

Department of County Assets



TO: Chair Jessica Vega Pederson
Jenny Smith, Chief of Staff
Christopher Neal, Chief Operating Officer
Christian Elkin, Budget Director

FROM: Tracey Massey, Director, Department of County Assets

DATE: February 6, 2026

RE: FY 2027 Requested Budget Transmittal Letter

Department Overview

The Department of County Assets (DCA) plays a unique and essential role in Multnomah County, providing the specialized programs, services, and infrastructure that support all other county departments in their delivery of services to the community.

In plain terms, DCA:

- Supports the technology that keeps the County running: data, systems, hardware, networks, data storage, personal computers, and mobile devices.
- Provides the sites, spaces, furniture, and fixtures to house our staff and meet the needs of the public: office buildings, libraries, homeless shelters, health clinics, animal shelter, and public safety facilities.
- Provides the vehicles necessary for service delivery: client transportation, first responder and law enforcement vehicles, trades vehicles, and heavy equipment.
- Maintains public records to meet the County's legal requirements.
- Offers other internal services including motor pool and distribution.

Decision-Making Strategy

DCA's decision-making framework began with an understanding and agreement to align with the Chair's guidance, including evaluating equity impacts, focusing on support for direct services, and enabling the "One County" approach. At a high level, when making difficult decisions, we prioritized maintaining essential County operations and minimizing impact to customer service. The FY 2027 budget constraints require reductions that will directly affect



support services to County employees—a shift from previous years where the impact on customer service was minimal. These necessary reductions, which include deferred maintenance of facilities and equipment and reduced IT support, are detailed in the Reduction sections of this letter. Our decisions were also guided by DCA's commitment to our core values:

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

Guided by these overarching priorities, DCA also used an equity matrix, described in the following section, to evaluate the impact of reductions on safety and security, the Workforce Equity Strategic Plan (WESP), and other County departments.

Equity in Budgeting

The DCA Equity Team developed tools and processes to infuse equity into the FY 2027 budget development process. The Equity & Inclusion Manager engages with the Community Budget Advisory Committee annually to ensure transparency in our process.

Equity Matrix & Advancing Equity Questions: DCA used an Equity Matrix in our budget prioritization process. Developed by our Equity & Inclusion and DCA Customer Engagement & Strategic Initiatives Managers, this tool was used by the Senior Leadership Team to rank potential reductions and additions. This weighted matrix had three sections that mirror the three priorities of the Chair for DCA: (1) safety and security risks, (2) impact on the County's Departments and Non-Departments, and (3) equity. The equity questions in the matrix were:

- Does this service address racial or other disparities?

- What effect will cutting this have on the Workforce Equity Strategic Plan Focus Areas?

Equity in Program Offers: DCA followed our internal process for applying equity to program offers:

1. **AI Resource:** Our Equity Team developed a custom Gemini Gem AI resource to assist managers in evaluating program offers using the *DCA Equity in Budget FY27 Toolkit* and plain language best practices. This AI resource was not used to make decisions, conclusions, and recommendations that impact staff and the community.
2. **Training:** Our Equity Team facilitated multiple Equity in Budget trainings with two goals: learning the County's budget process and practicing the application of an equity lens to program offers.
3. **Equity Toolkit:** Managers used the *DCA Equity in Budget Toolkit*, an interactive tool inspired by the County's Budget Equity Tool, to draft program offers. Questions in the toolkit included: Does this program offer align with the County's mission? Does it address racial disparities? Does it align with plain language best practices?
 - a. The Equity Team was available for 1:1 manager consultations as an additional resource.
4. **Peer Review:** Staff who completed the training served as Equity in Budget Reviewers. They, along with the DCA Equity & Inclusion Manager, reviewed all program offer drafts using the *DCA Equity in Budget Toolkit*. Authors then incorporated this feedback into their final submissions.

Workforce Equity Strategic Plan Alignment: The Department supports and prioritizes the Workforce Equity Strategic Plan's (WESP) by investing in infrastructure needed to implement its goals and action items. We prioritize funding the Equity & Inclusion Manager and Senior Equity & Inclusion roles to ensure accountability. These roles lead retention, training, and evaluation efforts designed to keep our workforce diverse and supported. This includes the Equity Committee, New Employee Orientation, Peer Partner Program, Stay Interviews, College to County Program, Career Pathways Committee, Gender Inclusion Initiative, and Equity Trainings.

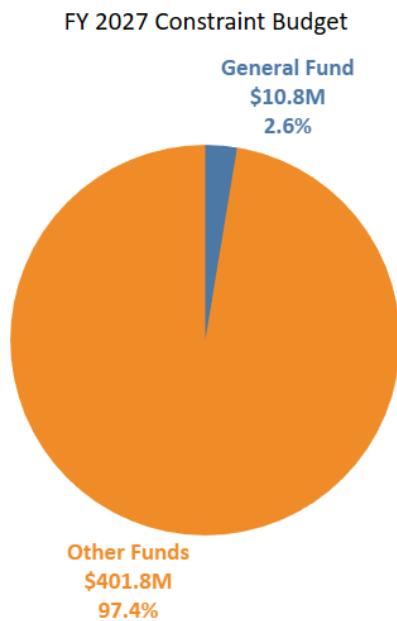
Leading with Race: DCA leads with race by making budget decisions that remove racial barriers.

