



Program #78000A - DCA Director's Office **FY 2024 Department Requested**

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

Executive Summary

The Department of County Assets (DCA) Director's Office is accountable for leadership, 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, and Climate Action Plan.

Program Description

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

The 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Responses to monthly survey.	46%	50%	44%	50%
Outcome	Response rate above 9 or higher.	52%	55%	56%	58%

Performance Measures Descriptions

- PM #1 - 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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$938,434	\$0	\$1,014,152	\$0
Contractual Services	\$80,000	\$0	\$93,497	\$0
Materials & Supplies	\$73,881	\$0	\$47,014	\$0
Internal Services	\$99,370	\$0	\$57,516	\$0
Total GF/non-GF	\$1,191,685	\$0	\$1,212,179	\$0
Program Total:	\$1,191,685		\$1,212,179	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,183,778	\$0	\$1,212,179	\$0
Total Revenue	\$1,183,778	\$0	\$1,212,179	\$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 2023: 78000A DCA Director's Office



Program #78000B - DCA Director's Office Analyst Position FY 2024 Department Requested

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Support **Program Offer Stage:** Department Requested
Related Programs:
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 Evaluation Analyst will provide data analysis in order to fulfill that goal. Working with managers and subject matter experts throughout the department, this position is responsible for aggregating data from many sources and performing in-depth qualitative and quantitative analysis to aid in leadership decisions. This position will support the Department's ability to report on its performance measures and equity targets.

Program Description

DCA has no positions focused on data and evaluation at the Department. This staff position will provide the capacity to conduct data analysis to inform decisions across our department addressing IT, Facilities, Fleet, Records, Distribution, Motor Pool, and Business Services. This includes analysis related to HR staffing data, outcomes of our programs and services, equity implications, etc. This position will support our overall ability to explain how our services advance the County's values and evaluate the effectiveness of our program offers and the performance measures contained their in.

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 Evaluation Analyst 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Written assessment and recommendations to establish a set of baseline performance goals	N/A	N/A	N/A	100%
Outcome	Percent of strategic initiatives performance metrics evaluated and updated.	N/A	N/A	N/A	50%

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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$119,131	\$0
Materials & Supplies	\$0	\$0	\$60,869	\$0
Total GF/non-GF	\$0	\$0	\$180,000	\$0
Program Total:	\$0		\$180,000	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

This is funding with one-time-only General Funds for FY 2024 and ongoing will be incorporated into the Internal Services.

Significant Program Changes

Last Year this program was:



Program #78001 - DCA Human Resources FY 2024 Department Requested

Department: County Assets **Program Contact:** Patsy Moushey
Program Offer Type: Support **Program Offer Stage:** Department 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; on-boarding; developing; and sustaining a healthy, diverse, and inclusive workforce. The HR team demonstrates the County’s values of social justice, stewardship, sustainability and innovation by providing direct employee relations and workforce equity related services for nearly 450 staff members within DCA. This team is under the direction of the Human Resources Manager and reports to the DCA Director.

Program Description

To achieve our goal of “a healthy, diverse, and inclusive workforce”, the HR team performs as a strategic business partner for managers and employees. HR staff work directly with managers on succession planning, workforce development, and 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 in alignment with the Workforce Equity Strategic Plan, participate in the department equity community, 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 450 regular, temporary/on-call, and limited duration employees of the DCA divisions, which in turn serve the other County Departments. The supported employees include members of AFSCME Local 88, IUOE Local 701 (Operating Engineers) and members of IBEW Local 48 (Electrical Workers). Additionally, non-represented executive and management employees. All DCA employees can request HR services at any time by directly contacting the HR team.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of recruitments	59	60	75	60
Outcome	Percent of recruitments that are successful (end in a hire).	130%	90%	95%	95%
Output	% of new & transferring regular employees that receive all performance reviews during their trial service period.	96%	95%	95%	95%

Performance Measures Descriptions

- PM #1 - Number of recruitments.
- PM #2 - Percent of recruitments that are successful (end in a hire). Some may result in more than one hire.
- PM #3 - 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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,377,272	\$0	\$1,537,441	\$0
Contractual Services	\$15,000	\$0	\$15,000	\$0
Materials & Supplies	\$40,174	\$0	\$9,952	\$0
Internal Services	\$129,781	\$0	\$120,131	\$0
Total GF/non-GF	\$1,562,227	\$0	\$1,682,524	\$0
Program Total:	\$1,562,227		\$1,682,524	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,457,657	\$0	\$1,682,524	\$0
Total Revenue	\$1,457,657	\$0	\$1,682,524	\$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 2023: 78001 DCA Human Resources



Program #78002 - DCA Budget & Planning FY 2024 Department Requested

Department: County Assets **Program Contact:** Lisa Whedon
Program Offer Type: Support **Program Offer Stage:** Department 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). The team develops the Countywide cost allocations and recovery for DCA's internal services. Equity is incorporated throughout all phases of the budget process, from development and planning through implementation, measurement, and evaluation.

Program Description

This program is a DCA administrative program and reports to the DCA Director. Services are provided to DCA divisions, County departments, and external stakeholders. These services include providing planning and structure for the DCA funding, allocating costs equitably across the County and within DCA divisions, providing tools for budgeting and modeling scenarios, monitoring budget to actual spend to ensure funding decisions are meeting intended targets, aligning with DCA and County values around equity and inclusion to understand whether 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, monitoring and reporting on internal services, Countywide asset management, capital improvement funds and large capital projects. The team also prepares monthly internal service cost allocation journal entries to recover costs from County departments and external stakeholders. The program provides recommendations and data on internal cost allocation methods and strategies, capital planning and spending, and planning for long-term obligations.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Conduct monthly and/or quarterly current year estimates meetings with Management	9	9	9	9
Outcome	Expenditures are in alignment with approved budget as demonstrated through budget to actuals reporting	100%	100%	100%	100%

Performance Measures Descriptions

- PM #1 - Number of meetings designed to create awareness and inform decision makers
- PM #2 - Monitor and communicate actual expenditures to budget to ensure funding decisions are followed.

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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,242,960	\$0	\$1,364,729	\$0
Materials & Supplies	\$36,124	\$0	\$37,215	\$0
Internal Services	\$113,861	\$0	\$85,802	\$0
Total GF/non-GF	\$1,392,945	\$0	\$1,487,746	\$0
Program Total:	\$1,392,945		\$1,487,746	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,387,623	\$0	\$1,487,746	\$0
Total Revenue	\$1,387,623	\$0	\$1,487,746	\$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 2023: 78002 DCA Budget & Planning



Program #78003 - Countywide Safety and Security Infrastructure FY 2024 Department Requested

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing **Program Offer Stage:** Department Requested

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

Executive Summary

The County implemented a Workplace Security Program to provide a multi-disciplinary approach to safety and security for our employees across the County in FY 2023. The Workplace Security Team identified a set of security-focused building improvements as part of their facility assessment processes. This program offer supports the work necessary to address multiple projects approved to date.

Program Description

The County is facing increased safety and security issues at our facilities. Employees have expressed concerns about working in the downtown corridor and other County locations due to increased violence in the community. Staff have experienced an increase in physical threats in some locations. The new Workplace Security Program has assessed security risks throughout the County’s facilities and identify prioritized plans to improve our risk profile. This offer will provide funding for security related capital needs for these locations:

- The Multnomah Building - A set of security upgrades for the boardroom have been identified.
- Juvenile Justice Center - Window security film will be installed to improve safety.
- Juvenile Justice Center - An assessment of the Lobby Security will be completed. This will inform potential future improvements.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete three identified projects	N/A	N/A	3	3
Outcome	The risk profile of prioritized buildings is reduced	N/A	100%	100%	100%

Performance Measures Descriptions

- PM#1 - Complete the work of three approved projects
- PM#2 - With these improvements in place, a re-evaluation of these buildings should show a reduced risk profile.

Legal / Contractual Obligation**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$1,000,000	\$0	\$500,000	\$0
Total GF/non-GF	\$1,000,000	\$0	\$500,000	\$0
Program Total:	\$1,000,000		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was: FY 2023: 78003B Countywide Safety and Security Infrastructure



Program #78101 - DCA Business Services Procurement & Contracting FY 2024 Department Requested

Department: County Assets **Program Contact:** Heidi Leibbrandt
Program Offer Type: Support **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of procurements and contracts processed	2,636	2,400	3,331	3,664
Outcome	Percentage of contract processed following established processes	100%	100%	100%	100%

Performance Measures Descriptions

- PM #1 - Measures the total volume of procurements, contracts, amendments, renewals, and purchase orders processed by the Procurement and Contracting staff.
- PM #2 – Tracks the percentage of contracts issued under established processes demonstrating adequate controls are in place to ensure best purchasing practices.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,757,318	\$0	\$3,069,383	\$0
Contractual Services	\$4,200	\$0	\$1,748	\$0
Materials & Supplies	\$63,040	\$0	\$43,766	\$0
Internal Services	\$353,066	\$0	\$309,699	\$0
Total GF/non-GF	\$3,177,624	\$0	\$3,424,596	\$0
Program Total:	\$3,177,624		\$3,424,596	
Program FTE	17.50	0.00	17.50	0.00

Program Revenues				
Other / Miscellaneous	\$2,777,979	\$0	\$2,989,604	\$0
Total Revenue	\$2,777,979	\$0	\$2,989,604	\$0

Explanation of Revenues

Costs are allocated proportionately among users: 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 2023: 78101A DCA Business Services Procurement & Contracting



Program #78102 - DCA Business Services Finance FY 2024 Department Requested

Department: County Assets **Program Contact:** Tony Dornbusch
Program Offer Type: Support **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Maintain quarterly aged receivable balance below \$100,000.	\$269,944	\$100,000	\$200,000	200,000
Outcome	Percent of invoices entered and paid within standard net 30	71%	90%	82%	82%

Performance Measures Descriptions

PM#1 - Demonstrates we are collecting from agencies in a timely manner and help improve the County's overall cash position.
PM#2 - Demonstrates we are entering in invoices and paying our vendors in a timely manner. Due to the increase in COVID/ARPA and other related grant funding, the receivables aging has increased due to slow payment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,322,016	\$0	\$1,443,350	\$0
Materials & Supplies	\$16,800	\$0	\$45,968	\$0
Internal Services	\$167,393	\$0	\$150,810	\$0
Total GF/non-GF	\$1,506,209	\$0	\$1,640,128	\$0
Program Total:	\$1,506,209		\$1,640,128	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,226,449	\$0	\$1,261,524	\$0
Total Revenue	\$1,226,449	\$0	\$1,261,524	\$0

Explanation of Revenues

Costs are allocated proportionately among users: County internal services and the Department of County Assets. The General Fund supports charges apportioned to the non-departmental agencies. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2023: 78102 DCA Business Services Finance



Program #78104 - DCA Business Services Countywide Strategic Sourcing FY 2024 Department Requested

Department: County Assets **Program Contact:** Tony Dornbusch
Program Offer Type: Support **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Description

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

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

Based upon 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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of strategic sourcing contracts reviewed and amended for emergency operations priority.	10%	60%	50%	90%
Outcome	Dollars spent under Managed Contracts as a percentage of non-personnel dollars in the County.	1.68%	1.65%	1.59%	1.65%

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$422,822	\$0	\$466,936	\$0
Materials & Supplies	\$4,033	\$0	\$4,668	\$0
Internal Services	\$45,854	\$0	\$42,064	\$0
Total GF/non-GF	\$472,709	\$0	\$513,668	\$0
Program Total:	\$472,709		\$513,668	
Program FTE	2.50	0.00	2.50	0.00

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

Explanation of Revenues

Program is funded with General Funds

Significant Program Changes

Last Year this program was: FY 2023: 78104 DCA Business Services Countywide Strategic Sourcing



Program #78200 - Facilities Director's Office FY 2024 Department Requested

Department: County Assets **Program Contact:** Dan Zalkow
Program Offer Type: Internal Service **Program Offer Stage:** Department 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 Description

The FPM Director's Office provides oversight and guidance on the acquisition, operation, and maintenance of County-owned and County-leased properties. The Director's Office oversees 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 to work respectfully and professionally with all County departments and programs. We use our core values of stewardship, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average employee engagement score	10	25	25	30
Outcome	Number of active corrective tasks Division-wide	N/A	N/A	3,800	3,000

Performance Measures Descriptions

PM #1 - Average employee engagement score compared to the previous year. Increasing score indicates improvement.
 PM #2 - Number of active corrective tasks Division-wide. This is a new measure. Declining numbers indicate improvement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$126,452	\$1,993,965	\$0	\$2,299,763
Contractual Services	\$0	\$11,570	\$0	\$12,162
Materials & Supplies	\$0	\$147,571	\$0	\$159,394
Internal Services	\$0	\$1,843,530	\$0	\$2,204,001
Total GF/non-GF	\$126,452	\$3,996,636	\$0	\$4,675,320
Program Total:	\$4,123,088		\$4,675,320	
Program FTE	1.00	11.95	0.00	12.75

Program Revenues				
Financing Sources	\$0	\$123,621	\$0	\$0
Total Revenue	\$0	\$123,621	\$0	\$0

Explanation of Revenues

Facilities Operating Fund programs such as this 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 2023: 78200A Facilities Director's Office

The FY 2024 budget replaces \$126K of one-time General Fund revenue for an Administrative Analyst Senior (1.00 FTE) with ongoing internal service revenue. Otherwise FTE changes reflect realignments within FPM to better reflect organizational structure.



Program #78201 - Facilities Debt Service and Capital Fee Pass Through FY 2024 Department Requested

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

Executive Summary

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

Program Description

FPM collects payments from departments for Series 2017 debt. The outstanding debt issues have funded a number of capital improvements and acquisitions. All binding obligations were confirmed by the Chief Financial Officer and approved by the Board of County Commissioners. In FY 2024 debt payments support the new Central Courthouse, the Gladys McCoy Health Headquarters and Department of Community Justice (DCJ) East Campus.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Percent accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Internal Services	\$0	\$5,980,481	\$0	\$5,974,731
Cash Transfers	\$0	\$365,182	\$0	\$374,403
Total GF/non-GF	\$0	\$6,345,663	\$0	\$6,349,134
Program Total:	\$6,345,663		\$6,349,134	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,948,436	\$0	\$5,942,679
Total Revenue	\$0	\$5,948,436	\$0	\$5,942,679

Explanation of Revenues

Facilities Operating Fund programs such as this 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 2023: 78201 Facilities Debt Service and Capital Fee Pass Through



Program #78202A - Facilities Operations and Maintenance FY 2024 Department Requested

Department: County Assets **Program Contact:** Michael Smith
Program Offer Type: Internal Service **Program Offer Stage:** Department 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 Description

The O&M Program consists of multiple trade groups who cover the 24/7 year round activities necessary to effectively maintain the County’s diverse facility portfolio. Staff complete two types of maintenance activities: proactive and reactive. Examples of proactive activities include changing filters on HVAC units, generator tests, roof inspections, fire/life system testing, and video and building systems maintenance. These activities reduce the need for capital improvements, reduce the number of unscheduled shutdowns, and extend the life of equipment. Reactive work activities including making small repairs and addressing more significant issues such as a failed boilers, air handlers, power distribution systems, electronic systems, plumbing systems, building security, access, or other building structure or system components. The O&M teams help identify and prioritize short term and long term capital projects.

The O&M program goals are to properly and safely operate and maintain facilities, conserve energy and resources through the optimization of more efficient equipment and systems, provide welcoming, safe, and functional facilities to effectively serve County stakeholders and all populations that the County serves. Work prioritization is made based on safety, equity, staff availability and operational needs. Impacts to reducing services could result in the reduction of available County services to provide proactive work and could reduce response times for reactive work.

The O&M Program aligns with County Department and stakeholder values to provide facilities that serve all populations served by County departments at all times, including during severe weather and disaster events, while applying a “Think Yes” approach.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Preventive Maintenance Work Order Costs as a percent of Total Maintenance Work Order Costs	42%	45%	41%	45%
Outcome	Customer Satisfaction surveys with a result of "very satisfied" out of 100%	82%	90%	85%	85%

Performance Measures Descriptions

- PM #1 - The percentage of proactive maintenance work demonstrates the level of effort on proactive monitoring and maintenance of building systems. Focus on preventive maintenance maximizes life cycle and reduces cost of breakdown repair.
- 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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$11,698,109	\$0	\$12,763,922
Contractual Services	\$0	\$447,981	\$0	\$525,410
Materials & Supplies	\$0	\$13,193,367	\$0	\$13,817,609
Internal Services	\$0	\$2,109,160	\$0	\$2,370,651
Total GF/non-GF	\$0	\$27,448,617	\$0	\$29,477,592
Program Total:	\$27,448,617		\$29,477,592	
Program FTE	0.00	77.50	0.00	78.50

Program Revenues				
Other / Miscellaneous	\$0	\$39,624,853	\$0	\$42,922,585
Beginning Working Capital	\$0	\$431,732	\$0	\$496,399
Service Charges	\$0	\$1,053,157	\$0	\$1,120,046
Total Revenue	\$0	\$41,109,742	\$0	\$44,539,030

Explanation of Revenues

Facilities Operating Fund programs such as this 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, \$390K of reserves revenue funds an OSHA mandated HVAC systems pipe-labeling project and \$105K of prior years' one-time only funding for Security programming is carried over.

