Department of County Assets

TO: Chair Deborah Kafoury
          Kim Melton, Chief of Staff
          Serena Cruz, Chief Operating Officer
          Christian Elkin, Budget Director

FROM: Tracey Massey, DCA Director & CIO

DATE: February 22, 2022

RE: FY 2023 Budget Submission Transmittal Letter

Department Overview

The Department of County Assets (DCA) has a unique and specialized role among the departments throughout the County. The programs, services, and infrastructure that we provide support our colleagues across Multnomah County as they deliver services to the residents in our community. DCA's mission is to ensure that those who serve the community have what they need to provide excellent services. We do this by providing a coordinated set of tools, infrastructure, employees and programs to facilitate efficient and effective delivery of critical community services. Our vision is a thriving community built on information, spaces, and services for everyone.

What is DCA Accountable For?

DCA plans for, acquires, maintains and manages the County's major assets including: technology, buildings and real property, fleet and motor pool vehicles, records, and archives. In addition to managing just the assets, DCA also runs the County's distribution program and the records and archives program, which provides services directly to our community.

In plain terms, DCA:

- Supports the technology that keeps the County running: systems, hardware, networks, data storage, personal computers, and mobile devices.
- Provides the sites, spaces, furniture and fixtures to house our employees and meet the needs of the public: office buildings, libraries, homeless shelters, health clinics, animal shelters, and public safety facilities.
- Provides the vehicles necessary for service delivery: sedans, specialized vans, patrol cars and heavy equipment.
- Maintains public records to meet the County's legal requirements.
- Offers other internal services including strategic sourcing, motor pool and distribution.

What are DCA's Long Range Goals?

Our primary goal is to ensure that the County's assets perform at the highest level of satisfaction for County staff and residents. Our intent is to continually improve how we deliver services. During the past year, DCA has worked collaboratively with other departments and our staff to develop a three-year strategic plan to guide our improvement. Through this process, we outlined where we are heading and our focus is on achieving these goals:

- Our customers have an outstanding service experience that supports their ability to serve our community with excellence.
- The County operates more effectively because of better communication, planning, and alignment of asset strategies across departments.
- DCA recruits and retains high quality and diverse individuals because of our commitment to employee growth, support, and engagement.
- Each division has processes in place for continuous improvement in order to provide the most effective and efficient internal services.
- DCA supports the County to be innovative and adaptive in the Future of Work evolution of the traditional workplace and reducing its environmental impact.

These priorities provide the framework for our ongoing operations; as well as, new initiatives and projects outlined in our FY 2023 budget and beyond.

How does DCA Contribute to Achieving the County's Mission, Vision, Values?

DCA's work directly aligns with the County's mission, vision and values. We work closely with our departmental partners who directly serve our community and our most vulnerable populations. We seek input when designing solutions - whether those solutions involve technology, vehicles, buildings, services or processes. We consider the long-term equity, economic, and environmental impacts of our solutions and services. During the past year, our work has involved improving the clinics, shelters, justice centers that our communities rely on for their daily lives - creating spaces designed through trauma informed and culturally appropriate lenses. We have initiated a digital accessibility effort to improve the accessibility of our documents and web content. We have modified our technology project management approach to include an equity lens early in the process so that our solutions consider equity impacts. These are just a few examples of our work that directly support the County's mission.

Diversity, Equity, and Inclusion Efforts

As part of developing DCA's strategic plan, we refreshed and adopted a new set of values meant to supplement the County's. Our values set the foundation for how we work together to deliver services to the Multnomah County community. Infusing diversity, equity and inclusion practices throughout our organization and culture is central to our daily work.

DCA's Values

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

How DCA Delivers on the Workforce Equity Strategic Plan (WESP)

Within DCA, we are working diligently to meet the County's and our department's workforce equity goals and increase the feeling of safety, trust, and belonging for all staff. We are in the midst of several initiatives in our ongoing commitment to intentionally create an inclusive work environment for everyone.

When the County implemented the WESP in 2019, DCA created an Equity Committee to monitor the recommendations implementation. Since initially implementing the recommendations, the Equity Committee and our DCA Human Resources staff have created a process to evaluate and refine the initiatives while also continuing to introduce new programs. DCA has two positions focused on building equity and inclusion within our daily practices - Equity Analyst and Equity & Inclusion Manager.

This year, the Equity Committee and many others are focused on evaluating and improving our career pathway resources, implementing a 360 manager review program, piloting a process for the Equity Committee's review of the department's program offers, and analyzing the demographic results of our department wide pulse engagement survey. This monthly survey is one of the key tools for assessing employee feelings of inclusion in the department. The survey gauges changes in employee feelings of safety, trust, and belonging over time by specific team and demographic information. It is also a way for employees to provide anonymous comments and suggestions to the DCA Leadership Team to shape the way the department works. As we enter our second year using the tool, we are looking at more specific ways to address trends in some areas including focus groups, listening sessions, and individual manager coaching.