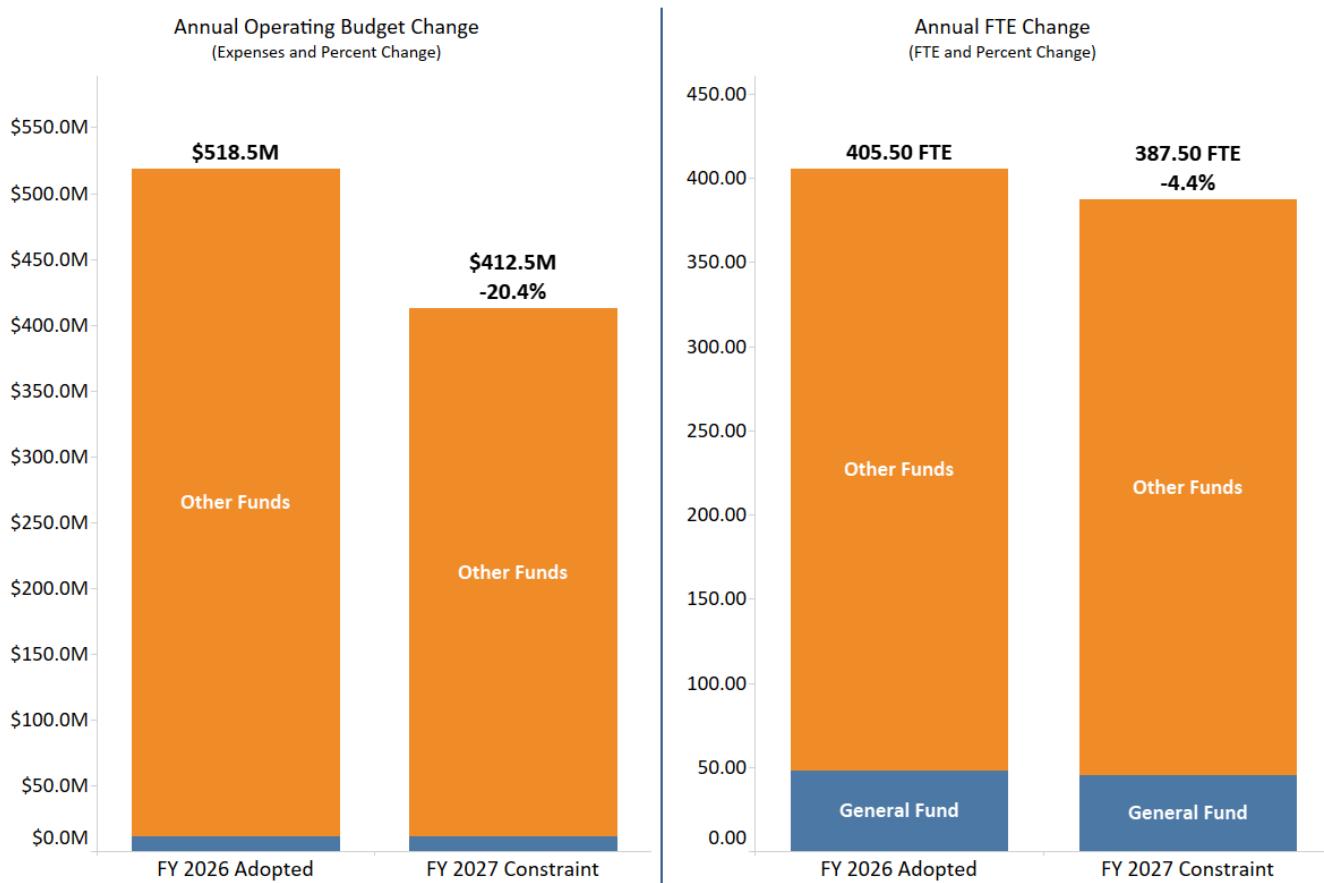
- **Internally:** We invest in funding the Equity Team, staff development, and mandatory equity trainings to ensure our workplace culture is safe and inclusive for staff of color.
- **Externally:** We contract work using the County's Workforce Training and Hiring program which creates apprenticeship opportunities for women and people of color in the construction trades. Additionally, our Records & Archives program is actively repairing

historical biases. They update County rules, collect oral histories, and fix biased labels in old records to ensure that County records include stories that represent everyone.

Budget Overview

DCA's Requested Operating Budget is \$412,545,897 and includes 387.50 FTE to provide services across the county. This excludes contingency, unappropriated balances, and internal cash transfers. This budget is primarily supported by Other Funds which are recovered through internal service charges to other County departments. The General Fund accounts for only 2.6% of this total.





The Operating Budget is divided into two distinct functional categories based on how the funds are used:

- Operations Budget, \$220.2M: Covers the day-to-day costs of providing services across the County, including staff salaries, software, utilities, and internal service delivery. Our FY 2027 request reflects a \$6.8M reduction within the Operations budget. DCA's FY 2027 Requested Operations budget reflects a net increase of 2% from the FY 2026 Adopted Budget.
- Capital Budget, \$192.3M: Dedicated to long-term investments in the County's physical and technology infrastructure. DCA's FY 2027 Requested Capital budget reflects a decrease of 37% from the FY 2026 Adopted Budget.

The \$192.3M Capital Budget is split between ongoing countywide needs and specific voter-initiated projects:

- Facilities & IT Capital, \$137.2M: Funding for the improvement, modernization, and renovation of County buildings and technology systems.