Significant Program Changes

Last Year this program was: FY 2023: 78202A Facilities Operations and Maintenance

The FY 2024 budget includes an additional \$300K in materials and supplies for contract HVAC rooftop unit maintenance and a supervisor position (1.00 FTE) reclassified down from a manager and reassigned from Client Services (78203) for more concentrated supervision in the Compliance work group.



Program #78202B - Facilities Machine Guards FY 2024 Department Requested

Department: County Assets **Program Contact:** Jon Ison
Program Offer Type: New **Program Offer Stage:** Department Requested

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

Executive Summary

This program offer is for contracted work to purchase and install machine guarding for all antiquated equipment with moving parts. This will improve safety for our staff, and will ensure compliance with Occupational Safety and Health Administration (OSHA) standards.

Program Description

This program will add safety guards on antiquated equipment with moving parts that present a potential safety hazard to employees and contractors. This equipment is located in buildings across the County. FPM will work with the contractor to determine the priority order of replacements. Because the contractor is specialized, the ability to complete all buildings across the County is unlikely within one fiscal year. These newly designed and installed guards will bring the County equipment in compliance with OSHA. This program is in alignment with the County's Safety, Trust and Belonging values.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Install machine guards to equipment in identified buildings	N/A	N/A	N/A	48
Outcome	Compliance with OSHA Standards on completed buildings	N/A	N/A	N/A	100%

Performance Measures Descriptions

- PM-1 - Install safety guards on equipment with moving parts in a minimum of 48 buildings.
- PM-2 - Achieve compliance with OSHA standards on completed buildings in PM-1

Legal / Contractual Obligation

OHSA Requirement 1910.212(a)(2) General requirements for machine guards.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Materials & Supplies	\$0	\$0	\$445,000	\$0
Total GF/non-GF	\$0	\$0	\$445,000	\$0
Program Total:	\$0		\$445,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This Program offer may be funded using one-time-only general funds

Significant Program Changes

Last Year this program was:



Program #78203 - Facilities Client Services FY 2024 Department Requested

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

Executive Summary

The Facilities Client Services program provides property management services to more than 150 buildings and approximately 3.8 million square feet of County facility space. The program serves as the customer service interface between Facilities and County programs. The program's goal is to ensure that our buildings are properly managed and our clients are engaged in facilities-related activities. The property managers coordinate project 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.

Program Description

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 \$14.5 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 Oregon Forward firms to provide janitorial and landscaping services. Oregon Forward firms hire individuals who may otherwise not have gainful employment.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of Annual Customer Expectation Surveys with "Very Satisfied" score.	42%	70%	65%	70%
Outcome	Average time in months to complete reactive work tasks	N/A	N/A	3.5	2.5

Performance Measures Descriptions

- PM#1 - 70% of surveys return as "very satisfied" from client contact.
- PM#2 - Reduce the average length of time in months to complete reactive work tasks, improving efficiency. This is a new performance measure.

Legal / Contractual Obligation

The Facilities Division contracts with Oregon Forward Firms to provide janitorial and landscaping services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,693,068	\$0	\$1,630,993
Contractual Services	\$100,000	\$12,536,255	\$0	\$14,509,473
Materials & Supplies	\$0	\$678,061	\$0	\$803,178
Internal Services	\$0	\$355,489	\$0	\$415,069
Total GF/non-GF	\$100,000	\$15,262,873	\$0	\$17,358,713
Program Total:	\$15,362,873		\$17,358,713	
Program FTE	0.00	10.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,815,223	\$0	\$7,988,056
Total Revenue	\$0	\$6,815,223	\$0	\$7,988,056

Explanation of Revenues

Facilities Operating Fund programs such as this 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 2023: 78203A Facilities Client Services

Increases in contractual services is in Enhanced Services (\$800K in security and \$390K in janitorial). Additionally, a manager position (1.00 FTE) is reclassified down to a supervisor and moved to Operations and Maintenance (78202) for more focused supervision in the Compliance work group.



Program #78204 - Facilities Capital Operation Costs FY 2024 Department Requested

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Internal Service **Program Offer Stage:** Department Requested
Related Programs: 78205, 78206A, 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 Description

This program provides project management services including planning, design, and construction services. Project Managers ensure compliance with policies and statutory requirements including Federal, State and local regulations, Green Building 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 ensure 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 includes a 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the Capital Projects portfolio.	19	40	52	32
Outcome	Percent of completed planned active projects.	62%	75%	55%	60%

Performance Measures Descriptions

PM #1 - Number of new capital projects added to the Capital 5-year plan portfolio in the fiscal year. Note a decline in projects for FY 2024 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 2024 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,140,351	\$0	\$1,145,904
Materials & Supplies	\$0	\$88,800	\$0	\$123,541
Internal Services	\$0	\$1,304,042	\$0	\$1,348,425
Total GF/non-GF	\$0	\$2,533,193	\$0	\$2,617,870
Program Total:	\$2,533,193		\$2,617,870	
Program FTE	0.00	11.90	0.00	12.30

Program Revenues				
Other / Miscellaneous	\$0	\$1,717,800	\$0	\$1,811,227
Total Revenue	\$0	\$1,717,800	\$0	\$1,811,227

Explanation of Revenues

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

AP Fees: \$1,811,227

Significant Program Changes

Last Year this program was: FY 2023: 78204 Facilities Capital Operation Costs

1.00 FTE Project Manager converted from a Facilities Specialist FS3 to FS2 to promote growth opportunities and retainage. Other FTE changes are reflection of reallocation of resources within FPM.



Program #78205 - Facilities Capital Improvement Program FY 2024 Department Requested

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Internal Service **Program Offer Stage:** Department Requested
Related Programs: 78204, 78206A, 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 Description

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 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, plus a strong allocation of project funds to diverse local vendors.

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the Capital Improvement Program projects portfolio	5	6	7	10
Outcome	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	64%	75%	55%	60%

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.
- PM #2 - Percent of 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 2024 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$23,385,826	\$0	\$25,589,977
Materials & Supplies	\$0	\$116,400	\$0	\$0
Capital Outlay	\$0	\$521,843	\$0	\$535,219
Total GF/non-GF	\$0	\$24,024,069	\$0	\$26,125,196
Program Total:	\$24,024,069		\$26,125,196	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$12,425,892	\$0	\$13,257,964
Financing Sources	\$0	\$171,068	\$0	\$163,398
Interest	\$0	\$75,000	\$0	\$150,000
Beginning Working Capital	\$0	\$11,196,032	\$0	\$12,397,277
Service Charges	\$0	\$156,077	\$0	\$156,557
Total Revenue	\$0	\$24,024,069	\$0	\$26,125,196

Explanation of Revenues

Fund 2507 Capital Improvement Program:
BWC \$11.9 Million from Project Carryover; \$0.5 Million from Asset Replacement program offer
IGA City of Portland share of Justice Center Projects \$0.1 Million
Intl Svc Reimbursement CIP Fee from County Occupants \$5.3 Million
Cash Transfer Revenue from External Clients \$0.2 Million
Other Revenue \$8.0 Million from Client Funded Projects
Interest Income \$0.1 Million

Significant Program Changes

Last Year this program was: FY 2023: 78205 Facilities Capital Improvement Program



Program #78206A - Facilities Capital Asset Preservation Program FY 2024 Department Requested

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Internal Service **Program Offer Stage:** Department 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 Asset Preservation (AP) fees.

Program Description

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. 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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the Asset Preservation portfolio	9	22	30	14
Outcome	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	51%	75%	50%	60%

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 for FY 2024 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 2024 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$27,456,075	\$0	\$35,465,422
Total GF/non-GF	\$0	\$27,456,075	\$0	\$35,465,422
Program Total:	\$27,456,075		\$35,465,422	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,314,398	\$0	\$7,197,693
Financing Sources	\$0	\$194,114	\$0	\$211,005
Interest	\$0	\$100,000	\$0	\$200,000
Beginning Working Capital	\$0	\$20,856,303	\$0	\$28,663,249
Service Charges	\$0	\$99	\$0	\$118
Total Revenue	\$0	\$29,464,914	\$0	\$36,272,065

Explanation of Revenues

BWC from Routine Project Carryover \$28.7 Million
Intl Svc Reimbursement AP Fee from County Occupants \$7.2 Million
Cash Transfer Revenue from External Clients \$0.2 Million
Interest Income \$0.2 Million

Significant Program Changes

Last Year this program was: FY 2023: 78206 Facilities Capital Asset Preservation Program

Beginning working capital carryover increased year over year due to global material shortages which resulted in longer lead times for projects.



Program #78206B - Facilities Juvenile Detention Building Improvements FY 2024 Department Requested

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Description

Juvenile Justice complex (JJC) was built in 1994 and current group pods located at JJC do not meet the current programmatic and safety needs for the DCJ. Facilities and Property Management collaborated with DCJ on a new design that fully renovated the entire pod spaces that advocates for priorities set forth by DCJ and align with a safe, accessibility, trauma informed design.

Facilities and Property Management collaborated with the Department of Community Justice to fully renovate the entire pod spaces to update the pod layouts, plumbing fixtures, lighting, doors, safety railing improvements, accessibility upgrades, kitchen/laundry, new cabinetry, detention electronics, all new finishes to be trauma informed. This program offer focuses on creating youth sleeping rooms that are less institutional, making showers safer, expanding usable space in the dayroom, creating areas for additional programming/services, and improving lighting and ventilation. Youth of color are significantly over-represented in detention. These improvements will help youth of color by providing a safe and trauma-informed environment. The refurbishment improves the sleeping rooms, showers and programming space. When youth feel safe they are able to gain skills, stabilize and then successfully return to home or other community placements.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete set of project plans/submittals for Pod B and permitting for Pod A	N/A	N/A	90%	100%
Outcome	The percentage of project work completed for both Pod A & B	N/A	N/A	20%	60%

Performance Measures Descriptions

PM -1 complete project submittals, ordering materials, begin construction of pod B, demolition and completion of the permitting for pod A.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$1,193,446	\$0	\$5,631,928
Internal Services	\$3,200,000	\$0	\$0	\$0
Total GF/non-GF	\$3,200,000	\$1,193,446	\$0	\$5,631,928
Program Total:	\$4,393,446		\$5,631,928	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$1,935,050
Beginning Working Capital	\$0	\$0	\$0	\$3,696,878
Total Revenue	\$0	\$0	\$0	\$5,631,928

Explanation of Revenues

BWC Carryover from FY 2023 \$3.7 Million
 Intl Svc Reimbursement AP Fee from County Occupants \$1.9 Million

Significant Program Changes

Last Year this program was: FY 2023: 50051B Juvenile Detention Building Improvements

In FY 2023, the estimated project budget was \$7.2M. This consisted of \$3.2M in program offer 50051B (Juvenile Detention Building Improvements) and \$1.3M in program offer 78206 (Facilities Capital Asset Preservation Program), with the remaining \$2.7M planned in future years of the capital improvement plan.

We now estimate the total project budget to be \$8.2M. The difference is due to inflation and a more trauma-informed plan and design for the pods. In addition to the funds previously approved, \$1 million was added to the project by the Department of Community Justice using FY 2023 operating funds. With Board approval in FY 2023, all project funds will be transferred into this DCA program offer.



Program #78207 - Facilities Interiors Group FY 2024 Department Requested

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Internal Service **Program Offer Stage:** Department 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.

Program Description

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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Customer Service Satisfaction survey average score	4.8	4.8	4.7	4.5
Outcome	Customer Journey Experience survey participation	22%	100%	20%	75%

Performance Measures Descriptions

PM#1 - Increase or maintain customer satisfaction as measured on a 1 - 5 scale.
 PM#2 - Increase the participation rate of the customer survey so that future services are deployed with empathy and efficiency based on customer feedback.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2024 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$715,179	\$0	\$748,058
Contractual Services	\$0	\$10,560	\$0	\$11,102
Materials & Supplies	\$0	\$13,416	\$0	\$17,130
Internal Services	\$0	\$93,248	\$0	\$61,035
Total GF/non-GF	\$0	\$832,403	\$0	\$837,325
Program Total:	\$832,403		\$837,325	
Program FTE	0.00	4.40	0.00	4.20

Program Revenues				
Other / Miscellaneous	\$0	\$404,855	\$0	\$881,032
Total Revenue	\$0	\$404,855	\$0	\$881,032

Explanation of Revenues

Facilities Operating Fund programs such as this is 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 2023: 78207 Facilities Interiors Group

Slight increase of 0.20 FTE which reflect realignments within FPM to better reflect organizational structure.

Department: County Assets

Program Contact: Cindy Forsythe

Program Offer Type: Internal Service

Program Offer Stage: Department Requested

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Description

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

Facilities and Property Management (FPM) provides oversight of the program to ensure utilities are delivered at an appropriate level to meet program needs. Utility rates fluctuate from year to year based on the availability of energy resources and the amount of resources needed to serve public functions. Utility rates increase at levels that have been similar to the cost of inflation over time. For this program, Facilities has implemented a goal to reduce electricity, natural gas, water and garbage consumption by 3% per year, which helps to mitigate utility rate increases and address equity and sustainability initiatives. There are multiple County policies that address carbon emissions and climate change:

- >Climate Action Plan
- >100 by 50 Resolution
- >Fossil Fuel Free Facilities
- >Green Building Policy
- >Energy Policy

FPM implements energy and water efficiency projects in collaboration with building occupants to reduce consumption and achieve Climate Action Plan goals. The Board of County Commissioners resolved to purchase 100% of electricity through renewable energy sources. The FY 2024 utility rates continue to include the cost of purchasing renewable energy credits.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Energy Use Intensity (kBtu/Sqft/year)	65	65	65	69
Outcome	Percent reduction in carbon emissions (metric tonnes CO2e)	3%	3%	3%	3%

Performance Measures Descriptions

PM#1 - Energy Use Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency.

PM#2 - Reduction of greenhouse gas emissions by 3% annually.

Legal / Contractual Obligation

Contractual obligations with Trash/Recycling companies.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Materials & Supplies	\$0	\$6,744,220	\$0	\$6,568,390
Total GF/non-GF	\$0	\$6,744,220	\$0	\$6,568,390
Program Total:	\$6,744,220		\$6,568,390	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,944,769	\$0	\$5,770,511
Total Revenue	\$0	\$5,944,769	\$0	\$5,770,511

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 2023: 78208 Facilities Utilities



Program #78209 - Facilities Lease Management FY 2024 Department Requested

Department: County Assets **Program Contact:** Cindy Forsythe
Program Offer Type: Internal Service **Program Offer Stage:** Department 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. Lease management is also responsible for leasing excess County building space to external clients to reduce vacancy impacts on County operations. These external revenue leases supplement operations and help offset maintenance expenses, with a priority on leasing to entities that complement existing County programs and services.

Program Description

The Lease Management program is responsible for approximately 600,000 square feet, or 15%, of the County's portfolio. Lease Management works strategically with departments to assess and identify future space needs based on existing and future program requirements, logistics, operating efficiencies, adjacency opportunities, schedules and County-owned space vs leasing options.

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

To reduce vacancy rates and generate revenues that reduce overall rates, Lease Management also evaluates existing and potential vacant space to maximize space utilization. Excess space may be leased to external programs including community service organizations, government agencies and private entities. Various programs across the County are considering reducing their "Brick 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Lease abstracts completed and shared with stakeholders	N/A	35%	90%	100%
Outcome	Lease renewal evaluations and negotiations to be done in-house	N/A	85%	85%	95%

Performance Measures Descriptions

- PM #1 - Percentage of lease abstracts completed. Lease abstracts allow minority landlords to become more competitive, property managers and operations & maintenance staff to easily identify cost responsibilities.
- PM #2 - Lease evaluations and negotiations done in house; doing renewals with County staff saves County funds.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$300,121	\$0	\$324,923
Contractual Services	\$0	\$57,273	\$0	\$60,205
Materials & Supplies	\$0	\$9,731,298	\$0	\$10,603,302
Internal Services	\$0	\$25,778	\$0	\$25,710
Total GF/non-GF	\$0	\$10,114,470	\$0	\$11,014,140
Program Total:	\$10,114,470		\$11,014,140	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$10,056,785	\$0	\$10,954,232
Service Charges	\$0	\$1,187,992	\$0	\$1,175,745
Total Revenue	\$0	\$11,244,777	\$0	\$12,129,977

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 2023: 78209 Facilities Lease Management

New leases in the FY 2024 budget include Market Street Shelter (\$460K), Macadam Building (\$423K), Rockwood Market Hall Building (\$280K), and Delta Park Warehouse (\$239K).