How DCA Inclusively Leads with Race

In DCA, we look for opportunities to lead with race and consider the impacts of our decisions on historically disadvantaged communities, starting with Black, Indigenous, and People of Color (BIPOC). This work shows up predominantly in recruitment and procurement planning. We consider the make-up of our selection committees, the minimum and preferred qualifications,

the language that is used in job postings and procurements, all with a lens of whether our choices may create barriers for non-white populations, and in our case, also non-male populations given the historic gender discrimination that has existed in the IT, Facilities and Fleet fields. We also provide education and training to existing employees on various diversity, equity and inclusion (DEI) subjects, including on how unconscious biases can impact how they speak to people and treat people. Additionally, we have the ability to disaggregate our employee engagement pulse surveys by several demographics, including race, giving us some visibility into work areas where BIPOC employees are having a varied work experience. Leading with Race is a standing topic for our large Equity Committee, which is compiling a list of areas where DCA can more effectively lead with race.

The Role of DCA's Equity Committee and Equity and Inclusion Manager
DCA's Equity Committee exists to advise on and help implement equity and inclusion efforts through policy, practice and culture change. This year, the Equity Committee piloted micro-trainings ranging in topics from Dismantling White Supremacy, Decolonization, and Leading with Race. The pilot was designed to explore different types of equity training that can be later rolled out to all employees.

DCA's Equity & Inclusion Manager is a key member of the DCA Leadership Team. This position is a key leader in continuing to define our department equity strategy.

How DCA Incorporated an Equity Lens in the Budget Process and Tools for its Managers
Budgets reflect priorities and values of an organization. All divisions within DCA engaged in equity discussions as part of the budget process. This year was the second year that we provided a three-part training to all managers to evaluate the role that equity plays in budgeting decisions, understand where to get additional data, assess equity impacts within our program offers, and use our program offers as a way to transparently share our budget decisions with the community. We created tools for managers to include their employees in program budget decision making. These tools included an interactive slide deck with leading questions, a facilitated workshop, and suggestions on how to write an executive summary. Lastly, we piloted a process for our DCA Equity Committee review of some program offers, which we plan to improve and expand to all program offers next year.

We prioritized budget requests based on their impacts in these categories, which are directly tied to the County's values and commitment to equity.
- First, any requests that address disparities in our community as identified through planning discussions with other departments. These include any requests that more effectively support the Joint Office of Homeless Services programs to serve houseless community members, libraries, and social programs such as Preschool for All.
- Second, we identified requests that increase our ability to make data driven decisions and more strategically use our resources and understand the impact of County services within specific demographic groups. These requests include research and analysis resources as well as technology development resources.

- Third, we highlighted any requests that support our workforce equity goals and increase our ability to create safety, trust, and belonging for all staff. These include resources that increase our communication and workforce support capabilities.
- Lastly, we prioritized any requests that would increase our capacity in multiple areas to allow us to provide service to an ever-increasing customer base.

Role of DCA's Community Budget Advisory Committee
DCA's Community Budget Advisory Committee (CBAC) meets regularly throughout the budget process. The CBAC members meet with the DCA Director to gain insight about DCA's programs, priorities, and services. The CBAC members review DCA's program offers and requests to report recommendations to the Multnomah County Board. This committee is a valuable part of the budget process and provides key insight on how best DCA can use its resources to serve the community.

FY 2023 Budget Priorities and Key Issues

The Department of County Assets' budget priorities reflect our unique role within the organization. We are optimistic about the opportunities and challenges that we will face in the fiscal year ahead. Despite the challenges of the current environment, we are primarily focused on consistently providing customer-focused, high quality services. DCA's budget priorities in general span multiple years, as they are generally large-scale projects or countywide initiatives. Our budget priorities are aligned with input from County departments and include:

Support the Future of Work and the changing workforce - The pandemic forced the majority of County employees home. Over the course of the past two years, it has become apparent that the workplace has changed. We have become a hybrid workplace and workforce. DCA's role is to identify ways to improve the experience. We will be evaluating and testing technology for the future. As our departmental partners make long-term decisions about their work models, we will analyze and examine the County's facility footprint and begin to determine ways to consolidate for long-term cost savings in light of large-scale telework.

Support the expansion of the Joint Office of Homeless Services - Since the passage of the Supportive Housing Services measure in 2021, the Joint Office of Homeless Services (JOHS) has added 14 unique sites and roughly 250,000 square feet. JOHS has expanded its own staffing and program size to support the growing footprint of services. Our Information Technology (IT) division has partnered with the Joint Office in accepting responsibility for administering the Homeless Information Management System for Multnomah, Clackamas, and Washington counties, which is being handed off by the Portland Housing Bureau. IT has also added IT capacity more generally to support the JOHS's growth as an organization. Our Facilities division has added staffing to support the growing emergency shelter portfolio. Together, these investments will allow DCA to provide more timely response, offer specialized liaisons who are

familiar with JOHS spaces, processes, and systems, and provide an improved customer service experience.

