data exchanges with local law enforcement agencies, and reporting. Funding decisions for this program are made in cooperation with MCDA, the Chair's Office, Central Budge.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of key milestones met based on approved project plan	N/A	N/A	N/A	75%
Outcome	Number of Employees trained and able to fully use HTC CMP NextGen	N/A	N/A	N/A	170

Performance Measures Descriptions

PM #1: Output: Successful completion of key milestones as defined in the project plan.

PM #2: Outcome: At the completion of the initial go-live, employees are trained and able to fully use HTC CMP Next Gen to support their business processes.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$670,544
Total GF/non-GF	\$0	\$0	\$0	\$670,544
Program Total:	\$0		\$670,544	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$670,544
Total Revenue	\$0	\$0	\$0	\$670,544

Explanation of Revenues

This program will carryover unspent one time only revenues from the FY22 IT-District Attorney's Alfresco System Stabilization and Upgrade program into FY 2023 as beginning working capital.

Significant Program Changes

Last Year this program was: FY 2022: 78319 IT-District Attorney's Alfresco System Stabilization and Upgrade

To meet increasing need to develop a complete paperless office and eDiscovery, the DA's office has decided to determine complete set of requirements before upgrading or replacing the existing document management system.

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

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

Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

County IT in partnership with DCM and the Health Department will launch a project to build an enterprise financial data mart that could enable departments to build financial dashboards. This project will enable analytic reporting that either is not supported by Workday, or requires combining financial data with programmatic data that resides outside the ERP system, or to combine data from more than one source system (eg Workday, Questica, Jaggaer, Tririga). The project team will extract, transform, and load County data from a variety of source systems in order for County Departments to create Dashboards and reports to make decisions and manage their programs. This request funds two project specific resources within Information Technology.

Program Summary

The project will establish a financial DataMart from which critical information can be mined. Criteria includes providing access to demographic race and ethnicity data, providing insight on how BIPOC communities are affected by program administration, directly supporting trauma informed practices for BIPOC communities specifically related to systemic, organizational, and individual racism, and contains strategies to address disparities among BIPOC communities including gaps in service delivery. Data is used by all County Departments to determine how to better serve underserved populations impacted by reporting capabilities.

Key deliverables of this project include:

- Enterprise financial data model that is agreed to by all stakeholders
- Identification of gold source owners and data stewards
- Security/access policies, data classification
- Enable integrating financial and worker data with operational/programmatic data, such as CEDARS.
- Address effective-dating issues where possible and where clear requirements can be defined.
- Automate the processes to integrate this financial data in order to eliminate the manual effort done today. This also ensures a consistent and repeatable process.

Performance Measures

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

Performance Measures Descriptions

A project plan is a key component of project success.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$400,000	\$0
Total GF/non-GF	\$0	\$0	\$400,000	\$0
Program Total:	\$0		\$400,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

One time only General Funds

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Vikki Scotti
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Requested
Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

CEDARS is a critical data system for the Health Department. The system is more than 15 years old and struggles to meet the needs of all of the Health Department's divisions. The Health Clinics, Public Health Program, and administrative programs rely on the data to make data driven decisions to serve underrepresented communities are impacted by the work that we do. This effort is expected to be multi-year. Year 1 of this initiative involves a complete analysis of the needs of the key stakeholders and a recommendation about the future technology solution. This program offer will fund a set of project staff members within Information Technology and the Health Department.

Program Summary

CEDARS (Clarity Extract Database and Reporting System) is the primary reporting source for many groups in the Health Department: ICS, Maternal Child and Family Health, Healthy Birth Initiative, Referrals, SCoPE, and Uniform Data System (UDS) Federal Reporting. CEDARS does not meet existing business needs, is expensive to support and puts us under a compliance risk. Due to these factors it needs to be redesigned and/or replaced with a modern reporting solution.