Program #78210A - Facilities Strategic Planning and Projects FY 2024 Department Requested

Department: County Assets **Program Contact:** Dan Zalkow
Program Offer Type: Internal Service **Program Offer Stage:** Department Requested
Related Programs: 78210B, 78212, 78214, 78219, 78221, 78233A/B
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, and evaluates and recommends strategic portfolio opportunities, including acquisitions, dispositions, major project development, renovations, and strategic programming. The Team ensures that the projects match current organizational priorities. Funding decisions for this group are made in cooperation with DCA, other County Departments, the Chair's Office, and the Central Budget Office, using an equity lens to create high quality, inclusive and equitable projects.

Program Description

The Facilities Strategic Planning and Projects Program is responsible for project management for new or major redevelopment of construction and/or repair projects; engineering design and alterations for complex, multi-use, public facilities; real estate development; property disposition and acquisition; and pre-development and evaluation of major portfolio projects. This includes performing complex feasibility studies, risk management, public process and other management functions. In FY 2024, the Strategic Planning team will support the Library Capital Bond Projects Team and the Joint Office of Homeless Services through providing major project expertise and real estate site analysis.

This team's portfolio will include the renovation of Arbor Lodge and Willamette Center; the Justice Center electrical system bus duct replacement; preliminary planning for replacement of Animal Services facility, and long-term use evaluations, such as the Vance Properties, Hansen Complex and Walnut Park feasibility studies.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Major projects completed in current fiscal year	N/A	5	4	3
Outcome	Percentage of projects completed within or close to the desired scheduled date	N/A	100%	90%	100%

Performance Measures Descriptions

- PM #1 - Completion of major projects in current fiscal year
- PM #2 - Percentage of major projects completed within or close to the desired schedule.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,117,035	\$0	\$1,289,367
Contractual Services	\$0	\$283,115	\$0	\$135,610
Materials & Supplies	\$0	\$6,313	\$0	\$11,179
Internal Services	\$0	\$116,872	\$0	\$107,959
Total GF/non-GF	\$0	\$1,523,335	\$0	\$1,544,115
Program Total:	\$1,523,335		\$1,544,115	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$676,794	\$0	\$573,444
Total Revenue	\$0	\$676,794	\$0	\$573,444

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 2023: 78210A Facilities Strategic Planning and Projects

FY 2024 reduces the professional services budget (contractual services) to better align with recent years' spending.



Program #78210B - Facilities Vance Property Master Plan FY 2024 Department Requested

Department: County Assets **Program Contact:** Dan Zalkow
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs: 78210A, 90004
Program Characteristics: In Target

Executive Summary

In FY 2018, the County authorized one-time-only (OTO) funds to survey the Vance Property 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 in FY 2018 in order to build a roadmap of Master Planning efforts to date and outline next steps. The Vance Vision was presented in FY 2023. 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 FY 2024.

Program Description

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, Wetland Delineation, and the development of the Vance Vision. DCS Program Offer #90004 - Vance Vision Next Steps also supports this offer.

The goal of Vance Vision is to develop a structured process with a clear framework for creating a set of options and recommendations for any future development or disposition of the County-owned parcels in this area. The Vision considers the needs of DCS, including infrastructure, service provision, and present and future division land use needs, as well as any financial impact to the Road fund. Key Stakeholders include members from the Governor’s Regional Solutions team, County Leadership, Community Leadership Team, City of Gresham, Metro, Port of Portland, DCS, MCHD, and FPM.

Through a formal solicitation, Cascadia Partners and their team was hired in 2019 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 was presented to the Board of County Commissioners in March 2022. Community engagement, exploration of development potential and site conditions continues through feasibility analysis and conceptual planning efforts for the areas defined in the Vision. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Issue Request for Information (RFI) for interest and development strategies for Vision areas	N/A	N/A	0	1
Outcome	Define the stabilization strategy to address the slope feature on the properties.	N/A	N/A	20%	100%

Performance Measures Descriptions

- PM #1 - Issue a Request for Information(RFI) to determine interest and development strategies for Vision Areas
- PM #2 - Define the stabilization strategy to address the slope feature on the properties.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$150,619	\$0	\$109,654
Total GF/non-GF	\$0	\$150,619	\$0	\$109,654
Program Total:	\$150,619		\$109,654	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$40,000	\$0	\$0
Beginning Working Capital	\$0	\$110,619	\$0	\$109,654
Total Revenue	\$0	\$150,619	\$0	\$109,654

Explanation of Revenues

This program is funded by \$110K of unspent prior years' one-time-only General Fund.

Significant Program Changes

Last Year this program was: FY 2023: 78210B Facilities Vance Property Master Plan



Program #78212 - Facilities Downtown Courthouse FY 2024 Department Requested

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

Executive Summary

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

Program Description

Occupancy by the State Courts took place on October 6, 2020. The project was Substantially Complete on December 11, 2020. Operational workflow testing and Final Occupancy Certification took place following Substantial Completion. The Project has completed the warranty period and there are a few minor items left to close out with Hoffman. The County is currently in mediation and final expenses may carry over into FY 2024. A Parking lot for the Sheriff's Transport vehicles on an existing surface parking area near the Courthouse will be complete in winter 2023.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete project closeout	95%	100%	100%	N/A
Outcome	MCSO Transport Lot completed and operational	N/A	100%	50%	100%
Outcome	Project financial closeout	95%	100%	100%	N/A

Performance Measures Descriptions

- PM #1 - Complete project closeout
- PM #2 - MCSO transport lot complete and operational
- PM #3 - 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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$6,053,978	\$0	\$5,485,461
Internal Services	\$0	\$60,000	\$0	\$0
Total GF/non-GF	\$0	\$6,113,978	\$0	\$5,485,461
Program Total:	\$6,113,978		\$5,485,461	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$6,113,978	\$0	\$5,485,461
Total Revenue	\$0	\$6,113,978	\$0	\$5,485,461

Explanation of Revenues

• \$5.5 million working capital carryover from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78212 Facilities Downtown Courthouse



Program #78213 - Library Construction Fund FY 2024 Department Requested

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Internal Service **Program Offer Stage:** Department 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 Library District Construction (LIB) fees.

Program Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the Library Construction Fund portfolio	5	12	15	8
Outcome	Percent of projects planned for completion in a fiscal year that are completed that fiscal year.	66%	75%	58%	50%

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 for FY 2024 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 2024 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$9,420,382	\$0	\$9,767,727
Total GF/non-GF	\$0	\$9,420,382	\$0	\$9,767,727
Program Total:	\$9,420,382		\$9,767,727	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,217,864	\$0	\$3,214,918
Interest	\$0	\$50,000	\$0	\$100,000
Beginning Working Capital	\$0	\$6,152,518	\$0	\$6,452,809
Total Revenue	\$0	\$9,420,382	\$0	\$9,767,727

Explanation of Revenues

BWC Estimated carry forward \$6.5 Million
Capital Fee on Owned Library Buildings \$3.2 Million
Interest Income \$0.1 Million

Significant Program Changes

Last Year this program was: FY 2023: 78213 Library Construction Fund



Program #78214 - Health Headquarters Construction FY 2024 Department Requested

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Existing **Program Offer Stage:** Department 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. The project to add additional negative pressure rooms on the 3rd floor will be starting in the winter of 2023 and be completed in the fall of 2023. The unspent funds will need to be carried over to FY 2024 to complete this work.

Program Description

Construction was completed in FY 2019. Project construction audit was completed in FY 2021. A follow-up project to add additional negative pressure rooms on the 3rd floor will be starting in the winter of 2023 and be completed in the fall of 2023 (FY 2024). The unspent funds will need to be carried over to FY 2024 to complete the negative pressure room services to the 3rd floor.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Construction of Negative Pressure Rooms complete	N/A	N/A	50%	100%
Outcome	Health Department can deliver Negative Pressure services to the 3rd floor	N/A	N/A	50%	100%

Performance Measures Descriptions

- PM #1 - Construction of Gladys McCoy Negative Pressure Rooms to be completed. This is a new metric.
- PM #2 - Health Department can deliver negative pressure room services to the 3rd floor. This is a new metric.

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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$260,000	\$0	\$528,366
Total GF/non-GF	\$0	\$260,000	\$0	\$528,366
Program Total:	\$260,000		\$528,366	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$240,351
Beginning Working Capital	\$0	\$260,000	\$0	\$288,015
Total Revenue	\$0	\$260,000	\$0	\$528,366

Explanation of Revenues

\$288K working capital carryover from FY 2023
\$240K Misc Revenue

Significant Program Changes

Last Year this program was: FY 2023: 78214 Health Headquarters Construction



Program #78219 - Behavioral Health Resource Center Capital FY 2024 Department Requested

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

Executive Summary

The Behavioral Health Resource Center (BHRC) addresses an on-going housing emergency. Thousands of people in Multnomah County and the Metro region are facing housing instability and homelessness. Those experiencing behavioral health issues often face additional barriers to accessing shelter, housing and participating in services. The renovation and build-out of the County-owned building at Southwest 333 Park Avenue and adjacent parcel of land greatly support the need for these services and programs. The building opened in December 2023.

Program Description

The Multnomah County Health Department, in collaboration with our community partners, identified the need in our community for a centrally located, dedicated behavioral health resource center to provide daytime services, overnight sheltering, and transitional housing to the growing number of people experiencing houselessness with disabling conditions, including behavioral health issues such as mental illness and substance use disorders. This project is the first of its kind and provides a dedicated facility to serve this population, which disproportionately affects populations of color.

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

After the PMT completed programming and design, the project received Portland Design Commission approval in December 2020 and construction documents were prepared. The FAC-1 Design and Construction Plan set the project budget at \$26M for the renovation of the building and construction of the plaza. The Board of County Commissioners approved the construction of BHRC in Resolution 2021-032. The BHRC facility opened for operations on 12/5/2022. A few items remain that are being completed by the project team. Additionally, restoration and improvements are being defined for the South parking lot. All work is scheduled to be completed in FY 2024

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Construction of Behavioral Health Resource Center complete	85%	100%	90%	100%
Outcome	Complete project closeout.	N/A	N/A	50%	100%

Performance Measures Descriptions

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

Legal / Contractual Obligation

Contractual obligations to vendors and/or service providers

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$14,574,521	\$0	\$1,200,000
Internal Services	\$0	\$21,750	\$0	\$0
Debt Service	\$0	\$7,097,729	\$0	\$0
Total GF/non-GF	\$0	\$21,694,000	\$0	\$1,200,000
Program Total:	\$21,694,000		\$1,200,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$12,670,000	\$0	\$0
Interest	\$0	\$24,000	\$0	\$0
Beginning Working Capital	\$0	\$9,000,000	\$0	\$1,200,000
Total Revenue	\$0	\$21,694,000	\$0	\$1,200,000

Explanation of Revenues

- \$1.2 million working capital carryover from FY 2023

Significant Program Changes

Last Year this program was: FY 2023: 78219 Behavioral Health Resource Center Capital



Program #78221 - MCDC Detention Electronics FY 2024 Department Requested

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

Executive Summary

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

Program Description

This project work has been completed. Under this project, the intercom and video surveillance systems at MCDC at the Justice Center were 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 identified areas with inadequate video coverage and added 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 replaced 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 were 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 were 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 were 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.

This project will fully close out in FY 2024, if not sooner.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Prioritized order for system implementation	1	1	1	1
Outcome	Percent of systems successfully implemented	98%	100%	100%	100%
Outcome	Complete project closeout.	N/A	N/A	75%	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 2023.
- PM #3: Complete project closeout.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$730,674	\$0	\$516,125
Total GF/non-GF	\$0	\$730,674	\$0	\$516,125
Program Total:	\$730,674		\$516,125	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$570,674	\$0	\$0
Beginning Working Capital	\$0	\$160,000	\$0	\$516,125
Total Revenue	\$0	\$730,674	\$0	\$516,125

Explanation of Revenues

This program offer is funded by Beginning Working Capital and service reimbursement revenue.

Significant Program Changes

Last Year this program was: FY 2023: 78221 MCDC Detention Electronics



Program #78228A - Library Capital Bond Construction FY 2024 Department Requested

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing **Program Offer Stage:** Department 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 Description

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
- Increase 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 (BCC) for direction and accountability.

The program supports 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 building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Develop and maintain a three-year project plan to achieve the bond sale requirements	1	1	1	1
Outcome	Provide regularly scheduled updates to the Board of County Commissioners	3	4	4	4
Output	Percentage of assigned dollars expended on efficiency and light touch projects	3%	20%	20%	50%

Performance Measures Descriptions

- PM#1 - Includes a baseline spend down plan and a quarterly updated spend down plan.
- PM#2 - Demonstrates solid project management reporting methodology for the program.
- PM#3 - Captures the percent 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 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$620,116	\$0	\$487,451
Contractual Services	\$0	\$26,703,865	\$0	\$28,387,259
Materials & Supplies	\$0	\$0	\$0	\$2,782,226
Internal Services	\$0	\$444,599	\$0	\$27,865
Unappropriated & Contingency	\$0	\$51,659,288	\$0	\$21,961,479
Total GF/non-GF	\$0	\$79,427,868	\$0	\$53,646,280
Program Total:	\$79,427,868		\$53,646,280	
Program FTE	0.00	18.00	0.00	18.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,027,500
Interest	\$0	\$0	\$0	\$2,611,218
Beginning Working Capital	\$0	\$79,427,868	\$0	\$50,007,562
Total Revenue	\$0	\$79,427,868	\$0	\$53,646,280

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

\$28,046,083 Beginning Working Capital carry over from FY 2023

\$21,961,479 Bond Premium Reserve Funds

\$1,027,500 cash transfer revenue from The Library District

\$2,611,218 interest income

Significant Program Changes

Last Year this program was: FY 2023: 78228A Library Capital Bond Construction

Unappropriated & Contingency is reduced as \$28,777,157 in Bond Premium Reserve funding is being transferred to Library Capital Bond projects in related program offers 78228C-G.

Projects in related program offers 78228B-J will receive a larger share of personnel and internal service expenses, which reduces those budgets in this program offer. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E). The Library District is adding \$1,027,500 in cash transfer revenue to support scope enhancements in the light touch and efficiency (Refresh) projects.



Program #78228B - Library Capital Bond Construction: Operations Center FY 2024 Department Requested

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

Executive Summary

This program offer funds the purchase, renovation, and expansion of a 73,000 sf building for the Library Operations Center, located in East Portland. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

Program Description

This multi year project started construction in early FY 2023. The project completes an interior renovation, seismic upgrade, and exterior improvements. Construction is expected to be completed in FY 2024. 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 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 staff in location with more time to spend assisting patrons.

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of certified COBID firms contracted for construction	N/A	20%	34%	34%
Outcome	Percent of construction successfully completed	N/A	75%	75%	100%
Outcome	Library can provide services from this location	N/A	N/A	N/A	100%

Performance Measures Descriptions

- PM#1 - This measure addresses the percentage of COBID Certified firms contracts by dollars \$ committed
- PM#2 - Percent of project planned for completion during a fiscal year that is completed in that fiscal year
- PM#3 - Library is able to provide services from this location

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$654,150	\$0	\$602,399
Contractual Services	\$0	\$53,023,978	\$0	\$16,261,573
Materials & Supplies	\$0	\$0	\$0	\$2,505,258
Internal Services	\$0	\$0	\$0	\$95,825
Total GF/non-GF	\$0	\$53,678,128	\$0	\$19,465,055
Program Total:	\$53,678,128		\$19,465,055	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$29,664
Beginning Working Capital	\$0	\$53,678,128	\$0	\$19,435,391
Total Revenue	\$0	\$53,678,128	\$0	\$19,465,055

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78228B Library Capital Bond Construction: Operations Center

Beginning Working Capital and the Contractual Services budget are decreased in FY 2024 as construction progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).



Program #78228C - Library Capital Bond Construction: Midland Library FY 2024 Department Requested

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

Executive Summary

The Midland Library project renovates a 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 Description

This multi-year project completed design, obtained permits, established the Guaranteed Maximum Price (GMP), and started construction in FY 2023. Construction is expected to be completed in FY 2024. 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 - a location 30,000 to 60,000 sf, providing a rich variety of services, resources, and spaces to meet diverse community needs. Midland Library is currently one of east Multnomah County's two designated regional libraries. It has a large geographic draw 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 (CDAs), 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 building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents of the Midland Library	N/A	100%	100%	0
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	1	1	0
Outcome	CDA satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	4.4	4.0	4.0	4.0
Output	Percent of certified COBID firms contracted for construction	N/A	N/A	25%	20%

Performance Measures Descriptions

PM#1: Complete design development and construction documents for the Midland Library project. PM#2 - Have an executed GMP amendment for the Midland Library Project. PM#3 - This 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. PM#4 - This measure addresses the percentage of COBID Certified firms contracts by dollars committed.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$383,999	\$0	\$433,399
Contractual Services	\$0	\$29,129,402	\$0	\$17,546,066
Materials & Supplies	\$0	\$0	\$0	\$2,002,629
Internal Services	\$0	\$0	\$0	\$52,909
Total GF/non-GF	\$0	\$29,513,401	\$0	\$20,035,003
Program Total:	\$29,513,401		\$20,035,003	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$29,513,401	\$0	\$20,035,003
Total Revenue	\$0	\$29,513,401	\$0	\$20,035,003

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$19,307,846 in Beginning Working Capital carry over from FY 2023 and \$727,157 in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228C Library Capital Bond Construction: Midland Library

\$727,157 in Bond Premium Reserve funding is added for construction cost escalation. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).