Deliver on large-scale projects - DCA is responsible for leading large-scale projects and programs that are highly strategic and visible. Our departmental partners rely on us to deliver the infrastructure to meet their programmatic needs:

- **Library Capital Bond Program (78228 A-J)** - In FY 2022 voters passed a $387 million bond funded project that leverages all operational areas within DCA. We have created a Program Management Office to support the overall program. This work requires significant procurement and contracting, financial, and strategic oversight in addition to the program team. Delivered in close partnership with the Library District, we have undertaken this largest and most complex program. In FY 2023, in partnership with the Library, we will continue the work to create a central materials handling and distribution center, expand, rebuild or renovate seven branch libraries, build a brand-new iconic flagship library in Gresham, add 10-gigabit speed internet and equipment to all libraries, and refresh several other libraries with updates such as furniture and paint.

- **Preschool for All (78301B**) - This program designed to increase and support preschool for the children in our community is set to launch in the fall of 2022. DCA's role is to secure and establish the program headquarters and implement the business systems to support the DCHS program.

- **Behavioral Health Resource Center (78219)** - This large-scale project is critical for the delivery of necessary County services to those in our community who need the most support. The project will include a community resource center, shelter beds and transitional housing. The center is slated to open in Fall of 2022.

- **Electronic Medical Records Corrections Health Juvenile Detention System (78301)** - This project automates paper-based records systems providing improved tracking for patients and staff.

- **Facilities Capital Management System (78322)** - This project implements a modern system that supports Facilities construction projects. The resulting system and process improvements will allow the County to enhance management of planning, design and construction work.

- **Justice Center Bus Duct Replacement (78233B)** - This project is a multi-year effort. The Electrical system at the Justice Center is the County's greatest operational risk given the system's poor condition and the impact of a system failure.

Modernize aging technology - Technology allows us to transform data into information that we can use to make decisions. Unfortunately, technology requires continual updates and replacement. We are investing in replacing obsolete technology through these efforts:

- **Technology Improvement Program (78301A)** - This program is designed to address obsolete business applications. This year we have identified three systems for replacement, one for the Health Department and two for the Department of Community Justice; as well as, continued progress on the multiyear SQL Server upgrades.
- **Radio Program Replacement (78304B)** - 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. We will replace this VHF radio system over two years.
- **CEDARS Data Reporting System Assessment (78330)** - CEDARS (Clarity Extract Database and Reporting System) is the primary reporting source for many groups in the Health Department: Integrated Clinical Services (ICS), Maternal Child and Family Health, Healthy Birth Initiative, Referrals, SCoPE, and Uniform Data System (UDS) Federal Reporting. The CEDARS design does not meet existing business needs, is expensive to support and resides on outdated technology. We will be analyzing and determining the best approach forward to replace this aging technology.

Implement new programs and plans that support the County:

- **Workplace Security Program (78003)** - This program will use a trauma-informed, racial justice and equity lens, providing 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.

- **Digital Connectivity** - Address the digital divide through evaluation of digital connectivity and affordability Countywide and provide guidance to county leadership.

- **Green Fleet Strategic Plan** - Develop a plan to guide the investments and ongoing maintenance of the County's fleet and infrastructure to support the delivery of services to the public while supporting our sustainability goals.

- **Strategic Facilities Designs** - Facilitate the next steps for the advancement of the Animal Services Shelter design and the Walnut Park Development plan.

- **Financial Data Mart (78329)** - Create a countywide financial data resource that will provide the foundation for financial dashboard development. Programs across the County will be able to use the information to make informed decisions.

Increase our capacity to manage growing demand for our services - DCA will be requesting eight out-of-target new positions to be considered for funding. The positions span the department and include Procurement and Contracting, Facilities, Information Technology and Directors Office. These positions will provide new subject matter expertise, reporting and increased capacity and flexibility throughout the organization.

Key Issues Facing DCA

The pandemic has changed the world's work environment and impacted the global supply chain. As a result, here are some of DCA's key challenges. We expect these challenges to continue into the foreseeable future.

- **Recruiting and retaining specialized staff**. We have faced challenges recruiting diverse, new staff with the skills to expand our capabilities and fill vacancies in a highly competitive labor market. Retaining existing staff with institutional knowledge and being conscious of heavy workloads is a top priority now and for the coming year.

- **Project overages** due to material cost escalation and labor rate increases among contractors.

- **Supply chain delays** impacting maintenance and construction supplies, technology equipment, project schedules and fleet vehicle delivery timelines.

- **Fuel price** volatility impacting department fuel budgets.

- **Providing high quality, cost effective internal services.** Each year we struggle with providing high quality services for an affordable price. The volume of services needed continually increases as do the costs to provide these services, and this issue has been exacerbated through the pandemic.