CEDARS was created over 18 years ago and it needs to be modernized to meet the needs of the businesses and this will require a redesign of the system by implementing a replacement solution. For instance, data is currently extracted weekly and there is a desire to be able to extract the data daily to get more recent information for reporting purposes. This will require complex data transformation and business rules which would need to be evaluated. Also, the system will need to limit access to those who are able to access the data per HIPAA regulations given currently all the data is co-mingled. Additionally the system has become very difficult and expensive to support due to continual patches and additions over the years.

In year 1, a more thorough analysis of the business needs will be gathered during discussions with stakeholders and then potential solutions will be identified, which will form the basis for Year 2 and Year 3 cost estimates.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Requirements will be gathered and agreed upon by stakeholders.	N/A	N/A	N/A	100%
Outcome	A report with a set of recommended technology solutions will be produced from which Phase 2 of the project can b	N/A	N/A	N/A	1

Performance Measures Descriptions

Key requirements to inform the solution are the key deliverable for this phase

Revenue/Expense Detail

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

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

Explanation of Revenues

One time only General Funds

Significant Program Changes

Last Year this program was:

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

Executive Summary

This program is responsible for providing vehicle and equipment maintenance and repair services, including offering transportation and related support services that are responsive to the needs of all agencies throughout Multnomah County. The goal of the program is to ensure vehicles are kept in good working condition and are easy to access and operate, so they are available when required to deliver the critical services our community needs.

Program Summary

Fleet's goal is to provide services to the more than 800 fleet assets that are critical for County agencies to meet their service delivery goals. These services include:

- Policy and operational procedure development and implementation;
- Inventory management; regulatory compliance; customer consultation and advice;
- Coordinating towing needs and vendor repairs; equipment fabrication and modification specialty work;
- Performing scheduled, unscheduled and emergency in-shop and field repairs; emissions inspections
- Warranty/recall management and support;
- Fuel management (onsite/offsite);
- Vehicle washing and detailing (onsite/offsite);
- Driver safety, risk, liability, and collision claims management.

Fleet's primary customers are other County agencies. Fleet provides maintenance services at the Yeon Shop facility and at City of PDX Fleet sites. County agencies interact with Fleet through in person interactions at our sites, via email and by accessing our information on the County intranet. Fleet also facilitates periodic meetings between customers and Fleet leadership. Metrics are reviewed, updates provided, and opportunities for improvement identified.

Fleet collaborates with County agencies on our services to ensure we are helping them succeed. This ensures fleet assets are available for use to meet the needs of the vulnerable populations they are serving. We also manage our expenses so more revenues are available to be directed toward the work done for those underserved populations.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of billable hours	68%	70%	65%	70%
Outcome	Percent of vehicles out of service less than 48 hrs	35%	50%	35%	50%

Performance Measures Descriptions

PM #1: Output - A measure of productivity that evaluates Fleet Technician's time spent working on vehicles/equipment
 PM #2: Outcome - A measure that looks at the percentage of vehicles and equipment returned to programs in 48 hrs or less.

Legal / Contractual Obligation

Current IGA with City of Portland for maintenance and repair services for County Fleet assets in the Portland downtown corridor.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,445,558	\$0	\$1,515,129
Contractual Services	\$0	\$28,157	\$0	\$29,213
Materials & Supplies	\$0	\$2,007,659	\$0	\$2,217,478
Internal Services	\$0	\$1,457,393	\$0	\$1,596,504
Capital Outlay	\$0	\$312,101	\$0	\$469,176
Cash Transfers	\$0	\$0	\$0	\$355,397
Total GF/non-GF	\$0	\$5,250,868	\$0	\$6,182,897
Program Total:	\$5,250,868		\$6,182,897	
Program FTE	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,230,179	\$0	\$5,725,029
Beginning Working Capital	\$0	\$2,101	\$0	\$411,622
Service Charges	\$0	\$18,588	\$0	\$46,246
Total Revenue	\$0	\$5,250,868	\$0	\$6,182,897

Explanation of Revenues

The program is funded by internal service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY 2021 charged rates.