Program #78228D - Library Capital Bond Construction: Holgate Library FY 2024 Department Requested

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing **Program Offer Stage:** Department 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 Description

This multi-year project completed design, obtained permits, established the Guaranteed Maximum Price (GMP), and started construction in FY 2023. Construction is expected to be completed in FY 2024. 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 (CDAs), 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 building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents of the Holgate Library	N/A	100%	100%	0
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	1	1	0
Outcome	CDA satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	4.4	4.0	4.0	4.0
Output	Percent of certified COBID firms contracted for construction	N/A	N/A	28%	20%

Performance Measures Descriptions

PM#1 - Complete design development and construction documents for the Holgate Library project. PM#2 - Have an executed GMP amendment for the Holgate Library Project. PM#3 - This 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. PM#4 - This measure addresses the percentage of COBID Certified firms contracts by dollars committed.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$354,846	\$0	\$402,293
Contractual Services	\$0	\$25,737,221	\$0	\$16,503,343
Materials & Supplies	\$0	\$0	\$0	\$1,402,318
Internal Services	\$0	\$0	\$0	\$49,022
Total GF/non-GF	\$0	\$26,092,067	\$0	\$18,356,976
Program Total:	\$26,092,067		\$18,356,976	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$26,092,067	\$0	\$18,356,976
Total Revenue	\$0	\$26,092,067	\$0	\$18,356,976

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$17,506,976 in Beginning Working Capital carry over from FY 2023 and \$850,000 in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228D Library Capital Bond Construction: Holgate Library

\$850,000 in Bond Premium Reserve funding is added for construction cost escalation. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).



Program #78228E - Library Capital Bond Construction: North Portland Library FY 2024 Department Requested

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs: 78228A, 78228B, 78228C, 78228D, 78228F through 78228J
Program Characteristics: In Target

Executive Summary

The North Portland Library project renovates roughly 8,700 sf of the existing library, and builds an approximately 1,300 sf addition. Project decision considerations include Library pillars, priorities, environmental sustainability, and operational efficiencies.

Program Description

This multi-year project completed design, obtained permits, established the Guaranteed Maximum Price (GMP), and started construction in FY 2023. Construction is expected to be completed in FY 2025. The current building will be renovated with a new 1,300 sf addition, joining the historic space with new, modern amenities. 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 North Portland Library will be a neighborhood library - a location smaller than 30,000 sf that provides limited amenities and a community-driven collection. The historic North Portland Library sits on NE Killingsworth Avenue in between Jefferson High School and Portland Community College. This library is home to the Black Resource Center, housing both scholarly and popular materials relating to the African-American experience.

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

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents of the North Portland Library	N/A	100%	100%	0
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	1	1	0
Outcome	YODA satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	4.8	4.0	4.0	4.0
Output	Percent of certified COBID firms contracted for construction	N/A	N/A	N/A	20%

Performance Measures Descriptions

PM#1 - Complete design development and construction documents for the North Portland Library project. PM#2 - Have an executed GMP amendment for the North Portland Library Project. PM#3 This reflects the commitment to include and amplify community voice throughout the bond projects, and is a measure of participants' satisfaction with their experience as paid grassroots community engagement members. PM#4 - This measure addresses the percentage of COBID Certified firms contracts by dollars committed.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$228,621	\$0	\$229,996
Contractual Services	\$0	\$10,842,690	\$0	\$9,872,654
Materials & Supplies	\$0	\$0	\$0	\$230,976
Internal Services	\$0	\$0	\$0	\$27,216
Total GF/non-GF	\$0	\$11,071,311	\$0	\$10,360,842
Program Total:	\$11,071,311		\$10,360,842	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$2,500
Beginning Working Capital	\$0	\$11,071,311	\$0	\$10,358,342
Total Revenue	\$0	\$11,071,311	\$0	\$10,360,842

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$9,158,342 in Beginning Working Capital carry over from FY 2023 and \$1.2 million in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228E Library Capital Bond Construction: North Portland Library

\$1.2 million in Bond Premium Reserve funding is added to support seismic retrofitting. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).



Program #78228F - Library Capital Bond Construction: Albina Library FY 2024 Department Requested

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

Executive Summary

The Albina Library project builds an approximately 46,000 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 Description

This multi-year project completed design, obtained permits, established the Guaranteed Maximum Price (GMP), and started construction in FY 2023. Construction is expected to be completed in FY 2025. The project builds an approximately 46,000 sf new library which includes ~31,000 sf allocated to a new library space and ~15,000 sf allocated to library executive administration space and storage on the existing Isom/Knott Street site. The Knott Street building will be renovated, the Isom building and the garage will be 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 - a location 30,000 to 60,000 sf, providing a rich variety of services, resources and spaces to meet diverse community needs. This will be the largest public library in northeast and north Portland, providing ample space for regional activities and is one project, among many in the area, that brings new opportunities to a historically marginalized community.

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

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the Albina Library project	N/A	100%	100%	N/A
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	1	1	0
Outcome	YODA satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	4.8	4.0	4.0	4.0
Output	Percent of certified COBID firms contracted for Construction	N/A	N/A	N/A	20%

Performance Measures Descriptions

PM#1 - Percent complete of design development and construction documents for the Albina Library project. PM#2: Have an executed GMP amendment for the Albina Library Project. PM#3 - This 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. PM#4 - This measure addresses the percentage of COBID Certified firms contracts by dollars committed.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$517,667	\$0	\$613,448
Contractual Services	\$0	\$46,018,218	\$0	\$43,442,621
Materials & Supplies	\$0	\$0	\$0	\$704,050
Internal Services	\$0	\$0	\$0	\$70,685
Total GF/non-GF	\$0	\$46,535,885	\$0	\$44,830,804
Program Total:	\$46,535,885		\$44,830,804	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$46,535,885	\$0	\$44,830,804
Total Revenue	\$0	\$46,535,885	\$0	\$44,830,804

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$39,380,804 in Beginning Working Capital carry over from FY 2023 and \$5.45 million in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228F Library Capital Bond Construction: Albina Library

The house to the east of the Albina Library on Knott Street (236 NE Knott St, Portland, OR 97212) was purchased in August 2022. The Library identified the value of potential future expansion onto this adjacent property. Purchasing this property allows for flexibility and growth, aligning with Library priorities for the bond program. \$1 million in Bond Premium Reserve funding is transferred to the project for the property purchase and development of the site.

An additional \$4.45 million in Bond Premium Reserve funding is added to support historic seismic and program requirements. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).



Program #78228G - Library Capital Bond Construction: East County Library FY 2024 Department Requested

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

Executive Summary

The East County Library project 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 Description

This multi-year project started community engagement and design in FY 2023. Construction is expected to start in FY 2024. The East County Library builds an estimated 95,000 sf new flagship library on a new site adjacent to Gresham City Hall MAX stop. This library will be comparable in size to Central Library in downtown Portland and serve a similarly large segment of the county population. The project has a minimum 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 full-service destination libraries.

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

Community outreach and engagement will utilize diverse approaches including virtual, in-person and additional community meetings with translation and interpretation services. The building design will also receive community input through Community Library Champions (CLCs) from partner community organizations who will work with residents in East County to gather their feedback for this new library. Key activities include a series of public community events, focus groups, teen outreach, and surveys.

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the East County Flagship Library project	N/A	50%	50%	100%
Outcome	CLC satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	N/A	4.0	4.0	4.0
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	0	0	1

Performance Measures Descriptions

- PM#1 - Percent complete of design development and construction documents for the East County Library project
- PM#2 - Issue annual Community Engagement Surveys to community engagement participants with overall minimum score of 4.0 on a 5-point scale
- PM#3 - Have an executed GMP amendment for the East County Library Project

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,019,722	\$0	\$1,294,292
Contractual Services	\$0	\$123,476,417	\$0	\$135,701,914
Materials & Supplies	\$0	\$0	\$0	\$10,845
Internal Services	\$0	\$0	\$0	\$160,755
Total GF/non-GF	\$0	\$124,496,139	\$0	\$137,167,806
Program Total:	\$124,496,139		\$137,167,806	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$124,496,139	\$0	\$137,167,806
Total Revenue	\$0	\$124,496,139	\$0	\$137,167,806

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$116,617,806 in Beginning Working Capital carry over from FY 2023 and \$20.55 million in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228G Library Capital Bond Construction: East County Flagship Library

The original project budget was developed in preparation for Ballot Measure 26-211. A significant effort by the Real Estate team evaluated multiple sites for potential purchase and site acquisition for the East County Library. The County entered in to an Letter of Intent with TriMet in June 2022 for the TriMet Gresham City Hall Park and Ride site. Extensive program analysis of the 2.5 acre site was completed.

\$20.55 in Bond Premium Reserve funding is added for higher escalation of construction costs, structured parking and service deliveries, outdoor plaza / civic space, auditorium space and program scope development, and unforeseen poor subsurface soil conditions.



Program #78228H - Library Capital Bond Construction: Belmont Library FY 2024 Department Requested

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

Executive Summary

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

Program Description

This multi-year project completed procurement of the design and construction teams, started community engagement, and started design in FY 2023. Construction is expected to start in early FY 2025. 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 building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Issue procurement solicitations for the design team and construction team	N/A	2	2	0
Outcome	Have executed contracts for design team and construction team	N/A	2	2	0
Output	Complete design development and construction documents for the Belmont Library project	N/A	N/A	N/A	75%

Performance Measures Descriptions

- PM#1 - Number of solicitations issued for procurement of design and construction team
- PM#2 - Number of contracts executed for design and construction team
- PM#3 - Percent complete of design development and construction documents for the Belmont Library project

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$215,854	\$0	\$286,529
Contractual Services	\$0	\$25,907,258	\$0	\$25,084,284
Materials & Supplies	\$0	\$0	\$0	\$2,294
Internal Services	\$0	\$0	\$0	\$28,720
Total GF/non-GF	\$0	\$26,123,112	\$0	\$25,401,827
Program Total:	\$26,123,112		\$25,401,827	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$26,123,112	\$0	\$25,401,827
Total Revenue	\$0	\$26,123,112	\$0	\$25,401,827

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78228H Library Capital Bond Construction: Belmont Library



Program #78228I - Library Capital Bond Construction: Northwest Library FY 2024 Department Requested

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

Executive Summary

The Northwest Library project 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 Description

This multi-year project purchased a building in FY 2022 and is currently being used as an interim space for the library system supporting other bond projects. The project completed procurement of the branch design and construction team, started community engagement, and started design in FY 2023. Construction is expected to start in early FY 2025. The new library will be roughly 10,000 sf at a new building/site, more than doubling the size of the existing library. The transition from leased to owned property achieves a key property goal of the Framework for Future Library Spaces. The project has a minimum 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 Northwest Library from a leased building to a purchased property.

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Issue procurement solicitations for the design team and construction team	N/A	2	2	N/A
Outcome	Have executed contracts for design team and construction team	N/A	2	1	1
Output	Complete design development and construction documents for the Northwest Library project	N/A	N/A	N/A	75%

Performance Measures Descriptions

- PM#1 - Number of solicitations issued for procurement of design and construction team
- PM#2 - Number of contracts executed for design and construction team
- PM#3 - Percent complete of design development and construction documents for the Northwest Library project

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$153,206	\$0	\$163,328
Contractual Services	\$0	\$10,857,714	\$0	\$10,152,490
Materials & Supplies	\$0	\$0	\$0	\$1,629
Internal Services	\$0	\$0	\$0	\$20,407
Total GF/non-GF	\$0	\$11,010,920	\$0	\$10,337,854
Program Total:	\$11,010,920		\$10,337,854	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$11,010,920	\$0	\$10,337,854
Total Revenue	\$0	\$11,010,920	\$0	\$10,337,854

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78228I Library Capital Bond Construction: Northwest Library



Program #78228J - Library Capital Bond Construction: St. Johns Library FY 2024 Department Requested

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs: 78228A through 78228I
Program Characteristics: In Target

Executive Summary

The St. Johns Library project renovates the 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 Description

This multi-year project completed procurement of the design and construction teams, started community engagement, and started design in FY 2023. Construction is expected to start in early FY 2025. 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 building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Issue procurement solicitations for the design team and construction team	N/A	2	2	N/A
Outcome	Have executed contracts for design team and construction team	N/A	2	2	0
Output	Complete design development and construction documents for the St. Johns Library project	N/A	N/A	N/A	75%

Performance Measures Descriptions

- PM#1 - Number of solicitations issued for procurement of design and construction team
- PM#2 - Number of contracts executed for design and construction team
- PM#3 - Percent complete of design development and construction documents for the St. Johns Library project

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$71,021	\$0	\$113,369
Contractual Services	\$0	\$8,537,612	\$0	\$7,863,809
Materials & Supplies	\$0	\$0	\$0	\$755
Internal Services	\$0	\$0	\$0	\$9,445
Total GF/non-GF	\$0	\$8,608,633	\$0	\$7,987,378
Program Total:	\$8,608,633		\$7,987,378	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$8,608,633	\$0	\$7,987,378
Total Revenue	\$0	\$8,608,633	\$0	\$7,987,378

Explanation of Revenues

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

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78228J Library Capital Bond Construction: St. Johns Library



Program #78233A - Justice Center Electrical System Upgrade - Bus Duct Replacement Phase 1 FY 2024 Department Requested

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

Executive Summary

The Justice Center Critical Electrical System Upgrade Bus Duct Replacement program offer is for early construction work to replace the electrical Bus Duct System. In FY 2023, early construction phase costs are \$2M (\$1.2M County and \$0.8M City of Portland). Electrical system at Justice Center is the County’s greatest operational risk given the system’s poor condition and the impact of a system failure. Failure of this system could result in needing to relocate all occupants. The total estimated cost to replace the system is estimated at \$24 million as of January 2022.

Program Description

The Justice Center building’s incoming building electrical service, bus ducts, and electrical distribution equipment are mostly of original construction (1981), are in poor condition, include sections that cannot be maintained, and is in need of replacement. Failure of these systems could result in a complete electrical outage and require the building to be vacated for a year or more. Project is intended to be split the costs with the City of Portland with 59% of the project paid for by the County and 41% by the City, based on the building’s occupancy split.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Execute IGA with the City of Portland	N/A	1	1	N/A
Outcome	Develop a project plan	N/A	100%	90%	100%

Performance Measures Descriptions

PM#1: Execute agreement with the City of Portland and develop a project plan. Starting project requires agreements with the City of Portland and a contractor.
PM#2: Develop a project plan.

Legal / Contractual Obligation

IGA with the City of Portland

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$7,300,458	\$0	\$2,089,301
Cash Transfers	\$0	\$600,458	\$0	\$0
Total GF/non-GF	\$0	\$7,900,916	\$0	\$2,089,301
Program Total:	\$7,900,916		\$2,089,301	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,500,000	\$0	\$400,000
Financing Sources	\$0	\$1,800,458	\$0	\$0
Beginning Working Capital	\$0	\$600,458	\$0	\$1,689,301
Total Revenue	\$0	\$7,900,916	\$0	\$2,089,301

Explanation of Revenues

BWC carryover \$1.7 million
City of Portland IGA \$0.4 million

Significant Program Changes

Last Year this program was: FY 2023: 78233B Justice Center Critical Electrical System Upgrade - Bus Duct

Intergovernmental Revenue decreases year over year due to funding change with the City of Portland. Funding will be via expense reimbursement rather than cash transfer; City of Portland pays 41% of the total incurred project costs.



Program #78233B - Justice Center Electrical System Upgrade - Bus Duct Replacement Phase 2 FY 2024 Department Requested

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

Executive Summary

The Justice Center Critical Electrical System Upgrade Bus Duct Replacement program offer is for early construction work to replace the electrical Bus Duct System. Electrical system failure at the Justice Center is the County’s greatest operational risk given the system’s poor condition and the impact of a system failure. Failure of this system could result in needing to relocate all occupants. The total estimated cost to replace the system is estimated at \$24 million.

Program Description

The Justice Center building’s incoming building electrical service, bus ducts, and electrical distribution equipment are mostly of original construction (1981), are in poor condition, include sections that cannot be maintained, and is in need of replacement. Failure of these systems could result in a complete electrical outage and require the building to be vacated for a year or more. Project costs are intended to be shared with the City of Portland with 59% of the project paid for by the County and 41% by the City, based on the building’s occupancy split.