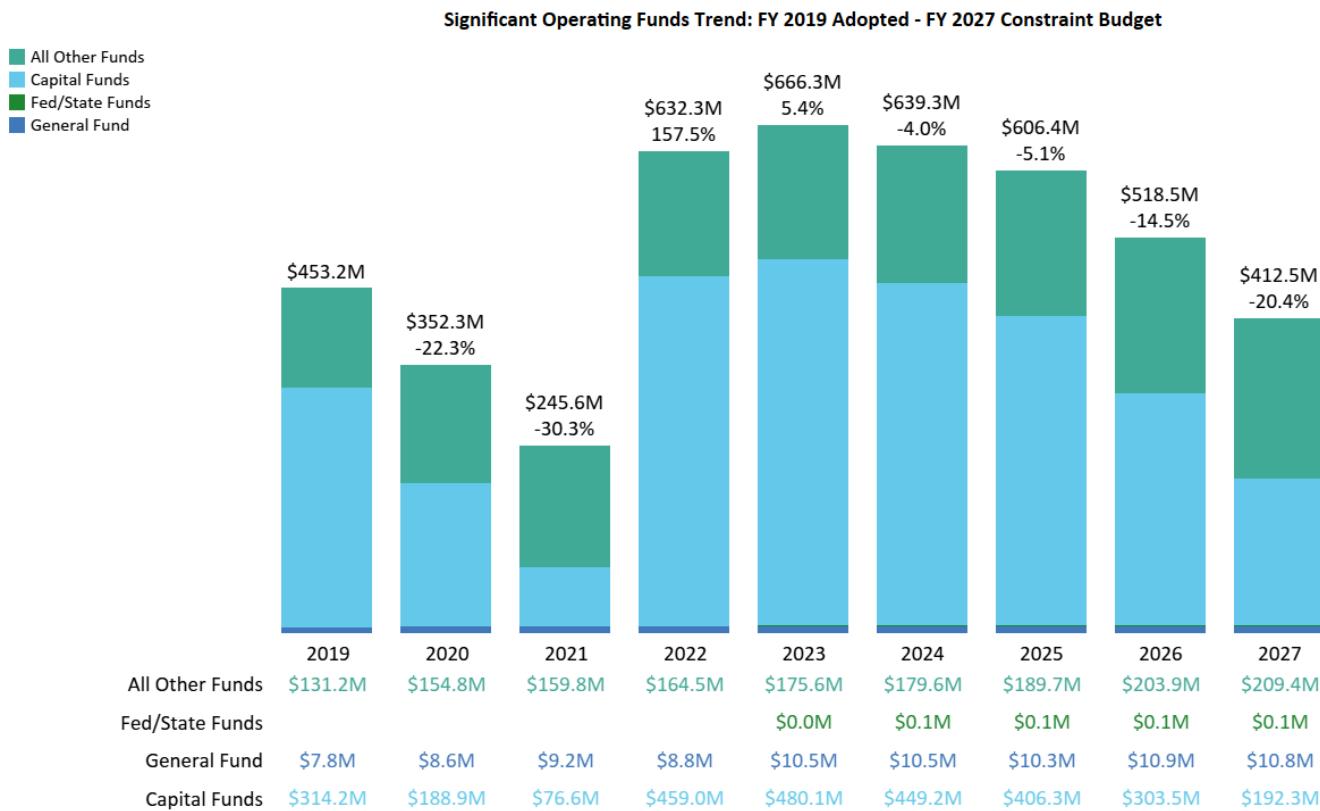
- Library Capital Bond, \$55.1M: Funds dedicated exclusively to the voter-approved initiative to expand, renovate, and construct library branches. As this program nears completion in FY 2027, the budget reflects a natural "spend down" of these bond funds.

Forty-six percent of DCA's total budget is allocated to Capital projects. The significant variance reflected in the table below reflects the spend down of the Library Capital Bond Program, as well as the reduction in the Operations budget.

FY 2026 Adopted Budget to FY 2027 Constraint Budget - Department of County Assets			
	FY 2026 Adopted Budget	FY 2027 Constraint Budget	Variance
Personnel Services	89,093,423	87,980,248	(1,113,175)
Contractual Services	302,623,169	201,018,696	(101,604,473)
Materials & Supplies	75,748,003	73,080,715	(2,667,288)
Internal Services	27,949,843	28,830,581	880,738
Capital Outlay	23,060,007	21,635,657	(1,424,350)
Total Operating Budget	518,474,445	412,545,897	(105,928,548)
Contingency (All Funds)	7,041,511	7,045,484	3,973
Internal Cash Transfers	16,847,225	1,375,275	(15,471,950)
Unappropriated Balances (Reserves)			0
Total Budget	542,363,181	420,966,656	(121,396,525)
FTE	405.50	387.50	(18.00)

Fund Summary

The graphic below shows the operating budget over time, which excludes cash transfers, contingency, and unappropriated funds. The FY 2027 information is the constraint budget; prior years are the Adopted budgets. Capital Funds growth is related to the Library Capital Bond Program. Changes in All All Other Funds are a direct result of shifting service demands from programs across the County.