Significant Program Changes

Last Year this program was: FY 2022: 78400 Fleet Services

COVID19 impacts have continued to be realized in the following areas: -Decrease in technician time to work on vehicles due to cleaning and sanitation protocols required for each unit worked on. -Supply chain impacts. -Work that is sent to outside providers being delayed. These impacts have not prevented Fleet Services from providing the necessary support for County agencies to meet critical service delivery needs, but have caused increased time by Fleet Services in executing those support functions as described.

Increases are due to increase BWC and inflationary increases in fuel, supplies and internal services.

Department:	County Assets	Program Contact:	Garret Vanderzanden
Program Offer Type:	Internal Service	Program Offer Stage:	As Requested
Related Programs:			
Program Characteristics: In Target			

Executive Summary

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of vehicles and equipment on delayed replacement	23%	20%	23%	23%
Outcome	Percent of vehicles deployed with carbon emission reductions	11%	10%	10%	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 was a new measure implemented for FY22

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Capital Outlay	\$0	\$9,766,523	\$0	\$10,897,936
Total GF/non-GF	\$0	\$9,766,523	\$0	\$10,897,936
Program Total:	\$9,766,523		\$10,897,936	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,518,736	\$0	\$2,629,586
Financing Sources	\$0	\$0	\$0	\$355,397
Beginning Working Capital	\$0	\$7,247,787	\$0	\$7,912,953
Total Revenue	\$0	\$9,766,523	\$0	\$10,897,936

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2022: 78401 Fleet Vehicle Replacement

COVID19 impacts continue in the following areas:

Significant supply chain disruptions have occurred in vehicle purchasing activities. This has led to significant delays in expected deployment timelines. We have also had instances of cost increases due to limited vehicle availability.

These impacts have not prevented Fleet Services from providing the necessary support for County agencies to meet critical service delivery needs. They have caused an increase in time required to execute the purchasing activities.

Department: County Assets **Program Contact:** Edward Reed
Program Offer Type: Internal Service **Program Offer Stage:** As Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Motor Pool Program offers a shared pool of vehicles and carsharing options for County use, enabling employees an accessible and convenient option for work-related travel. Motor Pool services provide important short-term transportation options for staff working at off-site locations.

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Motor Pool, CarShare and Enterprise rental annual hours of usage.	56,016	74,424	50,728	50,728
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	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$232,648	\$0	\$238,645
Contractual Services	\$0	\$660,923	\$0	\$661,047
Materials & Supplies	\$0	\$6,668	\$0	\$3,712
Internal Services	\$0	\$303,951	\$0	\$342,454
Capital Outlay	\$0	\$231,528	\$0	\$405,525
Total GF/non-GF	\$0	\$1,435,718	\$0	\$1,651,383
Program Total:	\$1,435,718		\$1,651,383	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$1,227,333	\$0	\$1,261,185
Beginning Working Capital	\$0	\$207,528	\$0	\$389,313
Service Charges	\$0	\$857	\$0	\$885
Total Revenue	\$0	\$1,435,718	\$0	\$1,651,383

Explanation of Revenues

The program is funded by hourly service charges collected through the Fleet Fund with an overhead charge based on the percentage of usage. Internal service reimbursement estimates are based on historical data and current service levels.

Significant Program Changes

Last Year this program was: FY 2022: 78402 Motor Pool

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

Increase in BWC are due to additional carry forward of unspent capital. This was due to expected vehicle purchases delayed due to supply chain issues.

Department: County Assets

Program Contact: Edward Reed

Program Offer Type: Internal Service

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

Distribution Services' goal is to manage the logistical needs of the County. Serving as the centralized mailing center, Distribution Services moves a variety of items every day, via fixed routes and/or special delivery, including U.S. Mail, County records, interoffice mail and recyclables.

Program Summary

Distribution Services provides central coordination of a complex and multifaceted system of distribution logistics across more than 95 County locations. We support the County's equity initiative by managing the logistical needs of departments, community members and vulnerable populations.