In FY 2024, the County will execute a contract with a contractor in order to begin construction work. This work will include contractor mobilization, decommissioning one elevator and installing a wall to separate it from the other elevators. Work platforms will be fabricated and installed on all floors as well as purchasing of the main switchgear and thousands of feet electrical conduit and wire.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Execute a contract with a contractor and submit for permits	N/A	N/A	N/A	1
Outcome	Begin submittal process	N/A	N/A	N/A	75%
Outcome	Begin construction	N/A	N/A	N/A	10%

Performance Measures Descriptions

- PM#1 - Execute a contract with a contractor in order to begin construction.
- PM#2 - Begin submittal process
- PM#3 - Begin construction process, including procuring equipment.

Legal / Contractual Obligation

Inter-Governmental Agreement (IGA) with the City of Portland.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$4,000,000	\$0
Total GF/non-GF	\$0	\$0	\$4,000,000	\$0
Program Total:	\$0		\$4,000,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:



Program #78234 - New Animal Services Facility FY 2024 Department Requested

Department: County Assets **Program Contact:** Dan Zalkow
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In 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 Description

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. The Programming and Concept Plan will be completed in March 2023. The FAC-1 Preliminary Planning proposal will be brought to the Board of County Commissioners in the first half of FY 2024. This will authorize the next steps in the development of the New Animal Service Facility.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	BCC FAC-1 Presentations	N/A	1	0	1
Outcome	Conceptual Planning and Design Complete	N/A	100%	90%	100%

Performance Measures Descriptions

PM#1 Board of County Commissioners receive and approve preliminary planning proposal in accordance with FAC-1 Administrative Procedure.
 PM#2 50% 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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$500,000	\$0	\$491,011
Total GF/non-GF	\$0	\$500,000	\$0	\$491,011
Program Total:	\$500,000		\$491,011	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$500,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$491,011
Total Revenue	\$0	\$500,000	\$0	\$491,011

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 was transferred out of the Animal Control Fund 01508 that were previously transferred from the General Fund in FY's 2019, 2021 and 2022.

In FY 2024, \$491,011 working capital carryover from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78234 New Animal Services Facility



Program #78235 - Walnut Park Redevelopment Planning FY 2024 Department Requested

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

Executive Summary

This program offer provides funding for consulting services to continue to develop property development options and ideas for the Walnut Park property.

Program Description

The Walnut Park property and surrounding area requires a sizeable investment to modernize and advance the use of the space. The County invested in a development feasibility study during FY 2021-22. The feasibility study resulted in recommendations to solicit a development partner or other consultant services to continue to advance the Walnut Park initiative based on County Leadership direction. This program offer provides funding for consulting services to continue to develop a plan. The work in FY 2023 and early FY 2024 will provide the County with needed information to determine the next steps in the redevelopment of the Walnut Park site.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Project plan identifying the schedule for the project.	N/A	1	1	1
Outcome	Clear next steps for Walnut Park Development will be approved, and a plan for the next phase identified.	N/A	100%	90%	100%

Performance Measures Descriptions

- PM-1 - Project plan identifying the schedule
- PM-2 - Next steps for Walnut Park development approved and a plan for next phase identified

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$200,000	\$0	\$170,000
Total GF/non-GF	\$0	\$200,000	\$0	\$170,000
Program Total:	\$200,000		\$170,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$200,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$170,000
Total Revenue	\$0	\$200,000	\$0	\$170,000

Explanation of Revenues

\$170K working capital carryover from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78235 Walnut Park Redevelopment Planning



Program #78237 - Rockwood Community Health Center - Priority 1 FY 2024 Department Requested

Department: County Assets **Program Contact:** Dan Zalkow

Program Offer Type: New **Program Offer Stage:** Department Requested

Related Programs: 78238, 78239

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

Executive Summary

Multnomah County purchased the Rockwood Community Health Center site from Care Oregon in FY 2023. This location is a key access point for comprehensive primary care, dental, and pharmacy services. To ensure that the space may continue to provide the highest quality experience for patients, this program offer supports repairs and building improvements identified as priority one for the facility.

Program Description

The Rockwood community represents a culturally and linguistically diverse population, with more than 64% of patients identifying as a Black, Indigenous, and/or Person of Color. The demand for safety net and Medicaid services remains stable in this community; approximately 15,000 low income community members report not having a usual source of healthcare. Care Oregon and Multnomah County are currently working to design a transfer of the property so that the County may directly own and maintain the building space.

This program offer addresses the priority one improvements which include replacing the roof and rooftop HVAC units, adding emergency lighting and replacing and adding cameras. These are the greatest needs of the facility in order to create a safe and comfortable facility for employees and clinic clients.

Priority one repairs are a multi-year project which spans FY 2024 through FY 2025.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Develop a phased design and specification	N/A	N/A	N/A	1
Outcome	Complete design documents, submit for permit and execute a contract to order products	N/A	N/A	N/A	100%

Performance Measures Descriptions

- PM#1 - Contract Architectural and Engineering (A/E) services, work with stakeholders to approve a phased approach
- PM#2 - Develop design documents with costs estimates that address the level 1 priorities for procurement

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$740,535	\$0
Total GF/non-GF	\$0	\$0	\$740,535	\$0
Program Total:	\$0		\$740,535	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:



Program #78238 - Rockwood Community Health Center - Priority 2 FY 2024 Department Requested

Department: County Assets **Program Contact:** Dan Zalkow
Program Offer Type: New **Program Offer Stage:** Department Requested
Related Programs: 78237, 78239
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

Multnomah County purchased the Rockwood Community Health Center site from Care Oregon in FY 2023. This location is a key access point for comprehensive primary care, dental, and pharmacy services. To assure that the space may continue to provide the highest quality experience for patients, this program offer supports repairs and building improvements identified as priority two for the facility.

Program Description

The Rockwood community represents a culturally and linguistically diverse population, with more than 64% of patients identifying as a Black, Indigenous, and/or Person of Color. The demand for safety net and Medicaid services remains stable in this community; approximately 15,000 low income community members report not having a usual source of healthcare. Care Oregon and Multnomah County are currently working to design a transfer of the property so that the County may directly own and maintain the building space.

This program offer addresses the priority two improvements which will upgrade the main entry, waiting area and reception area for security and energy efficiency. Following the priority one repairs outlined in Program Offer 78237 this set of improvements are the second highest needs of the facility in order to create a safe and comfortable facility for employees and clinic clients.

Priority two repairs are a multi-year project which spans FY 2024 through FY 2025.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Identify operational impacts and implement level 2 priorities	N/A	N/A	N/a	100%
Outcome	Contract and execute the level 2 priorities	N/a	N/A	N/A	1

Performance Measures Descriptions

PM#1 - Collaborate with stakeholders on how the level 2 improvements will impact operations and define the closure periods
 PM#2 - Execute level 2 priorities building improvements in a phased approach to minimize the operational impacts and service disruption.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$1,210,250	\$0
Total GF/non-GF	\$0	\$0	\$1,210,250	\$0
Program Total:	\$0		\$1,210,250	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:



Program #78239 - Rockwood Community Health Center - Priority 3 FY 2024 Department Requested

Department: County Assets **Program Contact:** Dan Zalkow
Program Offer Type: New **Program Offer Stage:** Department Requested
Related Programs: 78237, 78238
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

Multnomah County purchased the Rockwood Community Health Center site from Care Oregon in FY 2023. This location is a key access point for comprehensive primary care, dental, and pharmacy services. To assure that the space may continue to provide the highest quality experience for patients, this program offer supports repairs and building improvements identified as priority three for the facility.

Program Description

The Rockwood community represents a culturally and linguistically diverse population, with more than 64% of patients identifying as a Black, Indigenous, and/or Person of Color. The demand for safety net and Medicaid services remains stable in this community; approximately 15,000 low income community members report not having a usual source of healthcare. Care Oregon and Multnomah County are currently working to design a transfer of the property so that the County may directly own and maintain the building space.

This program offer addresses the priority three improvements which will upgrade the buildings electrical and plumbing and HVAC upgrades to airborne isolation and immunization rooms. In addition to the priority one and priority two repairs outlined in Program Offer 78237 and 78238, these are the third highest needs of the facility in order to create a safe and comfortable facility for employees and clinic clients.

Priority three repairs are a multi-year project which spans FY 2024 through FY 2025.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Identify operational impacts and implement level 3 priorities	N/A	N/A	N/A	100%
Outcome	Contract and execute the level 3 priorities	N/A	N/A	N/A	1

Performance Measures Descriptions

- PM#1 - Collaborate with stakeholders on how the level 3 improvements will impact operations and define the closure periods
- PM#2 - Execute level 3 priorities building improvements in a phased approach to minimize the operational impacts and service disruption.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$1,621,500	\$0
Total GF/non-GF	\$0	\$0	\$1,621,500	\$0
Program Total:	\$0		\$1,621,500	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:



Program #78240 - Hansen Complex Feasibility Study FY 2024 Department Requested

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

Executive Summary

The Hansen Building Complex is located on the corner of NE Glisan and NE 122ND Avenue. The Hansen Building was built in 1956 as a County health clinic and due to the infrastructural needs, seismic liability, inefficient layout, security challenges it is no longer in service and sits unoccupied. This program offer will fund a comprehensive feasibility study of the property.

Program Description

This program offer will fund a feasibility study for the Hansen Building Complex to determine cost associated with the demolition of the complex, which includes the main building and five auxiliary buildings. The study will determine the efficient, economical, and environmentally friendly method of demolition, as well as assess future options for the site, including redevelopment or sale of the property.

This study is the first step to address the property and safety concerns related to an unoccupied building which present safety hazards for County staff and contractors who need to conduct work inside and outside of the building.

The Hansen Complex project is a multi-year project beginning in FY 2024 through FY 2025.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Developed project plan for environmentally friendly demolition	N/A	N/A	N/A	100%
Outcome	Completed feasibility assessment of demolition and options for future use	N/A	N/A	N/A	100%

Performance Measures Descriptions

- PM#1 - Develop a project plan to environmentally demolish all structures on the Hansen complex.
- PM#2 - Complete feasibility assessment of all structures on the site and a breakdown of the costs related to this scope of work, including options for future use.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
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 is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:



Program #78301A - IT Innovation & Investment Projects FY 2024 Department Requested

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing **Program Offer Stage:** Department 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 Description

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

There is an extensive list of systems to be remediated due to outdated and obsolete technologies. The list is continually reevaluated and re-prioritized, and work is planned in alignment with resource availability within IT and the programmatic department. In FY 2023, the County invested \$2.0 million one-time-only as an initial investment to fund the TIP program in addressing capital reinvestment and lifecycle management. The 2023 Fitness Assessment is in progress in the winter/spring of 2023. The outcome of this assessment will identify systems need of lifecycle remediation.

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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 - 100% of the funded projects will be monitored by the IT Senior Leadership.
- PM #2 - 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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$486,148	\$0	\$220,838
Contractual Services	\$0	\$2,560,969	\$0	\$2,547,215
Materials & Supplies	\$0	\$246,000	\$0	\$135,661
Total GF/non-GF	\$0	\$3,293,117	\$0	\$2,903,714
Program Total:	\$3,293,117		\$2,903,714	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$2,580,000	\$0	\$0
Beginning Working Capital	\$0	\$713,117	\$0	\$2,903,714
Total Revenue	\$0	\$3,293,117	\$0	\$2,903,714

Explanation of Revenues

Funded with Beginning Working Capital (BWC).

Significant Program Changes

Last Year this program was: FY 2023: 78301A IT Innovation & Investment Projects



Program #78301G - Technology Improvement Program - Red Cap FY 2024 Department Requested

Department: County Assets **Program Contact:** Sim Ogle
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

This program offer is for the replacement of the Red Cap system used by the Department of Community Justice. In FY 2023, this program offer included the Law Log system replacement, which was completed.

Program Description

Red Cap is a vendor solution that does not meet existing reporting requirements. As part of the TIP, a new solutions for this system will be identified and implemented and the old system 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Project plan identifying the schedule for the project.	1	1	1	1
Outcome	A system that meets the requirements with modern technology standards.	1	1	1	1

Performance Measures Descriptions

PM#1 - A project plan is a key component of project success.
PM#2 - Operational system in place.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$250,000	\$0	\$186,640
Total GF/non-GF	\$0	\$250,000	\$0	\$186,640
Program Total:	\$250,000		\$186,640	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$250,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$186,640
Total Revenue	\$0	\$250,000	\$0	\$186,640

Explanation of Revenues

Funded with Beginning Working Capital (BWC).

Significant Program Changes

Last Year this program was: FY 2023: 78301G Technology Improvement Program - Red Cap and Lawlog

Department: County Assets

Program Contact: Vikki Scotti

Program Offer Type: Internal Service

Program Offer Stage: Department 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Maintain ratio of planned to unplanned work for actual time worked	75%	78%	76%	77%
Outcome	Number of strategic reports shared with leaders improving transparency.	22	12	24	30
Outcome	Percent of strategic projects completed on time per project schedules baseline.	50%	75%	44%	75%
Outcome	Incorporate the equity lens to determine if and how projects impact the community or end-users.	70%	100%	80%	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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$2,318,430	\$0	\$2,311,256
Contractual Services	\$0	\$786,346	\$0	\$8,860
Materials & Supplies	\$0	\$67,304	\$0	\$43,287
Internal Services	\$0	\$400	\$0	\$400
Total GF/non-GF	\$0	\$3,172,480	\$0	\$2,363,803
Program Total:	\$3,172,480		\$2,363,803	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,427,242	\$0	\$2,363,803
Beginning Working Capital	\$0	\$745,238	\$0	\$0
Total Revenue	\$0	\$3,172,480	\$0	\$2,363,803

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 2023: 78302 IT Planning, Projects & Portfolio Management

The current program offer reflects the removal of Beginning Working Capital (BWC) related to the DART-Orion post go-live project that was completed in the prior year (FY 2023).



Program #78303 - IT Help Desk Services FY 2024 Department Requested

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

Executive Summary

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

Program Description

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

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of customer tickets processed	19,514	30,000	30,000	30,000
Outcome	90% of customers rate the IT Help Desk as a 4 or higher on surveys (5 being the highest score)	N/A	90%	90%	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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,160,529	\$0	\$1,303,819
Contractual Services	\$0	\$1,800	\$0	\$72,000
Materials & Supplies	\$0	\$13,480	\$0	\$9,607
Total GF/non-GF	\$0	\$1,175,809	\$0	\$1,385,426
Program Total:	\$1,175,809		\$1,385,426	
Program FTE	0.00	7.75	0.00	7.75

Program Revenues				
Other / Miscellaneous	\$0	\$1,175,809	\$0	\$1,385,426
Total Revenue	\$0	\$1,175,809	\$0	\$1,385,426

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 2023: 78303 IT Help Desk Services

YOY Personnel cost increases due to Cola and step increases. Increase in contractor costs to support sustained increase in help desk calls.



Program #78304A - IT Telecommunications Services **FY 2024 Department Requested**

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

Telecommunications Services manages all voice and video communication services for over 6,000 County and partner employees across 99 county locations. The services provided by this program facilitate communication with residents, business partners, and 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 applies an equity lens to ensure equitable distribution of services, which provides communication needs to employees, programs and underserved communities.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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.	91%	95%	95%	75%

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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,365,682	\$0	\$1,436,542
Contractual Services	\$0	\$8,743	\$0	\$60,725
Materials & Supplies	\$0	\$1,737,078	\$0	\$1,679,095
Internal Services	\$0	\$16,200	\$0	\$6,266
Total GF/non-GF	\$0	\$3,127,703	\$0	\$3,182,628
Program Total:	\$3,127,703		\$3,182,628	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,882,308	\$0	\$3,167,726
Service Charges	\$0	\$14,408	\$0	\$14,902
Total Revenue	\$0	\$2,896,716	\$0	\$3,182,628

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 2023: 78304A IT Telecommunications Services

YOY Personnel cost increases due to Cola and step increases.



Program #78304B - Radio System Replacement (Phase 1) FY 2024 Department Requested

Department: County Assets **Program Contact:** Rodney Chin
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs: 78304A/C
Program Characteristics: In Target

Executive Summary

This program 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 Description

This is a two-phase project. \$1,600,000 year one, and \$1,420,000 year two. 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 request is to replace and modernize the current system, improve coverage area, add redundancy and mobile capability.

Reviewing IGA's and discussions started with the City of Portland for adding new antennas to several towers, changing out some equipment on other towers and utilizing the City of Portland microwave backhaul network to provide redundancy, eliminate the single point of failure and improve coverage areas. Researching new antenna models, identification of Motorola contracts to project lead times for project planning purposes. Current estimated lead times for equipment is 6-9 months. Expect completion of phase one by June 2024.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Tower sites upgraded, new radio system is purchased and operational.	N/A	100%	50%	100%
Outcome	New radio system working with existing radio subscriber units	N/A	100%	50%	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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$1,505,000	\$0	\$1,350,000
Capital Outlay	\$0	\$95,000	\$0	\$0
Total GF/non-GF	\$0	\$1,600,000	\$0	\$1,350,000
Program Total:	\$1,600,000		\$1,350,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,600,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$1,350,000
Total Revenue	\$0	\$1,600,000	\$0	\$1,350,000

Explanation of Revenues

Funded with Beginning Working Capital (BWC).