- **Focus on priority projects.** The pure number of new projects is significant. Departments need: new services, new hardware, new and improved business systems, new productivity tools, new buildings or renovations, enhanced modes of transportation, all while maintaining the majority of the existing infrastructure. With pressure to provide more services, implementing the highest priority projects and providing appropriate oversight and project management is imperative to ensure project success. We strive to establish consistent governance and project management across all projects in cooperation with our department partners.

Budget Overview

The DCA's budget submission totals $701,924,285 and 398.50 FTE for FY 2023 for both in and out of target programs. In target programs are funded within the department's General Fund target allocation or by Other Funds; out of target programs are additional requests not funded within the department's General Fund target allocation. The submission is detailed in the table below showing the total allocation.

FY 2023 Department of County Assets Budget Submission					
	FY 2023 General Fund*	FY 2023 Other Funds (except 1515)	FY 2023 ARP Fund** (1515)	Total Funds	Total FTE
In Target Programs	$9,112,838	$682,713,814	$0.00	$691,826,652	386.50
Out of Target Programs	$6,288,072	$1,370,969	$2,438,592	$10,097,633	12.00
Total FY 2023 Submission	**$15,400,910**	**$684,084,783**	**$2,438,592**	**$701,924,285**	**398.50**

* Includes both the General Fund and Video Lottery Fund.

** Submissions for the Direct County ARP allocation are Out of Target; other ARP sources (such as program-specific Federal, State, or local ARP funds) are considered In Target.

The two pie charts below show the $691,826,652 budget by fund broken out by Operations $181,197,969 and Capital $510,628,683 for in target programs.

Department of County Assets FY 2023 In Target Operations Budget by Fund $181,197,969

- Facilities Mgmt Fund $70,071,021 , 38.7%
- Mail Distribution $4,399,527 , 2.4%
- General Fund $9,112,838 , 5.0%
- Fleet Management $7,834,280 , 4.3%
- Fleet Asset Replacement $10,897,936 , 6.0%
- Info Technology $78,882,367 , 43.5%
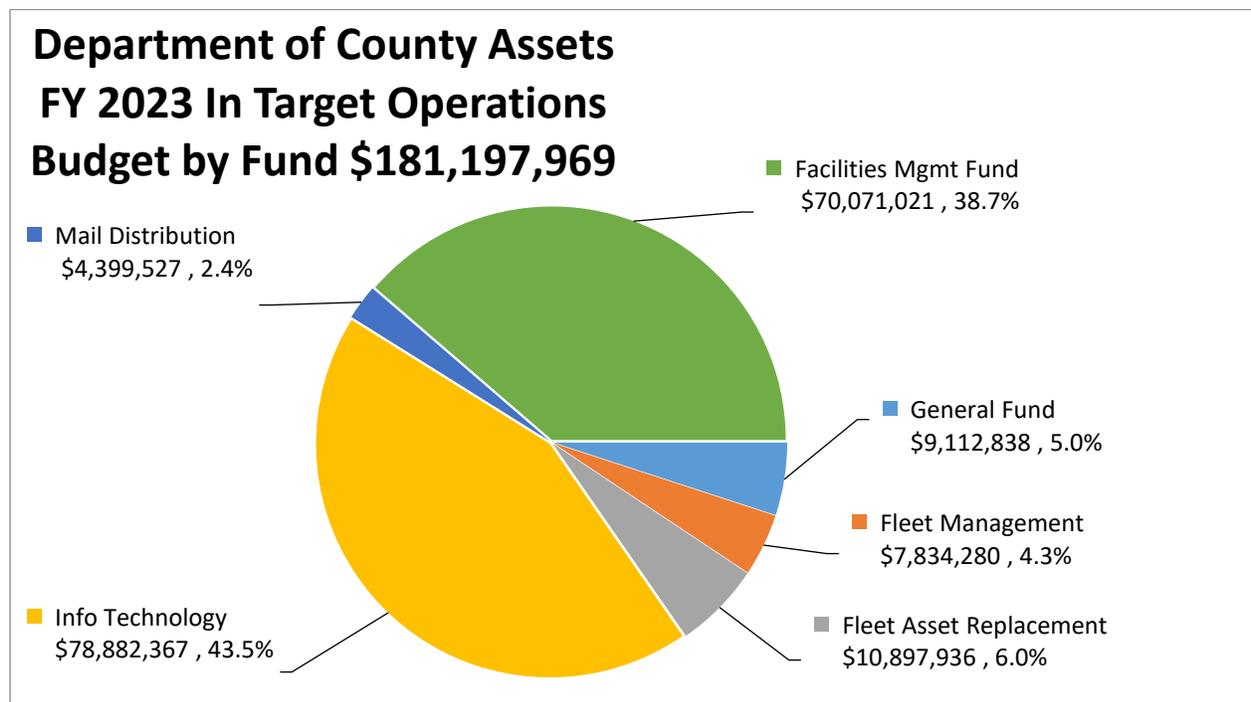
Department of County Assets
FY 2023 In Target Capital Budget
by Fund $510,628,683