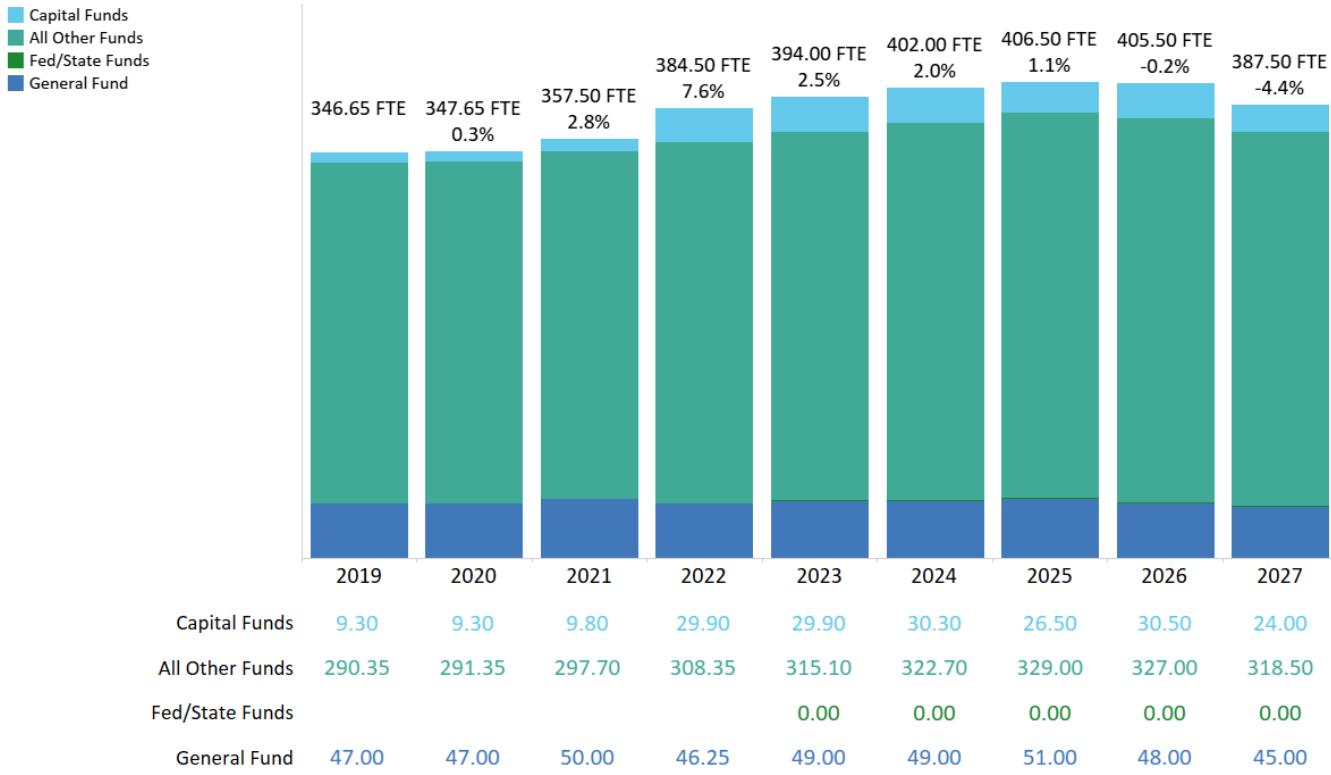
FTE History

The graphic below shows changes in FTE over time. DCA's FTE count is influenced by operational and capital needs. Growth addresses the always increasing demand for services, such as increases in square footage, devices, software, and specialized vehicles. The number of FTE increases are explained in this way:

- FY 2020 to FY 2021: FTE was significantly impacted to support major County initiatives, including the opening of the new Downtown Courthouse and the Health Headquarters.
- FY 2021 to FY 2022: We increased FTE to meet the new full-time position requirements of the voter-approved Library Capital Bond Program and converted 16 temporary funded LDA positions to ongoing operational roles, ensuring stable service delivery. This adjustment was supported by labor as well as County leadership.
- FY 2022 to FY 2023: FTE was added strategically to increase capacity and respond directly to growing service demands from County departments.
- FY 2023 to FY 2024: To support increasing service trends and new initiatives, we invested in two additional analysts to enhance our strategic capabilities.

- FY 2024 to FY 2025: Continued high-volume service demand led to critical investments in IT, focusing on enterprise strategy, infrastructure, web development, and data analytics to drive long-term innovation.

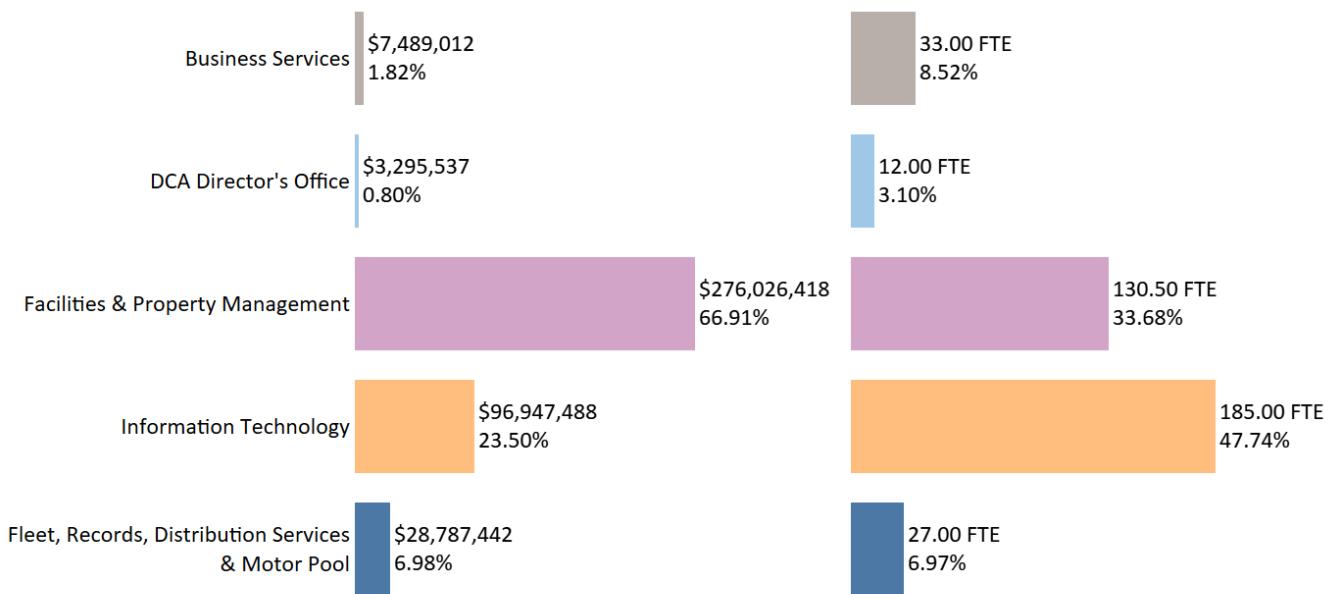
Significant Fund FTE Trend: FY 2019 Adopted - FY 2027 Constraint Budget