Significant Program Changes

Last Year this program was: FY 2023: 78304B Radio System Replacement



Program #78304C - Radio System Replacement (Phase 2) FY 2024 Department Requested

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

Executive Summary

This program offer is for funding phase two of the 25-year-old unsupported VHF radio system to replace the 200 radio subscriber units. Phase one was funded in FY 2023 to upgrade the tower/repeater sites, provide redundancy, eliminate the single point of failure and improve the coverage areas.

Program Description

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 program will provide the funds and resources to procure and implement a robust, reliable, redundant, secure backup radio system as recommended by the Federal Government Homeland Security Assessment for Multnomah County. The updated system will provide emergency communications during a disaster when internet and cell services are down.

Phase two will purchase, program and replace the existing 200 handheld radio subscriber units, including 10 for the District Attorney. This program aligns with DCA and County values toward equity and inclusion. We have applied an equity and safety lens to ensure equitable radio coverage for our residents and communities. The funding decisions are made in cooperation with DCA, the Chair’s Office, Central Budget and the Community Budget Advisory Board (CBAC).

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	New radios purchased and operational	N/A	N/A	N/A	100%
Outcome	New radio system working with new radio subscriber units	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM#1 Radio’s purchased, programmed, distributed and operational for customers.
 PM#2 New Radio system implemented into production, new radio subscriber units able to connect and function for daily and emergency use.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Materials & Supplies	\$0	\$0	\$1,400,000	\$0
Total GF/non-GF	\$0	\$0	\$1,400,000	\$0
Program Total:	\$0		\$1,400,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:



Program #78305 - IT Mobile Device Expense Management FY 2024 Department Requested

Department: County Assets **Program Contact:** Shireen Khormooji
Program Offer Type: Internal Service **Program Offer Stage:** Department 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 Description

The County maintains over 2800 wireless devices. This group works closely with departments, IT management, Desktop Support Staff, and IT Security, to identify wireless communication needs and set standards for devices and service plans to address these needs. This program coordinates the acquisition of all cellular devices as well as the provisioning of the cellular services for these devices, also known as mobile devices.

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

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	1%	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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$152,258	\$0	\$157,140
Contractual Services	\$0	\$1,972,642	\$0	\$2,076,896
Materials & Supplies	\$0	\$166,087	\$0	\$227,448
Total GF/non-GF	\$0	\$2,290,987	\$0	\$2,461,484
Program Total:	\$2,290,987		\$2,461,484	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,176,112	\$0	\$2,237,704
Beginning Working Capital	\$0	\$114,875	\$0	\$223,780
Total Revenue	\$0	\$2,290,987	\$0	\$2,461,484

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 2023: 78305 IT Mobile Device Expense Management

YOY Personnel cost increases due to Cola and step increases.



Program #78306 - IT Network Services FY 2024 Department Requested

Department: County Assets **Program Contact:** Rodney Chin
Program Offer Type: Internal Service **Program Offer Stage:** Department 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, external networks and a disaster recovery site in Denver, CO. 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 Description

Network infrastructure, personnel and support are critical to ensure digital communications are available and reliable to all county operations. Network Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services deliver many aspects of connectivity including routing and switching, firewall management, physical cabling, IP address management, monitoring, troubleshooting and incident management. This program also provides wireless network access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. Network Services work closely with external partners such as the City of Portland to create secure network links in order to share vital data. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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.	95%	75%	75%	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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,345,822	\$0	\$1,452,329
Contractual Services	\$0	\$130,000	\$0	\$133,000
Materials & Supplies	\$0	\$3,147,780	\$0	\$3,196,115
Internal Services	\$0	\$1,000	\$0	\$1,000
Total GF/non-GF	\$0	\$4,624,602	\$0	\$4,782,444
Program Total:	\$4,624,602		\$4,782,444	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,832,558	\$0	\$4,782,444
Total Revenue	\$0	\$4,832,558	\$0	\$4,782,444

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 2023: 78306 IT Network Services

YOY Personnel cost increases due to Cola and step increases.



Program #78307 - IT Desktop Services FY 2024 Department Requested

Department: County Assets **Program Contact:** Kaleb Smith
Program Offer Type: Internal Service **Program Offer Stage:** Department 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 Description

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.

Desktop Services continues to see increased demand for laptops given given the County's mobile workforce. The program has been impacted by long supply chain shortages and delays. IT Desktop continues to mitigate this impact by anticipating demand, engaging vendors and reviewing alternatives.

Equity is incorporated into the Desktop Support process by ensuring we are able to support all customers. We focus on the issues customers have and prioritize work by impact. PC refresh is performed based on a set schedule of when the asset is no longer under manufacturer warranty. If there are language barriers the team will find the best mode of communication to connect with the customer. We use plain language (non technical) and patience to ensure the customer feels supported. The Desktop team is working diligently to remove barriers and to support users with accommodations, specialized hardware or software needs. As a result of the pandemic, we moved to contactless pickup for hardware within the Multnomah Building. This process is more convenient for staff to pick up equipment at their convenience.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	98%	90%	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	65%	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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$2,990,052	\$0	\$3,316,003
Contractual Services	\$0	\$266,071	\$0	\$174,568
Materials & Supplies	\$0	\$27,295	\$0	\$26,518
Total GF/non-GF	\$0	\$3,283,418	\$0	\$3,517,089
Program Total:	\$3,283,418		\$3,517,089	
Program FTE	0.00	19.50	0.00	19.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,283,418	\$0	\$3,517,089
Total Revenue	\$0	\$3,283,418	\$0	\$3,517,089

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 2023: 78307 IT Desktop Services

YOY Personnel cost increases due to Cola and step increases.



Program #78308 - IT Asset Replacement FY 2024 Department Requested

Department: County Assets **Program Contact:** Gary Wohlers
Program Offer Type: Internal Service **Program Offer Stage:** Department 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$116,421	\$0	\$0
Contractual Services	\$0	\$371,000	\$0	\$480,000
Materials & Supplies	\$0	\$3,531,650	\$0	\$5,444,394
Capital Outlay	\$0	\$3,746,361	\$0	\$4,361,680
Total GF/non-GF	\$0	\$7,765,432	\$0	\$10,286,074
Program Total:	\$7,765,432		\$10,286,074	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,975,212	\$0	\$5,274,116
Beginning Working Capital	\$0	\$4,390,220	\$0	\$5,011,958
Total Revenue	\$0	\$9,365,432	\$0	\$10,286,074

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. Beginning Working Capital is mostly budgeted for IT related equipment.

Significant Program Changes

Last Year this program was: FY 2023: 78308 IT Asset Replacement

Year over year beginning working capital carryover increased due to supply chain constraints which have impacted our ability to procure hardware and supplies.



Program #78309 - IT Portfolio Services: HD, ENT, MCSO, DA FY 2024 Department Requested

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

Executive Summary

IT Portfolio Services teams provide reliable, effective software systems to solve departmental technology business problems. This IT Portfolio Services team covers the areas of the Health Department, Sheriff Office, District Attorney's Office, aspects of Enterprise around software used broadly across the County. The wide variety of services focuses on increasing and improving delivery of technology to provide higher value to departments and constituents. This program improves the delivery of County services through automating business operations, providing easy access to information, and supporting health care transformation in Multnomah County.

Program Description

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

- Strategies include:
- 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.
 - 4) Following Think Yes principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums established within each department	N/A	N/A	N/A	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	N/A	N/A	60%

Performance Measures Descriptions

Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program.
 Outcome - Planned work on a roadmap provides better customer value, as work can be targeted toward high priority activities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,622,823	\$0	\$2,168,806
Contractual Services	\$0	\$500,000	\$0	\$500,000
Materials & Supplies	\$0	\$26,907	\$0	\$21,413
Total GF/non-GF	\$0	\$2,149,730	\$0	\$2,690,219
Program Total:	\$2,149,730		\$2,690,219	
Program FTE	0.00	6.50	0.00	7.50

Program Revenues				
Other / Miscellaneous	\$0	\$2,299,412	\$0	\$2,690,219
Total Revenue	\$0	\$2,299,412	\$0	\$2,690,219

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 2023: 78309 IT Health and Human Services Application Services

YOY Personnel cost increases due to Cola and step increases and additional 1.00 FTE transferred from Program Offer 78312.



Program #78310 - IT Software Development and Application Integration FY 2024 Department Requested

Department: County Assets **Program Contact:** Jason Heilbrun
Program Offer Type: Internal Service **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

Information Technology (IT) Software Development and Application Integration provides reliable and effective custom software application development and support of department level business solutions and integrations with external partners and applications. In total, this program supports and maintains more than 75 custom software applications, services, and integrations.

Program Description

The program develops and supports custom software applications across the Enterprise, however a majority of the program's efforts are in support of the Health Department, Department of Community Justice, Department of County Human Services, and the Multnomah County Sheriff's Office.

The program is focused on development and support of reliable software applications and data integrations that are used for department operations to support accessible and equitable outcomes for members of the community.

This program partners with the IT portfolio teams and department business contacts to identify, prioritize, and to deliver innovative, high quality, secure, and scalable custom software solutions on the web, in the cloud, mobile, or on premises using .NET framework full stack development. This program improves the delivery of County services through automating business operations and integrating data within and between County Departments, Agencies, and Community partners, as well as maintaining and enhancing existing and legacy applications to ensure reliability and to meet the needs of the County.

As part of its commitment to increasing diversity in ideas and abilities, this program regularly supports interns from Portland State University's Cooperative Education Program. This program brings four to six interns to the County each year, providing a wealth of benefits to both the County and students.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	All newly developed applications will meet Web Content Accessibility Guidelines 2.1 AA accessibility standards	N/A	N/A	N/A	15%
Outcome	Modernize our build and deployment infrastructure by migrating to Microsoft DevOps	N/A	N/A	N/A	95%

Performance Measures Descriptions

Output Measure - WCAG is a set of recommendations for making web content more accessible, primarily for people with disabilities, but also for all users, including highly limited devices, such as mobile phones.
 Outcome Measure - modernizing our build and deploy infrastructure will result in consistent and rapid automation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$2,674,279	\$0	\$2,899,873
Materials & Supplies	\$0	\$113,107	\$0	\$66,733
Total GF/non-GF	\$0	\$2,787,386	\$0	\$2,966,606
Program Total:	\$2,787,386		\$2,966,606	
Program FTE	0.00	13.00	0.00	13.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,040,133	\$0	\$2,966,606
Total Revenue	\$0	\$4,040,133	\$0	\$2,966,606

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 2023: 78310 IT Public Safety Application Services

YOY Personnel cost increases due to Cola and step increases.



Program #78311 - IT Portfolio Services: DCS, NonD/EM, DCA, DCM,ERP FY 2024 Department Requested

Department: County Assets **Program Contact:** Tony Chandler
Program Offer Type: Internal Service **Program Offer Stage:** Department 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), and Non-Departmental offices. Services include relationship management, business analysis, GIS services and development to implement and maintain in-house and vendor software. The program focuses on delivering high business value technology to departments and constituents, while maintaining existing systems through application life-cycle and project governance. Project governance within IT and in partnership with County Departments incorporates business efficiency and continuity with a lens focused on serving the diverse needs of the County with equitable engagement in mind.

Program Description

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

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

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

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	80%	100%	80%	85%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	70%	70%	70%	80%

Performance Measures Descriptions

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

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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,831,517	\$0	\$2,090,857
Materials & Supplies	\$0	\$62,450	\$0	\$72,523
Cash Transfers	\$0	\$280,000	\$0	\$0
Total GF/non-GF	\$0	\$2,173,967	\$0	\$2,163,380
Program Total:	\$2,173,967		\$2,163,380	
Program FTE	0.00	10.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,991,960	\$0	\$2,163,380
Total Revenue	\$0	\$1,991,960	\$0	\$2,163,380

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 2023: 78311A IT General Government Application Services

YOY Personnel cost increases due to Cola and step increases. Reduction of 1.00 FTE, as a transfer from Program Offer 78311 to 78313.



Program #78312 - IT Data & Reporting Services FY 2024 Department Requested

Department: County Assets **Program Contact:** Michelle Smith
Program Offer Type: Internal Service **Program Offer Stage:** Department 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 Description

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

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

Enterprise Data and Analytics Services includes enterprise data marts used for business intelligence and analytics and visualization services. This allows County departments to create dashboards and reports to make decisions and manage their programs. This team focuses on the successful adoption of Business Intelligence tools throughout the County.

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of time staff is working on planned projects	N/A	N/A	N/A	48%
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 staff is working on planned projects

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

Ensures we maintain the ratio of planned to unplanned work for actual time worked.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$6,591,065	\$0	\$7,597,059
Contractual Services	\$0	\$90,000	\$0	\$150,300
Materials & Supplies	\$0	\$1,515,536	\$0	\$1,470,501
Total GF/non-GF	\$0	\$8,196,601	\$0	\$9,217,860
Program Total:	\$8,196,601		\$9,217,860	
Program FTE	0.00	32.00	0.00	32.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,196,601	\$0	\$9,217,860
Total Revenue	\$0	\$8,196,601	\$0	\$9,217,860

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 2023: 78312A IT Data & Reporting Services

YOY Personnel cost increases due to Cola and step increases. Personnel cost increases also reflect a change in the composition of the workforce (ex. job class changes from Database Administrator to Database Administrator Senior, among other more senior roles). In addition, a limited duration staffing position was transferred from Program Offer 78314 to this offer in FY 2024.



Program #78313 - IT ERP Application Services **FY 2024 Department Requested**

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

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

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	80%	100%	80%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	80%	70%	80%	80%

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/documentated workload versus ad hoc requests that may arise outside of governance structures.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,247,736	\$0	\$1,552,030
Contractual Services	\$0	\$185,000	\$0	\$0
Materials & Supplies	\$0	\$2,547,861	\$0	\$2,502,169
Total GF/non-GF	\$0	\$3,980,597	\$0	\$4,054,199
Program Total:	\$3,980,597		\$4,054,199	
Program FTE	0.00	6.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,162,604	\$0	\$4,054,199
Total Revenue	\$0	\$4,162,604	\$0	\$4,054,199

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 2023: 78313 IT ERP Application Services

YOY Personnel cost increases due to Cola and step increases offset by reduction in Contractual Services. Increase of 1.00 FTE, as a transfer from Program Offer 78311 to 78313.



Program #78314 - IT Enterprise and Web Application Services FY 2024 Department Requested

Department: County Assets **Program Contact:** `ilima kennedy
Program Offer Type: Internal Service **Program Offer Stage:** Department 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, mobile enterprise, digital accessibility, public websites (e.g., multco.us, multcopets.org and multcolib.org) and internal websites like commons.multco.us and ticketing and project planning tools like ServiceNow. In total, this program supports more than 30 applications used internally and by the public.

Program Description

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

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

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

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

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of employee hours spent on direct customer work versus IT Enterprise and administrative work	27%	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 - Measures the amount of time employees are working on direct customer tasks. Goal is to increase this output.
- PM #2 - Measures the availability of production systems.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$3,268,674	\$0	\$3,050,641
Contractual Services	\$0	\$45,000	\$0	\$160,000
Materials & Supplies	\$0	\$2,441,974	\$0	\$2,774,039
Total GF/non-GF	\$0	\$5,755,648	\$0	\$5,984,680
Program Total:	\$5,755,648		\$5,984,680	
Program FTE	0.00	15.00	0.00	14.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,755,648	\$0	\$5,984,680
Total Revenue	\$0	\$5,755,648	\$0	\$5,984,680

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 2023: 78314 IT Enterprise and Web Application Services

YOY Personnel cost increases due to COLA and step increases.

One position (1.00 FTE) was transferred to Program Offer 78312 (IT Data & Reporting Services), to better align with team reporting.



Program #78315 - IT Portfolio Services: Library FY 2024 Department Requested

Department: County Assets **Program Contact:** Dave Halbeck
Program Offer Type: Internal Service **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Library IT Portfolio Services team provides staff dedicated to coordinating the Library's technology environment between County IT, Library Capital Bond, and Library stakeholders. The team provides strategic technology guidance, IT project coordination, facilitates solution development and service delivery, and meets weekly with IT Leads, Project Managers, and Library Leadership to prioritize and coordinate efforts.

Program Description

The Library IT Portfolio Services team provides direction to County IT staff for Library support, service delivery, change and development initiatives, and offers customer consulting through a variety of channels. The Library IT Portfolio Services team works directly with Library Leadership and a broad range of IT and Library managers to prioritize, plan, coordinate, and deliver solutions that meet the quickly changing needs of Library patrons and staff. The team assists with IT process changes, support plans, vendor coordination, and to act as customer advocates to help ensure ever-changing Library IT needs are being met. Team members meet weekly with Library executive leadership, are members and co-chairs of multiple library committees, and participate in Library Capital Bond initiatives such as equity reviews and library group engagements.