- MC Library Capital Construction $416,557,464 , 81.6%
- DTCH Capital $6,113,978 , 1.2%
- Asset Repl. Revolving $521,843 , 0.1%
- Library Construction $9,729,646 , 1.9%
- Capital Improvement $21,513,096 , 4.2%
- Info Technology Capital $2,994,062 , 0.6%
- Asset Pres Projects $32,614,594 ,6.4%
- Health Hdqtrs Capital $260,000 ,0.1%
- BHRC Capital Fund $20,324,000 , 4.0%
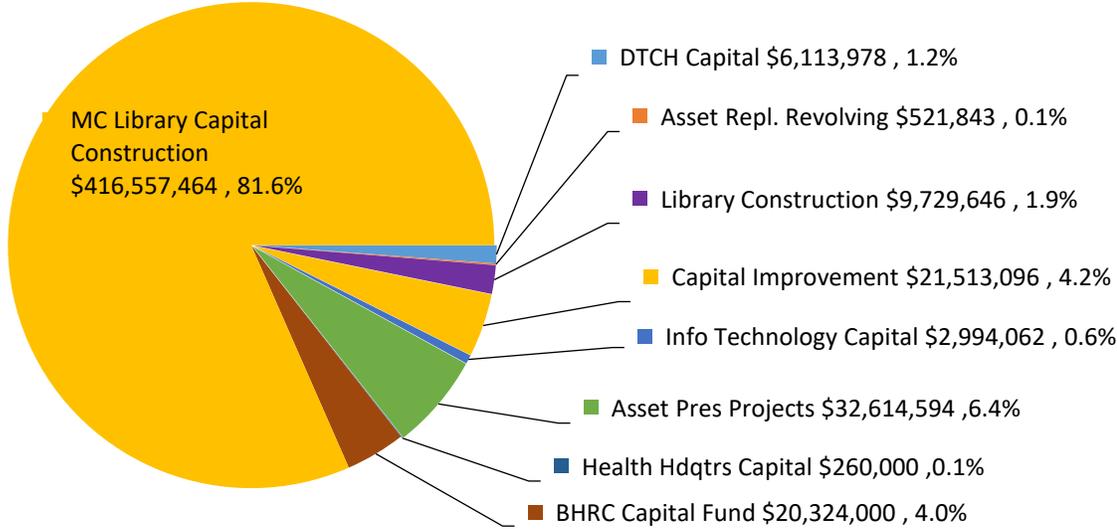
The Department of County Assets has eight divisions, with the **in target budget** distributed as shown in the pie chart below.

Department of County Assets
FY 2023 In Target Budget by Division
$691,826,652

- Facilities and Property Management $577,705,642 83.5%
- Information Technology $81,876,429 11.8%
- Motor Pool $1,651,383 0.2%
- Records $2,338,031 0.3%
- Business Services $4,990,742 0.7%
- Distribution $2,061,496 0.3%
- Director's Office $4,122,096 0.6%
- Fleet Services $17,080,833 2.5%
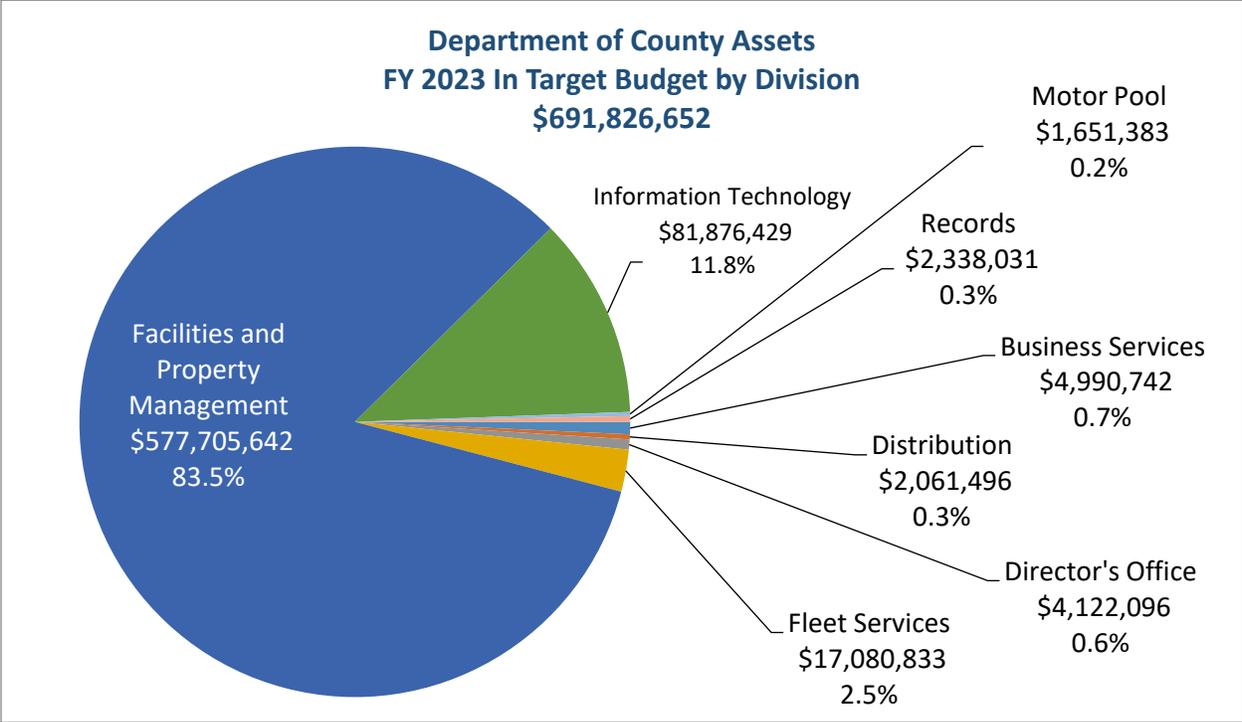
This budget maintains and supports the department and continues the core work by identifying and evaluating opportunities to implement best practices, integrate service delivery, streamline and improve administrative functions, and promote innovative business tools and processes. Department of County Assets are comprised of the following divisions:

- The **Director's Office provides** strategic leadership and planning, workplace safety, human resources, diversity and equity and budget support for the overall Department.
- **Facilities and Property Management (FPM) manages** over 3.5 million gross square feet of offices, libraries, courts, detention centers, shops, clinics, shelters, and other leased and owned space in more than 150 locations.
- **Information Technology (IT) provides** telecommunication, network, and hardware support, and manages over 10,000 PCs, laptops, and mobile devices, 6,900 phone numbers, 120 network circuits, 700 servers and about 500 business applications that provide comprehensive data to inform County programs' decision-making.
- **Fleet, Motor Pool, Records, and Distribution maintain and manage** fleet and motor pool vehicles; maintain and archive County records; and provide pickup and delivery of mail and other items.
- **Business Services Division provides** procurement, contracting, finance, capital accounting and accounts payable, and other services to DCA. The team also provides countywide strategic sourcing functions and provides procurement, contracting and administrative support to Nondepartmental agencies and offices.

General Fund Target Allocation

- DCA's General Fund target allocation for FY 2023 is $9,112,838. This amount is DCA services to General Funds funded programs $1,079,352 and Internal Services Funds $8,033,486. These dollars support administrative services provided to the County, Nondepartmental agencies, and DCA's internal service divisions. DCA provides internal services and relies on information from other departments to understand the impacts our services have on different communities throughout the County.

- The DCA made Diversity, Equity, and Inclusion (DEI) an intrinsic value and operating principle for our department by embedding it in the budget process. Division management actively participated in and contributed to the budget plan. We were intentional in creating opportunities for collaboration and discussion between budget planners and DEI manager and staff. We held a three-part management training on incorporating DEI into program offers and attended the countywide training.

- We incorporated an equity lens and inclusivity into the budget decision process by seeking out input from departments, leadership and staff. For each new request, we asked questions related to our services and impact to departments and the populations they serve.

- Lastly, we selected a sample of program offers and had volunteers from our Program Equity Review Team review programs offers to determine if the program offer addressed questions provided in the County Budget Equity Tool and to provide feedback on each of the program offers and the process. Their feedback will help guide us to improving the program offer writing and review process.

Other Significant Program Changes

- Program offer 78218 MCSO Facilities Relocation and Reconfiguration project has been finalized and closed out in FY 2022 and in FY 2023 surplus funds will be transferred back to the General Funds.

- Program offer 78220 DCJ East County Campus project has been finalized and closed out and the project balance will be transferred back to the General Funds.

- Program offer 78301C Technology Improvement Program-Long Term Care Eligibility Tracking System replacement project has been finalized and closed out.

- Program offer 78301E Technology Improvement Program-Non-Medical Transportation and EP&R System Replacements project has been finalized and closed out.

- Program offers 78319A IT-District Attorney's Alfresco System Stabilization and Upgrade and program offer 78319B IT District Attorney's Email Systems and Public Records are closed and in FY 2023 funds will be transferred to program offer 78228 District Attorney's Case Management for Prosecutors NextGen implementation. 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.

Ongoing Out of Target Requests

The following table lists the County Assets Department's ongoing out of target requests in order of priority:

Out of Target Program Requests (Ongoing)					
Offer Number	Program Name	General Fund	Other Funds	FTE	New or Existing
78000B	DCA Director Analyst position	$ 97,125	$ -	1.00	New
78003	Workplace Security		$ 600,000	3.00	New
78101B	BST Procurement and Contracting Positions	$ 309,544		2.00	New
78200B	Facilities Administration Position	$ 125,579		1.00	New
78202B	Facilities Operations and Maintenance Position	$ 123,621		1.00	New
78203B	Facilities Client Services- Transition to Electric Powered Landscaping	$ 100,000		0.00	New
78311B	IT General Government Application Services Position		$ 270,969	1.00	New
78312B	IT Data & Reporting Services Positions	$ 427,203		2.00	New
	Total	1,183,072	870,969	11.00	N/A

- **Program Offer 78000B DCA Director Analyst:** This position will be 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. This additional position will increase our ability to make data driven decisions and better understand which communities are impacted.