Division Overview

Budget by Division

The graphs below show a breakdown of DCA's budget and FTE by division. This includes both Operating and Capital funds.



Division Descriptions

Department of County Assets is comprised of the following divisions:

- **Director's Office** provides strategic leadership and planning, performance evaluation, customer service strategy, and diversity and equity. The Director's Office ensures alignment across the Department and focuses on employee and customer engagement.

FY 2027 Outcome Statement:

- DCA recruits and retains high quality individuals from diverse backgrounds because of our commitment to employee growth, support, and engagement.

- **Business Services Division** provides budgeting, procurement, contracting, finance, capital accounting, accounts payable, and other services to DCA programs to enable service delivery across the County. The team also provides procurement, contracting, and administrative finance support to Nondepartmental agencies and offices.

FY 2027 Outcome Statements:

- The County ensures an open, fair, and accessible procurement process by publicly posting all business opportunities and proactively engaging with local, small, and diverse (COBID-certified) suppliers and vendors.
- Suppliers and vendors will receive prompt payments, ensuring every partner is treated fairly and equally.
- Departments and teams increase their understanding of internal service rates, compliance, reporting, and analysis through the Budget team's transparent practices.
- **Facilities and Property Management (FPM)** manages more than 4 million square feet of offices, libraries, courts, detention centers, shops, clinics, shelters, and other leased and owned space across more than 160 buildings.

FY 2027 Outcome Statements:

- Building occupants will experience high quality work from facilities staff, who will ensure each task or project is completed in a timely manner and the customer is satisfied with the work.
- County programs will experience excellent communication and work product across every improvement, modernization, and renovation project.
- The community will see all requirements from the voter-approved Library Capital Construction General Obligation bond completed thoroughly and well.
- **Information Technology (IT)** provides telecommunication, network, and hardware support, and manages 11,552 PCs, laptops, tablets, ipads and iphones, 6,632 phone numbers, and over 115 network circuits, 700 servers, and 700 business applications that provide comprehensive data to inform County programs' decision-making.

FY 2027 Outcomes Statements:

- Multnomah County business operations and essential community services are uninterrupted by technical failure, obsolete hardware, or cybersecurity threats through proactive lifecycle management and standardized infrastructure.
- Residents and employees experience reduced barriers through increased accessibility of web applications, such as translation services and set accessibility standards.
- **Fleet, Motor Pool, Distribution, Records and Archives** manages fleet and motor pool vehicles; maintains and archives County records; and provides pickup and delivery of mail and other time-sensitive materials.

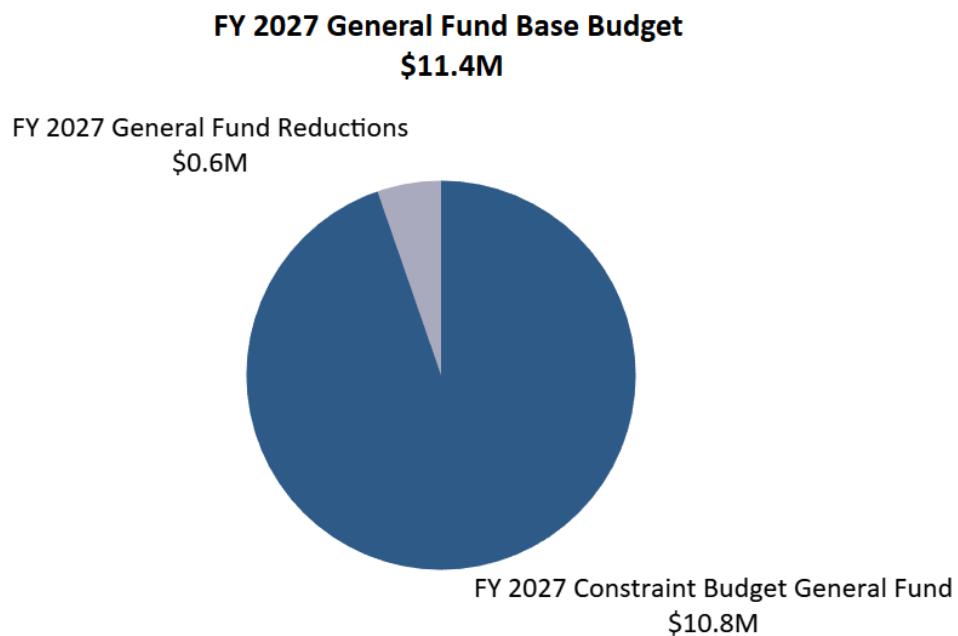
FY 2027 Outcomes Statements:

- County programs will have access to vehicles that allow them to serve the community safely and reliably.
- Employees will have convenient, accessible options for work-related travel that are cost-efficient for the County.