Operational services include escalating Library requests for IT services and ensuring they are well-defined, prioritized, and scheduled in alignment with Library and County needs. They also include defining operational needs, coordinating the processing of security and contract reviews, and facilitating enterprise IT initiatives with Library stakeholders. The program also coordinates Library desktop, network, and telecom operations within IT, including life-cycle planning, usage reporting, mobile device management, development of library patron accessed systems, and ensuring resource accountability.

Operational 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.
- 4) Following 'Think Yes' principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	N/A	50%	N/A	60%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	N/A	12%	N/A	40%

Performance Measures Descriptions

PM #1 - Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$651,733	\$0	\$705,365
Materials & Supplies	\$0	\$11,176	\$0	\$1,648
Total GF/non-GF	\$0	\$662,909	\$0	\$707,013
Program Total:	\$662,909		\$707,013	
Program FTE	0.00	2.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$662,909	\$0	\$707,013
Total Revenue	\$0	\$662,909	\$0	\$707,013

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 2023: 78315 IT Library Application Services

This Program Offer reflects the addition of 1.00 FTE due to a budget neutral conversion of an IT Manager 1 Limit Duration appointment position to a permanent FTE.



Program #78316 - IT Shared Operating Expenses FY 2024 Department Requested

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Internal Service **Program Offer Stage:** Department 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 Description

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two primary locations (in the Multnomah 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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 - 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 - 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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,138,408	\$0	\$1,015,191
Contractual Services	\$0	\$765,932	\$0	\$320,520
Materials & Supplies	\$0	\$235,272	\$0	\$271,190
Internal Services	\$0	\$11,664,753	\$0	\$4,958,050
Capital Outlay	\$0	\$2,128,644	\$0	\$2,150,904
Total GF/non-GF	\$0	\$15,933,009	\$0	\$8,715,855
Program Total:	\$15,933,009		\$8,715,855	
Program FTE	0.00	4.00	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$13,775,608	\$0	\$6,564,951
Beginning Working Capital	\$0	\$2,180,432	\$0	\$2,150,904
Total Revenue	\$0	\$15,956,040	\$0	\$8,715,855

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 2023: 78316 IT Shared Operating Expenses

A reduction of \$6.8M in Internal Services related to ERP Debt paid in FY 2023. The final year of debt service paid for with one-time-only General Fund resources in program offer 10026.



Program #78317 - IT Data Center & Technical Services FY 2024 Department Requested

Department: County Assets **Program Contact:** Gary Wohlers
Program Offer Type: Internal Service **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

Multnomah County employees provide critical services to residents and rely on multiple applications to perform their work. These applications and systems run on server and storage systems managed by the Information Technology (IT) Data Center & Technical Services program offer. These teams provide the hardware, software installation, maintenance, troubleshooting, technical and operational support for all County computing and printing systems. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during disruptions 24x7. The funding decisions are made in cooperation with DCA, the Chair’s Office, Central Budget.

Program Description

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, software upgrades, problem resolution, server, storage and print management, asset tracking and after-hours support for all County business systems running in the data centers. This program also provides vendor management for data center hardware and software systems. Included in this offer are the Technical Services staff who provide software and hardware architecture design, planning, acquisition, installation and capacity planning for computer room hardware. Additional services provided by this program are data backup, restoration services, disaster preparedness, storage management, emergency response, print queue management, desktop scripting and physical data center security. The primary data center is located in the East County Courts facility. A secondary data center is located in a leased facility in Denver Colorado and provides the capacity and capability for disaster recovery.

Equity is incorporated throughout all objectives of the service, from development and planning, recruiting, training, design, acquisition and implementation as it aligns with the needs of its internal customers. Data Center Operations and Technical Services will apply an equity lens to ensure delivery of the service is equally offered and provided to all county employees and properties, therefore providing the systems our departments require to deliver to our underserved residents and communities.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of recovery data available off site and refreshed at least once every 24 hours.	99%	99%	99%	99%
Outcome	Uptime of scheduled availability for production hardware and operating systems.	99%	99%	99%	99%

Performance Measures Descriptions

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$4,889,614	\$0	\$5,267,103
Contractual Services	\$0	\$46,500	\$0	\$143,800
Materials & Supplies	\$0	\$1,434,084	\$0	\$1,833,796
Total GF/non-GF	\$0	\$6,370,198	\$0	\$7,244,699
Program Total:	\$6,370,198		\$7,244,699	
Program FTE	0.00	24.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$6,370,198	\$0	\$7,244,699
Total Revenue	\$0	\$6,370,198	\$0	\$7,244,699

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 2023: 78317 IT Data Center & Technical Services

YOY Personnel cost increases due to COLA and step increases. Software related expenses previously funded with American Rescue Program offer 78901 in FY 2023 are included in this program offer and funded via internal service charges.



Program #78327 - IT Cybersecurity and Data Compliance Services FY 2024 Department Requested

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

Local Governments are targeted by actors that exploit data, gain financially by using ransomware and disrupt critical services. Every day we see known bad actors attempting to find holes in our defenses. We rely on the tools that the County has invested in, community intelligence from other organizations and most importantly our people. Our diverse workforce is often the only protection that stands between a criminal and the systems that they seek to establish a foothold into which could impact our ability to provide services to our residents.

The IT Security program supports all departments and 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average time 4 hours to respond to high priority incidents.	80%	80%	80%	80%
Outcome	High priority incidents resolved within 36 hours.	80%	80%	80%	80%

Performance Measures Descriptions

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

Legal / Contractual Obligation

Compliance Obligations
HIPAA - Protected Health Information
CJIS - Criminal Justice Information
OCITPA _ Oregon Consumer Protection Act

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,288,316	\$0	\$1,396,165
Contractual Services	\$0	\$136,000	\$0	\$143,711
Materials & Supplies	\$0	\$1,311,788	\$0	\$1,429,746
Total GF/non-GF	\$0	\$2,736,104	\$0	\$2,969,622
Program Total:	\$2,736,104		\$2,969,622	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,736,104	\$0	\$2,969,622
Total Revenue	\$0	\$2,736,104	\$0	\$2,969,622

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 2023: 78327 IT Cybersecurity and Data Compliance Services

YOY Personnel cost increases due to COLA and step increases.



Program #78329 - Financial Data Mart Phase 2 FY 2024 Department Requested

Department: County Assets **Program Contact:** Michelle Smith
Program Offer Type: New **Program Offer Stage:** Department Requested

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

Executive Summary

County IT in partnership with DCM and the Health Department launched a project to build an enterprise Financial Data Mart (FDM) that would enable departments to build financial dashboards. This project enables analytic reporting that either is not supported by Workday, or requires combining financial data with programmatic data that resides outside the ERP system, or to combine data from more than one source system (e.g. Workday, Questica, Jaggaer, Tririga). The project team will extract, transform, and load County data from a variety of source systems allowing County Departments to create Dashboards and reports to make decisions and manage their programs. This request funds project specific resources within IT and builds on the project from FY 2023.

Program Description

The project establishes a Financial Data Mart (FDM) from which critical information can be mined. This financial data enables County departments to make informed funding decisions to meet intended targets, align with DCA and County values around equity and inclusion, and to determine if underserved populations are impacted by funding decisions. The FDM project enables the County to build an Enterprise Data and Analytics platform that supports decisions for many years to come.

- Key deliverables of this project include:
- An enterprise financial data model that is agreed to by all stakeholders
 - A repeatable model for cataloging and defining single-sources of data, ‘truth’, used by all analysts
 - Identification of gold source owners and data stewards
 - Security/access policies, data classification
 - Address effective-dating issues
 - Automate the processes to integrate this financial data in order to eliminate the manual effort done today. This also ensures a consistent process.
 - FY 2023 Established an Enterprise Data and Analytics platform and associated analytical/report/dashboard tools
 - FY 2024 Enable budget-to-actual reporting capability
 - FY 2025 Enable integrating financial and work data with operational/programmatic data. Example: labor expenses and grant data tied to number of patients seen

This is a two year project FY 2024 - FY 2025

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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

- #1 - A project plan is key to project success. This platform is a modern system built to industry best practices.
- #2 - This Enterprise Data and Analytics platform is scalable, secure and enables future integrations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
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

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:



Program #78330 - CEDARS Replacement FY 2024 Department Requested

Department: County Assets **Program Contact:** Chris Clancy
Program Offer Type: Existing **Program Offer Stage:** Department Requested

Related Programs:
Program Characteristics: In 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 who are impacted by the work that we do. This effort is expected to be multi-year. We are currently in Year 1 and an analysis of the needs of the key stakeholders and a recommendation about the future technology solution is underway. We will transition to investigating solution options later this FY. This program offer will fund a set of project team members within Information Technology and the Health Department.

Program Description

CEDARS (Clarity Extract Database and Reporting System) is a set of databases currently used for reports that are critical for strategic and operational functioning of programs at the Health Department. Multnomah County IT developed CEDARS in early 2000s, and has since only maintained it in its current form without any significant updates to the databases or to meet evolved business needs. CEDARS currently contains a database that is a weekly extract of patients' electronic health record (EHR) information from EPIC, a data warehouse that was built by IT, a database that houses stored procedures built by IT and now maintained by Department Developers and other databases that are used by data analysts and decision-makers. The Finance Business Management Division, Integrated Clinical Services (Community Health Center) Division, some Public Health Division Programs, Corrections Health Division, and Health Officer rely in part on CEDARS to provide analytics and make business decisions as part of service to the under-represented communities.

CEDARS is a legacy system that is expensive to support and maintain, poses compliance risks, and doesn't meet the needs of Health Department's Divisions.

This project is expected to be multi-year (2-4) as a result of both the complexity and scope. It will involve stakeholders from across the Health Department and will require an analysis of complex data transformation and business rules embedded in the current system as well as considering out of box data warehouse solutions or other capabilities built by EPIC or OCHIN and learning from best practices of other entities using OCHIN EPIC. FY 2024 of this initiative involves analysis of stakeholder needs and a recommended future technology solution.

An analysis of the needs of the key stakeholders and a recommendation about the future technology solution is underway, once that is complete we will begin investigating solution options. This program offer will fund a project team to address the identified needs.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Requirements will be gathered and agreed upon by stakeholders.	N/A	100%	98%	98%
Outcome	Solutions outlined to meet prioritized requirements	N/A	N/A	95%	95%

Performance Measures Descriptions

- PM#1 - Key requirements to inform the solution are the key deliverable for this phase
- PM#2 - A thorough set of options presented to stakeholders for consideration

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$5,000,000	\$0	\$4,895,000
Total GF/non-GF	\$0	\$5,000,000	\$0	\$4,895,000
Program Total:	\$5,000,000		\$4,895,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$5,000,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$4,895,000
Total Revenue	\$0	\$5,000,000	\$0	\$4,895,000

Explanation of Revenues

This program will carryover unspent one-time-only revenues from the FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78330 CEDARS Replacement



Program #78331 - IT Portfolio Services: DCHS, DCJ, JOHS, LPSCC FY 2024 Department Requested

Department: County Assets **Program Contact:** Daniel Cole
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

IT Portfolio Management Services provides effective alignment of IT services and software systems for the Department of County Human Services (over 50 systems), the Department of County Justice (60 systems), the Joint Office of Homeless Services, and Local Public Safety Coordinating Council. Portfolio Management focuses on delivering high business value technology to departments and constituents, maintaining existing systems through application life-cycle management, implementing and supporting vendor systems, and project governance. Portfolio Management works collaboratively across the IT enterprise to ensure that the technology solutions provided align with business partner needs, in support of the business' priorities and strategies, while remaining fiscally prudent within budget limits.

Program Description

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

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

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

This program also manages and supports the Homeless Management Information System (HMIS) for the Tri-County region including Multnomah, Clackamas, and Washington Counties.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums established enabling the application of the strategies and equity lens defined in this program.	N/A	N/A	25%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	N/A	25%	50%

Performance Measures Descriptions

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

Legal / Contractual Obligation

None

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,688,429	\$0	\$1,826,749
Contractual Services	\$0	\$456,200	\$0	\$456,200
Materials & Supplies	\$0	\$0	\$0	\$10,453
Total GF/non-GF	\$0	\$2,144,629	\$0	\$2,293,402
Program Total:	\$2,144,629		\$2,293,402	
Program FTE	0.00	8.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$667,200	\$0	\$2,293,402
Financing Sources	\$0	\$75,000	\$0	\$0
Total Revenue	\$0	\$742,200	\$0	\$2,293,402

Explanation of Revenues

This Program Offer is a new in FY 2024 and is designed to reflect the ongoing support for its designated portfolio of County Departments. As a result, all of the staffing (and dollars) associated with this offer are coming from already established program offers. The program offers affected are: 78309, 78310, and 78311B (8.00 FTE combined, \$2.1M transferred). County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was:



Program #78332 - Website Digital Service Transformation and Upgrade FY 2024 Department Requested

Department: County Assets **Program Contact:** 'Ilima Kennedy
Program Offer Type: New **Program Offer Stage:** Department Requested

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

Executive Summary

The County's internal and external websites are digital assets that provide the community with direct access to services, information, business workflows, and other applications. The technology upon which they are built is aging and becoming a security risk. This program establishes a project team to update the underlying platform, work with County stakeholders to modernize and redesign the user experience, train and provide consultation to County staff in supporting the creation and maintenance of accessible and well-structured content in order to provide an equitable website that is accessible and available to all.

Program Description

The program's goal is to transform the County's existing information-focused, internal and external websites into service-oriented websites where audiences of all abilities can access services, conduct business, and find information without barriers. The design and development process will use human-centered design principles and target both the internal (employee experience) and external websites (community experience), as well as the editor experiences for both. We will also provide accessible web editing and publishing tools that empower staff of all abilities to create the content and provide services to all communities and constituents.

County websites are digital assets that provide access to services, information, business workflows, and other applications. During the technology upgrade process, the team will work with internal and external stakeholders to identify, archive and remove obsolete information and validate the usability of our websites. The cleanup work will reduce clutter and positively impact the communities' ability to find relevant information efficiently and accurately. This program will include adding language translation to the external websites.

Per the County's Language, Communication and Cultural Access Policy, this program meets the objective to advance equity and reduce disparities by providing a welcoming web presence that functions as a virtual front door to the County's service offerings.

The program will establish a team of three Limited Duration Appointments: one Business Systems Analyst and two development resources for two years FY 2024 and FY 2025. The project team will augment the Enterprise Web team in continuing the forward momentum of the redesign and upgrade work.

Performance Measures					
Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Multco.us and Multco Commons are updated to modern versions of Drupal	N/A	N/A	N/A	50%
Outcome	Web assets that meet WCAG 2.1 AA standards for editor and user experience	N/A	N/A	N/A	50%

Performance Measures Descriptions

- PM1 - Measures the progress of the platform upgrade. This will ensure that software updates are incremental rather than entire re-writes/re-builds
- PM2 - The supporting platform and website will be modern, mobile-responsive, accessible and built to industry best practices.

Legal / Contractual Obligation

The County's Executive Rule 273 makes a reference that websites and other digital assets should meet County web standards. These standards need to be developed to current industry best practices.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$564,468	\$0
Materials & Supplies	\$0	\$0	\$650,772	\$0
Total GF/non-GF	\$0	\$0	\$1,215,240	\$0
Program Total:	\$0		\$1,215,240	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
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Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:



Program #78333 - Software Asset Management (SAM) Program Development and Implementation **FY 2024 Department Requested**

Department: County Assets **Program Contact:** Chris Clancy
Program Offer Type: New **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

This program offer funds on Limited Duration Appointed position to develop a Software Asset Management (SAM) program. The County will be able to monitor and maintain software assets. This will offer improved services across the County, along with more transparency into the tools available to county staff.

Program Description

A SAM program takes broadly used software through its life cycle of acquiring, installing, maintaining, auditing, and retiring software in a planned, mindful way. Information Technology does all these components today but without a focal point and with a siloed, piecemeal approach. There are two important aspects that are addressed with this program offer. First is a meaningful software catalog, which conveys the value of software we already own, lifecycle and capabilities, in a way employees can self-discover. Second is the discovery and strategic accounting of software licenses.