We directly interact with our community partners. Whether it is blood tests, permits, prescriptions or blankets, tax and other bulk mailings, Distribution Services connects with numerous County departments with an overarching goal to seamlessly support and engage with the community. An example is our support of the Emergency Management and Joint Office of Homeless Services to provide basic needs for vulnerable populations by moving large shipments of water, sleeping bags, wool blankets and tents. The division serves a vital role in emergency preparedness for Multnomah County. We have transported COVID lab tests to support the County Health Department and help with the health of our community members and populations. Over time, with the needs of the County constantly shifting, we have tailored our program to fit those changing needs. There is built-in flexibility with the routes and drivers that serve our departments on a daily basis, while our warehouse can handle special deliveries and pick-up requests as they come up. In addition, this program coordinates with other government entities throughout the Portland Metropolitan area to send and deliver interoffice mail in a manner that saves on postage and enhances intergovernmental communication and workflow.

Program funding decisions are made in conjunction with County departments that we serve, and receive final approval from a budget review process involving the DCA budgeting and leadership teams. Our program aligns with DCA's support of under-served and under-represented communities through the lens of inclusion and equity. Multnomah County's goals of advancing equity and support to these under-served communities is supported by providing Distribution resources for timely material move needs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Customers have access to information and needed supplies.	N/A	99%	99%	99%
Outcome	Complaints against distribution drivers is five or fewer annually.	0	5	2	5

Performance Measures Descriptions

PM 1: Customer access to information is measured by items lost during distribution.
 PM 2: Customer satisfaction is measured by the number of resident complaints.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$657,386	\$0	\$644,084
Contractual Services	\$0	\$572,865	\$0	\$666,914
Materials & Supplies	\$0	\$5,140	\$0	\$25,529
Internal Services	\$0	\$428,662	\$0	\$525,458
Capital Outlay	\$0	\$58,005	\$0	\$199,511
Total GF/non-GF	\$0	\$1,722,058	\$0	\$2,061,496
Program Total:	\$1,722,058		\$2,061,496	
Program FTE	0.00	6.50	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,519,649	\$0	\$1,847,070
Beginning Working Capital	\$0	\$189,738	\$0	\$199,511
Service Charges	\$0	\$12,671	\$0	\$14,915
Total Revenue	\$0	\$1,722,058	\$0	\$2,061,496

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2022: 78403 Distribution Services

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

In addition, working capital reserves are at the appropriate level, so the rate buy-down program has been sunset for FY 2023.

Department: County Assets

Program Contact: Lisa Whedon

Program Offer Type: Internal Service

Program Offer Stage: As Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers	1336	2500	1106	1300
Outcome	Percentage Increase of Reference Requests Compared to Previous Fiscal Year	-35%	30%	26%	30%
Output	Number of New EDRMS Users Onboarded	71	100	130	100
Outcome	Number of Public Sessions Initiated in the Digital Archives	1496	750	2088	2250

Performance Measures Descriptions

PM #1: Record actions directly impacted by COVID-19 closures and new countywide workplace schedules.

PM #2: Based on number of discrete requests. Impacted by COVID-19 closures.

PM #3: Electronic document & records management system (EDRMS) use reduces individuals' records compliance burden.

PM #4: Measures public engagement with the digital archives.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$784,964	\$0	\$832,188
Contractual Services	\$0	\$328,315	\$0	\$326,828
Materials & Supplies	\$0	\$134,984	\$0	\$155,749
Internal Services	\$0	\$826,109	\$0	\$883,263
Capital Outlay	\$0	\$229,424	\$0	\$140,003
Total GF/non-GF	\$0	\$2,303,796	\$0	\$2,338,031
Program Total:	\$2,303,796		\$2,338,031	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,060,117	\$0	\$2,097,562
Beginning Working Capital	\$0	\$243,588	\$0	\$240,167
Service Charges	\$0	\$91	\$0	\$302
Total Revenue	\$0	\$2,303,796	\$0	\$2,338,031

Explanation of Revenues

Records Management is funded by an allocation system through the Distribution Fund. Total program costs are allocated based on each Department's share of the number of boxes stored, boxes brought into the Records Center (accessioned), and record actions performed over a three year average. Program costs are also allocated based on each Department's share of assigned licenses to use the County's enterprise electronic document and records management system.