- Customers receive bulk mailings and deliveries, including supplies and medical equipment, in a timely manner.
- Customers will experience increased compliance and security in accounts through the Capstone Program, a partnership with IT designed to eliminate inactive email and text accounts that we are no longer legally required to keep.

General Fund Reductions

DCA's requested FY 2027 budget includes a 6% reduction (\$6.79M) on the portion of the Operating budget subject to constraint. To fully achieve the necessary reductions, an additional \$0.34M in IT offsets was added, bringing the total reduction package to \$7.13M. Because DCA's work is primarily funded through Other Funds, the General Fund constraint impact is relatively small, as conveyed in this graphic.



Reductions to Meet FY 2027 General Fund Constraint Allocation				
Prog. #	Program Name	Brief Description	General Fund	FTE
78001	Human Resources	Reduce 1.0 FTE Human Resources Analyst Senior position	(225,036)	(1.00)
78105	Business Services	Reduce 1.0 FTE Budget Analyst position	(184,851)	(1.00)
78105	Business Services	Reduce 1.0 FTE Procurement Analyst Senior position; Reduction of Overtime	(194,429)	(1.00)
Total			(604,316)	(3.00)

These positions support DCA's core functions, and the anticipated effect of the reductions are outlined below:

- **Human Resources Analyst (Filled):** This represents a 25% reduction in our HR Analysts, delaying day to day employee relations support, responding to incidents, and on-boarding/off-boarding employees.
- **Budget Analyst (Filled):** This represents a 20% reduction in our Budget Analysts, reducing the capacity of the team to build and monitor budgets, and make adjustments as needed.
- **Procurement Analyst Senior (Filled):** This represents a 11% reduction in our IT Purchasing & Contracting staff, reducing the capacity of the team to procure goods and services in a timely manner.

Other Fund Reductions

DCA's Operations budget is primarily recovered through internal services, which are considered "Other Funds;" the majority of our FY 2027 reductions fall within this funding source. The following table details the significant reductions in Internal Services (Other Funds).

FY 2027 Significant Other Funds Reductions

Prog. #	Program Name		Other Funds	Other Funds FTE
78200	Facilities Director's Office	Reduce 1.0 FTE Data Analyst Senior position (0.5 FTE is included within the Asset Preservation Fund)	(96,414)	(0.50)
78202	Facilities Operations & Maintenance	Reduce Preventative Maintenance on HVAC systems and equipment by 25% by decreasing PM work done by contractors	(225,000)	
78202	Facilities Operations & Maintenance	Decrease the frequency of contracted out environmental health work by 66%	(100,000)	
78202	Facilities Operations and Maintenance	Reduce 1.0 FTE Electrician position Reduce Preventative Maintenance on electrical systems and equipment by 30%	(197,066)	(1.00)
78202	Facilities Operations and Maintenance	Reduce roof inspections and minor repairs and sidewalk repairs by 25%	(65,000)	
78202	Facilities Operations and Maintenance	Reduce 1.0 FTE Facilities Specialist 2 position	(200,373)	(1.00)
78202	Facilities Operations and Maintenance	Reduce routine elevator inspections from monthly to every 2 months	(93,750)	
78202	Facilities Operations and Maintenance	Reduce Preventative Maintenance on electrical systems and equipment by 20%	(100,000)	
78202	Facilities Operations and Maintenance	Reduce gas and groundwater monitoring at Vance site by 50%	(50,000)	
78203	Facilities Client & Support Services	Reduce miscellaneous property and interior repair and upkeep work by 50%	(226,000)	
78203	Facilities Client & Support Services	Reduce 1.0 FTE Facilities Specialist 3 position	(188,741)	(1.00)
78203	Facilities Client & Support Services	Reduce routine pressure washing and parking lot maintenance and striping each by 50%; decrease window washing from annually to every two years	(185,000)	
78303	IT Help Desk Services	Reduce 1 Helpdesk Contractor	(80,000)	

FY 2027 Significant Other Funds Reductions

Prog. #	Program Name		Other Funds	Other Funds FTE
78304	IT Telecommunications Services	Reduce Professional Services associated with Hyphn, a contractor for Infrastructure	(200,000)	
78306	IT Network Services	Reduce 1.0 FTE Systems Administrator Senior position	(250,000)	(1.00)
78308	IT Asset Replacement	Roll out more Chromebooks @ 10% of total laptop deployment to reduce laptop replacement costs which also reduces Microsoft licensing	(329,577)	
78308	IT Asset Replacement	Significantly reduce Microsoft licenses	(61,152)	
78308	IT Asset Replacement	Decrease IT equipment replacement collections by 25%	(800,000)	
78308	IT Asset Replacement	Retire 18 webex conference room boards and replace with Google, realizing annual licensing savings	(100,000)	
78316	IT Division Administration	Eliminate the InfoTech Research Contract	(189,000)	
78316	IT Division Administration	This reduction reflects lower internal service rates charges to IT from other DCA divisions due to the Department's overall reduced budget including some supplies	(258,496)	
78341	IT Enterprise Architecture	Reducing Pluralsight web-based training licenses for IT staff	(40,000)	
78341	IT Enterprise Architecture	Reduce software supporting Enterprise Architecture & associated Professional Services	(290,000)	
78341	IT Enterprise Architecture	Reduce 1.0 FTE IT Manager Senior position	(275,000)	(1.00)