- **Program Offer 78003 Workplace Security:** The need for a Workplace Security Program was a 2018 audit recommendation to increase general consistency, coherence, and subject matter expertise related to security matters. This program is planned to reside in DCA but funded through the County Risk Fund. The Program's vision is to use trauma-informed, racial justice and equity lens while providing 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 Director of the Safety Program will be hired in FY 2022 and will be responsible for planning, developing, and implementing the security program. The director will provide high-level subject matter expertise and act as a central point of contact for security related matters across the County as well as department leadership, the Chief Operating Officer, and elected officials.

- **Program Offer 78101B BST Procurement & Contracting Positions:** These two positions reside within the Procurement and Contracting Business Services Team. A Construction Specialist Senior position will address the backlog of contract renewals as well as increased IT contracting needs related to PreSchool for All, the American Rescue Plan, Supportive Housing Services and other new and emerging programmatic IT technologies. A Procurement Analyst Senior 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.

- **Program Offer 78200B Facilities Administration Position:** This position will oversee division-wide administrative, communication and support functions, and oversee service contracts (e.g. custodial, security, landscaping). This is a key position in the new FPM organizational structure to enhance responsiveness and service to all County programs.

- **78202B Facilities Operations and Maintenance Position:** This position will serve as the coordinator of maintenance work for the Joint Office of Homeless Services (JOHS) and Emergency Management (50%) and for urgent work across the County (50%) that requires more than one trade. This position will triage urgent work and work that involves more than one trade where coordination is needed to avoid maintenance delays.

- **Program Offer 78203B Facilities Client Services-Transition to Electric Powered Landscaping:** This program is a step to fully transition away from gas-powered leaf blowers. The policy change will improve air quality, which has had a disproportionate impact on underrepresented communities.

- **Program Offer 78311B IT General Government Application Services Position:** This position will add the needed support structure to ensure successful delivery of IT services to JOHS, Multnomah County District Attorney's Office (DA) and DCA.

- **Program Offer 78312B IT Data & Reporting Services Positions:** These two positions are in the IT Data & Reporting Services team. The IT Manager 1 position will serve as the Application and Data Cloud Solution Manager and act as a dedicated resource to focus on strategy, architecture and implementation of Cloud solutions. In addition, the growing supervisory ratio over time has created the need for another manager. A Development Analyst Senior position will design and deploy App Services, Azure SQL, and other advanced components of Microsoft Azure Technology and provide the needed resources for collaboration with software developers to create efficiencies and provide necessary backup and support.

One-Time-Only Out of Target Requests

The following table lists the County Assets Department's one-time-only out of target requests in order of priority:

	Out of Target Program Requests (One-Time-Only)			
Offer Number	Program Name	General Fund	Other Funds	FTE
78233B	Justice Center Critical Electrical System Upgrade - Bus Duct Replacement	$ 1,200,000		0
78234	New Animal Services Facility		$ 500,000	0
78235	Walnut Park Renovation	$ 200,000		0
78301F	Technology Improvement Program - Food Handler Replacement	$ 250,000		0
78301G	Technology Improvement Program - Red Cap and Lawlog	$ 250,000		0
78301H	Technoloby Improvement Program - 2.0 Sequel Upgrade	$ 300,000		0
78304B	Radio System Replacement	$ 1,505,000		0
78329	Financial Data Mart	$ 400,000		0
78330	CEDARS Replacement	$ 1,000,000		0
	Total	5,105,000	$ 500,000	0.00

- **Program Offer 78233B Justice Center Bus Duct Replacement:** The electrical system at the Justice Center building is the County's greatest facilities operational risk given the system's poor condition and the potential programmatic impact of a system failure. This is a multi-year project estimated at $24M ($14.2M County and $10M City of Portland (CoP)). The construction phase will start in FY 2023 with an estimated year one cost of $2.0M ($1.2M County and $0.8M CoP).

- **Program Offer 78234 Multnomah County Animal Service Facility:** Multnomah County Animal Service (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. 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.

- **Program Offer 78235 Walnut Park Renovation:** This program provides funding for consulting services to continue to develop a plan for Walnut Park. The Walnut Park property and surrounding area requires a sizable 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.

- **Program Offer 78304B Radio System Replacement:** The radio system replacement is a two-year project with first year cost estimated at $1,505,000, and $1,420,000 estimated for second year. This request is to replace and modernize the current system, improve coverage area, add redundancy and mobile capability. An upgraded system will make us more immediately responsible for delivering services to impacted communities. Ongoing cost will be included in asset replacement.

- **Program Offer 78301F Technology Improvement Program - Food Handler Replacement:** This program replaces the out of date Food Handler application, which allows residents to complete testing and apply for a license allowing them to work in the food industry. In addition, the old technology does not accept modern payment methods such as mobile payment options.