Significant Program Changes

Last Year this program was: FY 2022: 78404 Records Management

The program's research facility closed to the public due to COVID-19 in March 2020 and reopened in September 2021. The program has had to adapt reference services to ensure that access to records continues despite closures or the inability of the public to visit in person. Due to COVID-19, county workforce members that regularly use Records Center storage and retrieval services, and electronic document and records management system services, transitioned to hybrid work environments, resulting in changes to the types of support and services needed by the program.



Program #78900 - ARP - Facilities Air Quality Improvements

3/3/2022

Department: County Assets

Program Contact: Greg Hockert

Program Offer Type: Innovative/New Program

Program Offer Stage: As Requested

Related Programs:

Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

This program is funded using American Rescue Plan (ARP) dollars and will be used to assess and modernize the Heating, Ventilation and Air Conditioning (HVAC) systems in prioritized County-owned buildings. Air quality improvements in facilities through assessment, upgrades and replacements of HVAC systems.

Program Summary

This program offer will use ARP dollars to evaluate, modernize and/or upgrade HVAC systems in County-owned buildings. General scope, benefits and cost information will be generated for each building. Environmental Health and Sustainability will be consulted during the assessment process to assist Facilities and Property Management in the prioritization of work. Modernization of systems in various buildings may include full system replacement or upgrades to specific equipment and components. The goal is to improve indoor air quality to current Oregon Occupational Safety and Health Administration COVID rulings and American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) 62 standards.

The project manager, facilities engineers, and controls contractors toured and inspected all eligible buildings that would be appropriate for these improvements. Each building's mechanical systems were evaluated on the depth of scope required to meet our project goals. This tour narrowed our focus to 10 buildings. The scope of work will include upgrading mechanical system components to accommodate the MERV (Minimum Efficiency Reporting Values) 13 filter requirements to meet the current air quality standards. This will include adding economizers, sensors, controls to the mechanical systems plus reprogramming the building automating system to monitor and report air quality functions. The 10 County buildings represent an equitable distribution of these upgrades across the various range of County Departments. Guidelines of this assessment were based from American Society of Hospital Engineers (ASHE) and Infection Control Risk Assessment (ICRA).

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Maximize the number of HVAC systems to be modernized to current OSHA COVID rulings and ASHRAE	N/A	50%	30%	30%
Outcome	Reduction in calls for service of HVAC systems where renovations have occurred.	N/A	50%	50%	75%

Performance Measures Descriptions

PM 1: Maximize the number of HVAC systems to be modernized to current OSHA COVID rulings and ASHRAE 62 standards by applying appropriate funding level to each building system.

PM 2: Reduction in calls for service of HVAC systems where renovations have occurred.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$1,000,000	\$0	\$800,000
Total GF/non-GF	\$0	\$1,000,000	\$0	\$800,000
Program Total:	\$1,000,000		\$800,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,000,000	\$0	\$800,000
Total Revenue	\$0	\$1,000,000	\$0	\$800,000

Explanation of Revenues

This program is funded with \$0.8 million in American Rescue Plan funds

Significant Program Changes

Last Year this program was:

This program supports the Critical County Infrastructure priority area.

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

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

Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

This program is funded using American Rescue Plan (ARP) dollars and will be used to identify, acquire, and implement new technology to support employees in a hybrid work environment. We expect the County to continue to support employees working remotely and working in the office as we transition out of the COVID-19 environment. The program offer includes hiring a staff person to lead the efforts to identify priority software and technology.