FY 2027 Significant Other Funds Reductions

Prog. #	Program Name		Other Funds	Other Funds FTE
78341	IT Enterprise Architecture	Reducing Google workspace storage by removing out-of-retention archived accounts	(100,000)	
78341	IT Enterprise Architecture	Reducing Smarsh archival storage by removing out-of-retention archived accounts	(100,000)	
78342	IT Application & Data Services	Reduce 1.0 FTE Development Analyst position	(250,000)	(1.00)
78342	IT Application & Data Services	Reduce 2.0 FTE Development Analyst Senior positions	(500,000)	(2.00)
78342	IT Application & Data Services	Reduce 1.0 FTE IT Project Manager 1 position	(250,000)	(1.00)
78343	IT Portfolio Services	Reduce 1.0 FTE Business Systems Analyst Senior position	(250,000)	(1.00)
78343	IT Portfolio Services	Reduce Professional Services for the DCHS, DCJ, JOHS, LPSCC Portfolio, (primarily impacting DCHS development and Tableau support)	(200,000)	
78400	Fleet Services	Reduce Travel and Training	(13,307)	
78400	Fleet Services	Reduce Facilities service requests	(33,104)	
78401	Fleet Vehicle Replacement	Delay Yeon Service Loaner Replacement	(44,681)	
78402	Motor Pool	Reduce Fleet replacement fund, adjusting for revised vehicle replacement costs	(20,004)	
78402	Motor Pool	Remove lead pay expenses as this is obsolete	(5,515)	
78402	Motor Pool	Reduce 2 Motor Pool vehicles (includes both operations and asset replacement costs)	(9,396)	

FY 2027 Significant Other Funds Reductions

Prog. #	Program Name		Other Funds	Other Funds FTE
78403	Distribution	Reduce Fleet replacement fund, adjusting for revised vehicle replacement costs	(34,961)	
78403	Distribution	Eliminate 1 Distribution Van	(9,341)	
78403	Distribution	Reduce 1.0 FTE Driver position	(99,406)	(1.00)
78404	Records & Archives	Reduce software and entry mat laundry services	(3,115)	
Total			(6,523,399)	(11.50)



Facilities Operations & Maintenance Reductions: 78200, 78202, 78203

To meet the budget constraint while prioritizing a timely response to urgent matters, repair work, and adherence to all code and warranty requirements, the Facilities reductions focused primarily on preventative maintenance, property upkeep, and the elimination of four filled positions and a decrease in non-personnel funds.

The major reductions and associated impacts include:

Preventative Maintenance: A decrease in the frequency of inspections and routine maintenance (on electrical and HVAC systems, roofs, and parking lots) is anticipated. This will likely result in shorter life spans for equipment and parts, a greater incidence of equipment failures, and a corresponding increase in long-term capital improvement expenses.

Property Upkeep: Reductions in non-essential upkeep services, such as pressure washing, window washing, sidewalk repairs, and environmental health work, will lead to a decrease in the appearance of buildings and properties and could negatively affect air quality.

Data Analysis: The elimination of a data analyst position will reduce the timeliness of the information provided to FPM staff and customers regarding work activity, making it more challenging to make decisions based on comprehensive data.

Information Technology

When determining the reductions faced by Information Technology, our priority was to maintain daily operations, infrastructure maintenance, and continue to invest in transformational opportunities for long-term innovation. This unfortunately resulted in the elimination of some capacity to expand and enhance current technology. Below are the major reductions and associated impacts:

Professional Services Contracts: 78303, 78304, 78316, 78343

Eliminating key professional services contracts (including Hyphn, Collibra support, and InfoTech support) will result in reduced support and knowledge expansion. The loss of these contracts is expected to impact data governance, strategic decision-making, DCA's employee pulse survey, and the overall effectiveness of operational support provided to County departments.

Staffing and Contractor Reductions: 78303, 78306, 78342, 78343

Reductions in FTE and a contractor across multiple programs will reduce IT's ability to respond to service and software requests, particularly around data and business intelligence. These reductions (including an IT Senior Manager, Development Analysts, a



Project Manager, and a HelpDesk contractor) may disproportionately impact programs serving marginalized populations by slowing the ability to analyze equity data and respond to critical service and software needs. Seven positions are impacted; four of which are filled.

Asset Replacement Collections: 78308

IT is reducing Asset Replacement collections by 25%. While this will lower internal service rates for departments in the short-term, it will place considerable strain on IT's remaining asset collection funds long-term. Since these funds are used to replace essential hardware and software (servers, laptops, network equipment, etc.) as it reaches end-of-life, we can anticipate a higher incidence of hardware failures and potential work disruptions. Remaining asset replacement funds will need to be prioritized for the most critical needs.

Software and Hardware Transition: 78341

On-going reductions in Microsoft Licenses, increases in Google Chromebook rollouts, and transitioning the remaining conference room WebEx Boards to more cost-effective Google technology will increase the learning curve for staff and potentially cause frustration in adapting to new products.

Fleet, Records, Motor Pool, and Distribution

By nature, these individual programs are small and heavily FTE-based. Reducing positions within these programs will affect the ability of County employees to receive services. Therefore, when making reductions, these programs focused on what would have minimal impact to our customers (County Departments). Below are the major reductions and associated impacts.

Fleet: 78401

Delaying loaner vehicle replacement will affect access to quality loaner vehicles while vehicles are being repaired. Reducing facilities service requests will potentially result in failing equipment, and therefore increasing risk of repair delay and customer inability to provide a service that is dependent on a vehicle.

Distribution: 78403

Reduction in one FTE, a Driver, and the associated vehicle. This will result in the inability to provide some delivery services, such as dental moves. This is a filled position.