- **Program Offer 78301G Technology Improvement Program - Red Cap and LawLog:** This program replaces the Red Cap and LawLog systems used by the Department of Community Justice (DCJ). Red Cap is a vendor solution that is outdated and does not meet existing reporting requirements. Red Cap is used to collect outcome data from DCJ Clients and Service Providers for rehabilitation purposes. LawLog is an application used by the Juvenile Justice program to track cases that have been sent to the District Attorney's Office for review. 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.

- **Program Offer 78301H Technology Improvement Program – 2.0 Sequel Upgrade:** This offer continues the upgrades of the SQL Server platform and migrates the existing data for select systems. The County has several database systems that are due for upgrades and 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.

- **Program Offer 783329 Financial Data Mart:** This program is for an Enterprise Financial Data Mart to enable departments to build dashboards. The program enables analytic reporting that either is not supported by Workday (the ERP system), requires combining financial data with programmatic data that resides outside the ERP system, or to combine data from more than one source system (e.g. Workday, Questica, Jaggaer, and Tririga). This financial system will increase the County's ability to make data driven decisions and better serve underrepresented communities.

- **Program Offer 78330 CEDARS Replacement:** 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 information to make data driven decisions to serve underrepresented communities. This effort is expected to be multi-year. Year one 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.

Risks and Other Issues

DCA is optimistic about the future. Our budget supports the work ahead of us. We have identified the key risks as part of the Budget Priorities and Issues section above. One additional risk for DCA relates to the interdependency of our projects' development on participation from our departmental partners. We need their engagement and full attention to move work forward within the agreed upon timelines. Decision-making is often the cause of project delays. When project teams are distracted with other priorities, or teams have unfilled vacancies, project schedules can be impacted. We acknowledge when this happens and work closely with leadership to communicate status, impact, and action steps. This may cause projects that were planned to complete during the fiscal year to carry across into the next.

COVID-19 Impacts & American Rescue Plan

The pandemic greatly changed how a large percentage of our workforce works. It has changed how our departmental partners provide services, and it has changed how the community expects to receive services. COVID-19 has shaped DCA in these ways:
- 70% of our DCA workforce teleworks full or part-time

- The volume of computing and mobile devices as increased 10%
- We continue to make investments in technology that support a hybrid workplace
- We will make investments in our older HVAC systems that improve air filtration
- We will continue to offer new solutions to our departmental partners as continue to modify and digitalize how they deliver services to the community

The increased investments in technology and building systems will require ongoing maintenance, support, and lifetime replacement planning. These costs will be reflected in future budgets as well.

American Rescue Plan (ARP) Programs					
Offer Number	Program Name	MC Direct Allocation	Other ARP Sources	FTE	Limited Duration
78900	ARP- Facilities Air Quality Improvements	800,000	0	0.00	0.00
78901	ARP- Staff Telework Software Bundle	1,473,000	0	0.00	1.00
78902	ARP-Digital Access Coordinator	165,592	0	1.00	0.00
	Total	2,438,592	0	1.00	1.00

- Program Offer 78900 ARP-Facilities Air Quality Improvements: This request will evaluate, modernize and/or upgrade HVAC systems in County-owned buildings. The goal is to improve indoor air quality in multiple buildings.

- Program Offer 78901 ARP-Staff Telework Software Bundle: This request will identify, acquire, and implement new technology to support employees in a hybrid work environment. The County will continue to support employees working remotely and working in the office as we transition out of the COVID-19 environment.

- Program Offer 7902 Digital Access Coordinator: This position supports the work necessary to coordinate opportunities to provide access to internet services throughout the county to community members who either do not have internet access or cannot afford internet services. Deliverables include road mapping possible strategies to address the digital divide in Multnomah County and presentation to the Multnomah County Board.

Span of Control

The DCA Span of Control is higher than FY 2022, 1:11 to 1:14. The majority of the increase is due to the addition of the Library Capital Bond Program. There are programs with a higher span of control; Desktop Services 1:27; Business Applications 1:30; and FPM Trades 1:22. Leadership is evaluating these areas. We have included an out of target request to add two additional management positions within our Business Applications section to improve the span of control ratios.

Division	Span of Control
Director's Office	1:12
Business Services	1:10
Information Technology	1:13
Facilities	1:19
Fleet Services	1:07
DCA Span of Control	1:14

Division Level Organization Chart

DCA's organizational structure with FTE counts is presented below for our in target items. For FY 2023, we do not have any organizational or management changes planned.

Department of County Assets
$691,826,652 in target budget | 386.50 FTE
Tracey Massey, Director and CIO

Department Administration
19.00 FTE
(Director's Office, Human Resources, Budget and Planning)

Fleet, Records Management and Archives
17.00 FTE

IT
Tracey Massey, CIO
175.00 FTE

FPM
Dan Zalkow, Director
147.50 FTE

Business Services
Deputy Director (Vacant)
28.00 FTE