Program Summary

The pandemic forced employees across the County to work remotely. As the County transitions out of the pandemic, some staff will return to the office, some will work remotely and at the office, and others will work full time outside of a County building. To facilitate collaboration, equity and efficiency, new technology will be necessary in order for the new work environment to be successful. This ARP funded program offer includes a position dedicated to identifying, acquiring, and implementing new technology for the work environment. We will seek input from departments to identify needs and prioritize the technology.

Initially, possible technology options may include:

- Remote laptop/technology support - ideally minimizing the need to come to the building for most repairs and/or updates
- Software/hardware to support improved video conferencing with remote and in-person participants
- Cubicle/space reservation system
- Mobile printing
- Enhanced collaboration tools

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	New staff position hired.	N/A	1	1	1
Outcome	Employees express satisfaction with their ability to work remotely based on a satisfaction survey.	N/A	95%	95%	95%
Input	New software/technology implemented by December 2022.	N/A	100%	N/A	100%

Performance Measures Descriptions

Employees will provide feedback on their ability to work remotely based on a satisfaction survey.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$200,000
Contractual Services	\$0	\$2,073,000	\$0	\$0
Materials & Supplies	\$0	\$0	\$0	\$1,273,000
Total GF/non-GF	\$0	\$2,073,000	\$0	\$1,473,000
Program Total:	\$2,073,000		\$1,473,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,073,000	\$0	\$1,473,000
Total Revenue	\$0	\$2,073,000	\$0	\$1,473,000

Explanation of Revenues

This program will be funded using \$1.473 million in ARP funding.

Significant Program Changes

Last Year this program was:

This program supports the Critical County Infrastructure priority area.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Requested
Related Programs:
Program Characteristics: Out of Target

Executive Summary

The Digital Access program partners with internal and external stakeholder groups Countywide to address the digital access and affordability divide.

To support this program, the County funds a limited duration position project coordinator within the Department of County Assets. The coordinator tracks barriers to internet access throughout the County, assesses strategies and pilot programs to address these barriers, investigates grant opportunities, and aligns the County's planning with community organizations, other municipalities, nonprofits, and advocacy groups.

Program Summary

The COVID-19 pandemic has highlighted the essential function of the internet in everyday life, as many aspects of school, work, healthcare, and government services continue to operate online. Yet an estimated 39,000 Multnomah County households do not have broadband internet at home.

In 2020, DCA completed a broadband feasibility study in partnership with five cities within the County that identified equity gaps throughout the County. The feasibility study found that broadband internet is unavailable to approximately 2,800 County households. Where broadband internet is available, low income residents are less likely to be connected as the cost of home internet presents a major barrier.

There are many public, private, and nonprofit groups working countywide to address the dual challenges of infrastructure and affordability for specific community populations. New revenue streams will soon be available as both the State and Federal government develop grant programs to address this complex issue. Through DCA's Digital Access Program, the Digital Access Coordinator is actively engaged in these conversations, gathering input and developing strategies for Multnomah County to increase community connectivity.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Roadmap communicating strategies for Multnomah County's digital access initiative.	NA	1	1	1
Outcome	Board presentation and approval to proceed with activities identified in Roadmap.	NA	NA	NA	1

Performance Measures Descriptions

Output: Roadmap communicating strategies for Multnomah County's digital access initiative.
 Outcome: Board presentation and approval to proceed with activities identified in Roadmap.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$150,000	\$0	\$0	\$165,592
Total GF/non-GF	\$150,000	\$0	\$0	\$165,592
Program Total:	\$150,000		\$165,592	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$165,592
Total Revenue	\$0	\$0	\$0	\$165,592

Explanation of Revenues

This program offer is funded by American Rescue Plan Act funding.

Significant Program Changes

Last Year this program was: FY 2022: 78000B Digital Access Coordinator

Funding for this program offer changed from one time only general funds to one time only American Rescue Plan Act funding. Slight increase in funding due to position and step increase.