If we mature our Software Asset Management Program:

- Users can select, install, return (uninstall) software on their own from a “store”. (For most, not just a few)
- County departments will know their software allocations, usage and ongoing licensing needs.
- Managers can make data-driven decisions about management, administrative, security, and financial needs related to software.
- IT can deploy software to users through consistent, repeatable, automated and well-known processes.
- We can harvest, reclaim, and recycle software so we are not purchasing new licenses while unused licenses exist.
- Users can find existing software that can solve their business problem without an expensive request for new software.
- We can better manage the lifecycle of our software catalog.
- Address compliance and reduce risk from audit.
- Provides a fundamental building block to address Enterprise and Business Architecture

Developing and maturing this program will likely require a two-year investment.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Hire and onboard position	N/A	N/A	N/A	1
Outcome	Update software catalog and tracking system for software licenses	N/A	N/A	N/A	100%

Performance Measures Descriptions

- PM#1 - Hire and onboard position to update software catalog and tracking system.
- PM#2 - Incremental progress toward a complete software catalog and SAM program.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$188,156	\$0
Contractual Services	\$0	\$0	\$207,000	\$0
Materials & Supplies	\$0	\$0	\$18,844	\$0
Total GF/non-GF	\$0	\$0	\$414,000	\$0
Program Total:	\$0		\$414,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:



Program #78334 - Health - Supplemental Datasets for Analytics and Reporting FY 2024 Department Requested

Department: County Assets **Program Contact:** Chris Clancy
Program Offer Type: New **Program Offer Stage:** Department Requested

Related Programs:

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

Executive Summary

The Health Department seeks to better leverage data to improve business decisions. Much of the data needed to improve internal processes and make strategic business decisions is not in a format that is accessible or ready for automation. If approved, this program will fund four Limited Duration IT staff who bring in and improve the key data sets required to strategically improve Health Department’s operations and decision making. The goal is to increase the number of projects and requests IT will complete in FY 2024 related to these data sets. This is a refined continuation of FY 23: 40108-23

Program Description

This program offer will add an IT Business Systems Analyst and three Developer positions, all on a limited duration basis. These positions will address Health Department Projects around data, automation of reporting, and metrics. Their work will support the key business goals of the divisions and also maximizes the automation of data sets and data analysis.

There is a backlog of priority data related projects. These projects were scored and ranked using criteria that cover racial equality, COVID-19 response, access to data, staff efficiencies, client/patient outcomes and fiduciary risk.

The following examples cover Public Health and Integrated Clinical Services:

Public Health requires access to data currently not available for automated reporting. This will support their business goal of creating automated public dashboards. This work involves multiple data sets and any necessary architecture changes to scale including OHA, ORPHEUS, CareWare, and may include morbidity and mortality data.

Integrated Clinical Services (ICS) requires data to support their Value Based Care transformation and Shared Accountability Model implementation with CCOs and OHA. The division requires several new datasets created and faster turnaround times. These data sets are separate from what will be covered with the CEDARS Project. This ultimately translates to faster delivery of analytics to end users who need the data to make clinical, operational, and financial decisions. ICS relies heavily on the EDAT team to create these data sets to meet those reporting needs. Example projects include Pharmacy dataset and Shared Accountability Model dataset.

Finally there are deferred maintenance projects which are required in order for the Health Department to have continued access to critical data sets. Example projects here include SQL Server Upgrades and the ORPHEUS Re-Architecture.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Health Department prioritized requests completed within 3 months	N/A	N/A	N/A	90%
Outcome	Percent of Project Time on these supplemental datasets for these staff members	N/A	N/A	N/A	75%

Performance Measures Descriptions

- PM#1 - The progress made on rapidly addressing the Health Department's prioritized requests.
- PM#2 - Measures the focused time for the resources on the priority requests.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$690,852	\$0	\$790,062	\$0
Materials & Supplies	\$0	\$0	\$9,938	\$0
Total GF/non-GF	\$690,852	\$0	\$800,000	\$0
Program Total:	\$690,852		\$800,000	
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.

Significant Program Changes

Last Year this program was: FY 2023: 40108 IT: IT Business System Analyst



Program #78335 - Preschool For All - Preschool Early Learning FY 2024 Department Requested

Department: County Assets **Program Contact:** Daniel Cole

Program Offer Type: New **Program Offer Stage:** Department Requested

Related Programs: 25200A/B/C - 25206, 40099B, 72052A/B

Program Characteristics: One-Time-Only Request, 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 additional technology solutions that will support parents applying to, County staff administering and preschool providers participating in the program. This offer represents the second phase of work.

Program Description

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

- These are the high level needs for the 2024 fiscal year:
- Enhancements to the Bridgecare Software
 - Automated phone call technology for parent and preschool provider notifications
 - Customer support software to manage requests and needs from applicants and providers
 - Integration Development across platforms for automation

This offer includes external vendor costs and internal project-based resources to establish the vendor solution. The Bridgecare solution is being implemented in late spring of 2023, and there will be needed additional customization and automation.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Support plan is developed and adopted by the program staff	N/A	N/A	N/A	100%
Outcome	Childcare providers are able to effectively use the system	N/A	N/A	50%	100%

Performance Measures Descriptions

- PM#1 - Demonstrates successful adoption of the technology internally within the County
- PM#2 - Providers are able to perform their functions

Legal / Contractual Obligation

Preschool for all measure 26-214

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$225,013
Contractual Services	\$0	\$0	\$0	\$100,000
Materials & Supplies	\$0	\$0	\$0	\$86,373
Total GF/non-GF	\$0	\$0	\$0	\$411,386
Program Total:	\$0		\$411,386	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded through a voter-approved tax revenue source and costs will be recovered via Internal Service Reimbursements.

Significant Program Changes

Last Year this program was:



Program #78400 - Fleet Services FY 2024 Department Requested

Department: County Assets **Program Contact:** Kerensa Mauck
Program Offer Type: Internal Service **Program Offer Stage:** Department 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of billable hours	69%	70%	77%	70%
Outcome	Percent of vehicles out of service less than 48 hours	54%	50%	55%	50%

Performance Measures Descriptions

- PM #1 - A measure of productivity that evaluates Fleet Technician's time spent working on vehicles/equipment
- PM #2 - A measure that looks at the percentage of vehicles and equipment returned to programs in 48 hours 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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,515,129	\$0	\$1,689,142
Contractual Services	\$0	\$29,213	\$0	\$39,000
Materials & Supplies	\$0	\$2,207,257	\$0	\$2,344,055
Internal Services	\$0	\$1,596,504	\$0	\$1,745,413
Capital Outlay	\$0	\$781,392	\$0	\$991,159
Cash Transfers	\$0	\$378,800	\$0	\$54,870
Total GF/non-GF	\$0	\$6,508,295	\$0	\$6,863,639
Program Total:	\$6,508,295		\$6,863,639	
Program FTE	0.00	11.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,750,427	\$0	\$6,079,719
Beginning Working Capital	\$0	\$711,622	\$0	\$680,252
Service Charges	\$0	\$46,246	\$0	\$103,668
Total Revenue	\$0	\$6,508,295	\$0	\$6,863,639

Explanation of Revenues

The program is funded by internal service charges.

Significant Program Changes

Last Year this program was: FY 2023: 78400 Fleet Services

Fleet operations non-personnel expenditures increase due to supply chain, fuel costs and inflationary pressures. In addition, FTE increases by 1.00 due to a budget neutral Limit Duration Appointment position conversion to permanent FTE.



Program #78401 - Fleet Vehicle Replacement FY 2024 Department Requested

Department: County Assets **Program Contact:** Kerensa Mauck
Program Offer Type: Internal Service **Program Offer Stage:** Department 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 that support their core missions. To achieve this, we collaborate with County agencies to ensure successful vehicle deployments.

Program Description

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;
- Reviews 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of vehicles and equipment replaced within two (2) years of planned retirement date	N/A	N/A	N/A	30%
Outcome	Percent of vehicles deployed with carbon emission reductions	11%	10%	10%	10%

Performance Measures Descriptions

PM #1 - Percent of vehicles and equipment replaced within two (2) years of their planned retirement date. Shortages caused by supply chain disruptions impact vehicle availability.
 PM #2 - 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).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Capital Outlay	\$0	\$10,921,339	\$0	\$11,508,887
Total GF/non-GF	\$0	\$10,921,339	\$0	\$11,508,887
Program Total:	\$10,921,339		\$11,508,887	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,629,586	\$0	\$2,954,347
Financing Sources	\$0	\$378,800	\$0	\$54,870
Beginning Working Capital	\$0	\$7,912,953	\$0	\$8,499,670
Total Revenue	\$0	\$10,921,339	\$0	\$11,508,887

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2023: 78401 Fleet Vehicle Replacement



Program #78402 - Motor Pool FY 2024 Department Requested

Department: County Assets **Program Contact:** Edward Reed
Program Offer Type: Internal Service **Program Offer Stage:** Department 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 Description

The goal of this program is to offer County employees accessible and convenient options for work-related travel. Motor Pool Services connect with numerous County departments with an overarching goal to seamlessly support and engage with the community.

There are two County owned Motor Pool sites supporting the County's short-term business transportation needs using County owned vehicles. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Motor Pool, CarShare and Enterprise rental annual hours of usage.	56,158	50,728	50,728	44,704
Outcome	Vehicle availability. Provide the optimal blend of transportation options to support County Program needs.	99%	99%	99%	99%

Performance Measures Descriptions

PM#1- Tracking the number of hours of usage provides meaningful data for planning future needs.
 PM#2- 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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$238,645	\$0	\$269,152
Contractual Services	\$0	\$658,648	\$0	\$630,881
Materials & Supplies	\$0	\$3,892	\$0	\$4,100
Internal Services	\$0	\$342,454	\$0	\$352,602
Capital Outlay	\$0	\$405,525	\$0	\$194,332
Total GF/non-GF	\$0	\$1,649,164	\$0	\$1,451,067
Program Total:	\$1,649,164		\$1,451,067	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$1,258,966	\$0	\$1,256,735
Beginning Working Capital	\$0	\$389,313	\$0	\$194,332
Service Charges	\$0	\$885	\$0	\$0
Total Revenue	\$0	\$1,649,164	\$0	\$1,451,067

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 2023: 78402 Motor Pool



Program #78403 - Distribution Services FY 2024 Department Requested

Department: County Assets **Program Contact:** Edward Reed
Program Offer Type: Internal Service **Program Offer Stage:** Department 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 Description

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. Distribution Services 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Customers have access to information and needed supplies.	99%	99%	99%	99%
Outcome	Complaints against distribution drivers is five or fewer annually.	2	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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$644,084	\$0	\$722,774
Contractual Services	\$0	\$695,946	\$0	\$724,695
Materials & Supplies	\$0	\$25,529	\$0	\$26,597
Internal Services	\$0	\$525,458	\$0	\$557,226
Capital Outlay	\$0	\$199,511	\$0	\$232,135
Total GF/non-GF	\$0	\$2,090,528	\$0	\$2,263,427
Program Total:	\$2,090,528		\$2,263,427	
Program FTE	0.00	6.50	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,876,102	\$0	\$2,014,808
Beginning Working Capital	\$0	\$199,511	\$0	\$232,135
Service Charges	\$0	\$14,915	\$0	\$16,484
Total Revenue	\$0	\$2,090,528	\$0	\$2,263,427

Explanation of Revenues

Distribution Services is funded via internal service charges.

Significant Program Changes

Last Year this program was: FY 2023: 78403 Distribution Services



Program #78404 - Records Management FY 2024 Department Requested

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

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers	1,779	1,300	2,272	2,500
Outcome	Percentage Increase of Reference Requests Compared to Previous Fiscal Year	56%	30%	-20%	25%
Output	Number of New EDRMS Users Onboarded	46	100	64	100
Outcome	Number of Public Sessions Initiated in the Digital Archives	2,307	2,250	2,600	2,750

Performance Measures Descriptions

- PM #1 - Record actions indirectly impacted by departments directly impacted by changing Oregon legislation.
- PM #2 - Based on number of discrete requests. Anticipated to increase to or exceed pre-COVID levels.
- PM #3 - Electronic document & records management system (EDRMS) use reduces individuals' records compliance burden.
- PM #4 - Measures public enaaement 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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$832,188	\$0	\$941,107
Contractual Services	\$0	\$326,859	\$0	\$343,072
Materials & Supplies	\$0	\$155,749	\$0	\$153,919
Internal Services	\$0	\$883,263	\$0	\$969,753
Capital Outlay	\$0	\$140,003	\$0	\$291,372
Total GF/non-GF	\$0	\$2,338,062	\$0	\$2,699,223
Program Total:	\$2,338,062		\$2,699,223	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,097,593	\$0	\$2,407,397
Beginning Working Capital	\$0	\$240,167	\$0	\$291,372
Service Charges	\$0	\$302	\$0	\$454
Total Revenue	\$0	\$2,338,062	\$0	\$2,699,223

Explanation of Revenues

Records Management is funded vis internal service charges.

Significant Program Changes

Last Year this program was: FY 2023: 78404 Records Management



Program #78404B - Records Management Content Manager Position FY 2024 Department Requested

Department: County Assets **Program Contact:** Lauren Kelly
Program Offer Type: Internal Service **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: Out of Target

Executive Summary

This program supports Department of County Asset’s stewardship of public records by funding a Data Analyst position to continue the successful expansion of electronic document records management system, Content Manager, an enterprise tool to manage electronic records compliance with County regulations, the Health Insurance Portability and Accountability Act, Criminal Justice Information Services Security Policy, state, and federal laws and regulations.

Program Description

This program adds a full time Content Manager (CM) Analyst position. The CM Analyst will assist with the short term goals of on-boarding four Human Resources programs (Central HR, Health Department HR, Department of Community Justice HR and Labor Relations) into Content Manager and responding to Content Manager tickets and service issues. This includes: conducting basic testing of functionality, Access Controls, and system Functions Permissions in the test environment; transferring approved builds from Test into Training (as needed) and Production environments; adapting end-user quick reference guides (QRGs) to new custom builds; serving as a resource for basic troubleshooting and end-user training; updating onboarding project documentation and entry into Content Manager; updating End-User and Records Management & Archives Content Manager manuals; conducting initial bulk uploads via Dataport; assisting with new customer consultations and onboarding project initiations and resolving simple tickets. The Analyst will assist with longer term projects by conducting organizational structure field mapping between Workday and Content Manager systems, common records category identification/mapping to retention schedules, and implementation of functional classification for all County records.

Aside from DCA’s legal and stewardship obligations, the innovations produced by this program (person) in conjunction with the existing team members will provide resources, efficiencies, and more effective leveraging of existing county systems and resources to elevate the County’s compliance with records management obligations.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Register all onboarding project documentation & updated RMA manual in Content Manager.	N/A	N/A	N/A	100%
Outcome	Successful completion of four In Process/Proposed on-boarding.	N/A	N/A	N/A	75%
Output	Timely ticket resolution & better absence coverage.	N/A	N/A	N/A	90%

Performance Measures Descriptions

- PM #1 - Register all on-boarding project documentation & updated RMA manual in Content Manager.
- PM #2 - Successful completion of four In Process/Proposed on-boarding.
- PM#3 - Timely ticket resolution & better absence coverage.

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	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$145,042	\$0
Materials & Supplies	\$0	\$0	\$34,958	\$0
Total GF/non-GF	\$0	\$0	\$180,000	\$0
Program Total:	\$0		\$180,000	
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 General Funds and in FY 2025 will be a part of the Internal Service Charges.

Significant Program Changes

Last Year this program was:



Program #78902 - ARP - Digital Access Program FY 2024 Department Requested

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

Executive Summary

The Digital Access Program addresses community disparities in digital access and affordability. The program tracks barriers to digital equity throughout Multnomah County, identifies and implements strategies to address these barriers, and aligns planning with community organizations, other municipalities, and the State of Oregon.

Program Description

The COVID-19 pandemic highlighted the essential function of the internet in daily life. Yet an estimated 28,000 Multnomah County households do not have broadband internet access, for several reasons. Low-income Black, Indigenous, and other residents of color are less likely to be connected as the cost of home internet presents a major barrier. High-speed broadband infrastructure is unavailable to at least 1,200 households. Access to technology and digital skills are required. A lack of digital access further compounds the disproportionate harms of the pandemic, economic inequality, and systemic racism in our community.

In response, this program developed a roadmap in FY 2023, communicating strategic actions to support community connectivity in Multnomah County. This effort has been closely coordinated across Multnomah County departments, with the City of Portland, the State of Oregon, and with other public, private, and nonprofit groups Countywide. The Digital Access program will work to advance the roadmap’s recommendations. The program will continue to coordinate with federal, state, and local stakeholders, provide Countywide technical assistance on broadband and digital inclusion issues, pursue grant opportunities, convene with community stakeholders to refine next steps, and develop an implementation plan.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Develop implementation plan for Multnomah County’s digital access initiative. 1	N/A	N/A	N/A	100%
Outcome	Percentage of component projects underway by end of year	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM#1 - Complete implementation plan based on approved roadmap
PM#2 - All roadmap components initiated
Outcomes speak to the alignment of infrastructural, policy, and community-based approaches to digital inclusion. This program will decrease disparities in broadband connectivity in Multnomah County.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$180,433
Materials & Supplies	\$0	\$0	\$0	\$29,567
Total GF/non-GF	\$0	\$0	\$0	\$210,000
Program Total:	\$0		\$210,000	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$210,000
Total Revenue	\$0	\$0	\$0	\$210,000

Explanation of Revenues

This program is funded with American Rescue Plan Act funding.

Significant Program Changes

Last Year this program was: FY 2023: 78902 ARP - Digital Access Coordinator