Add Package Requests

One-Time-Only Requests

There are no one-time-only (OTO) requests for non-capital funds.

One-Time-Only Capital Requests

DCA's FY 2027 Capital Budget requests total \$38 million, reflecting a collaborative Capital Planning Process led by the Chief Operating Officer's Office to identify and prioritize capital project requests. DCA is responsible for the County's investments in facilities and technology. The following table represents the projects from the Capital Plan Steering Committee that were identified by departments across the County and brought forward by DCA for proposed OTO funding in FY 2027.

FY 2027 Add Package Requests Capital (One-Time-Only)					
Project Priority	Brief Description	General Fund	Other Funds	FTE	New/Existing
1	Multnomah County Sheriff Office (MCSO) Justice Center Bus Duct Replacement Project	\$2,500,000	\$0.00	0.00	Existing
2	Sobering Crisis and Stabilization Center Acquisition and Renovation Project	\$13,272,221	\$0.00	0.00	Existing
3	ADA Improvement Project	\$1,504,000	\$0.00	0.00	Existing
4	Vector Control Relocation Project	\$3,500,000	\$0.00	0.00	New
5	Walnut Park Redevelopment	\$250,000	\$0.00	0.00	Existing
6	Hansen Complex Deconstruction	\$4,304,458	\$0.00	0.00	Existing
7	Vehicle Electrification Pilot	\$500,000	\$0.00	0.00	New
8	FPM Prophet Center Relocation	\$7,000,000	\$0.00	0.00	New
9	DCS - Shelter Buddy System Replacement	\$250,000	\$0.00	0.00	New
10	Mid County Health Center Replacement	\$5,000,000	\$0.00	0.00	New
	Total	\$38,080,679	\$0.00	0.00	

- **78233 Justice Center Bus Duct Replacement Project, \$2.5M:** The Justice Center's incoming building electrical service, busway risers, and electrical distribution equipment are mostly of original construction (1981) and need to be replaced. This multi-year project is primarily the replacement of the main incoming electrical service and busway risers because the failure of these components could result in a significant electrical outage. The bus duct system will be replaced with a conduit and wire system. This

system was chosen as it is easier to access, maintain and repair.

- **78249 Sobering Crisis and Stabilization Center Acquisition and Renovation Project, \$13.3M:** This is for the renovation of a new 25,000 square foot building located at 1901 Se Grand Ave. The project includes the renovation of all building systems including, structural, electrical, plumbing, mechanical, facade, and site improvements. The program will include stations for sobering and withdrawal services, a commercial kitchen, showers, and laundry facilities. The building will include sheltering services where participants could stay for up to one week or more for drug dependency and withdrawal services.
- **90018B ADA Improvement Project: \$1.5M:** This Department of Community Services project designs and constructs ADA ramps along the public right of way. It will expand the accessibility to pedestrians with disabilities along the road right of way. These services are already in place for people without a disability.
- **NEW - Vector Control Relocation Project, \$3.5M:** The Environmental Health Division's lease with the City of Portland is being terminated, at the City's request. This project will design, permit, and renovate an approximate 15,000 square feet of space for Vector control operations. This requires space for about 15 staff, 30 vehicles spaces, office, storage, chemical storage, showers, locker rooms, and meeting room space. The project assumes the City and County will share costs 50/50 for acquisition, design and construction.
- **78235 Walnut Park Redevelopment, \$250,000:** In FY 2026, the County solicited a request for proposals from investment firms or similar organizations to explore partnership-based development options for the property, prioritizing solutions that align with both County objectives and local community needs. This project is to manage consulting services to assess options presented by the partner organization and other development partnership options, as well as the associated County-based project management staffing costs.
- **78240 Hansen Complex Deconstruction Project, \$4.3M:** 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 project would remediate and deconstruct all structures at the Hansen Building Complex which includes the main building and five auxiliary buildings. This work will be sequenced and phased to align with the available funding. The site will be prepped for future development on a geographically centered property in Multnomah County.

- **NEW - Vehicle Electrification Pilot, \$500,000:** This collaborative pilot will use OTO funds to transition up to 20 vehicles to alternative fuel (AF) and install up to 10 dual plug EV charging stations with two or more departments. OTO funds would pay to subsidize vehicle transition (covering the delta between the costs of an AF vehicle and a fully gas-powered one) and cover all costs of stations and associated infrastructure. This pilot would help identify a long-term plan to be considered during future Capital Plan processes.
- **NEW - FPM Prophet Center Relocation, \$7M:** The project will relocate the County Facilities division and Distribution services that would be approximately 45,000 square feet for about 85 staff. These spaces would include maintenance trade shops, distribution services, administrative space, a dispatch center, conference rooms, storage, and parking for distribution and Facilities fleet vehicles as well as for staff. The request is for the purchase of a new location if Portland Public Schools informs the County that it needs to relocate.
- **NEW - DCS Shelter Buddy System Replacement, \$250,000:** DCS Animal Shelter leadership has determined the current Shelter Management software (ShelterBuddy) has reached its end of life and no longer meets the needs of the shelter staff and mission. This project would implement a new system focused on meeting the current vision and operational needs of MCAS.
- **NEW - Mid County Health Center Replacement, \$5M:** The project would replace the existing Mid County Health Center with a new facility. Space needed ranges from 45,000 to 55,000 square feet. Primary care, dental care, and pharmacy services would expand.

Voter Initiatives - Supportive Housing Services

In 2021, local voters passed the Metro Supportive Housing Services Measure. The following table shows the Department of County Asset's program offers that use voter initiative funding.

FY 2027 Voter Initiative - Supportive Housing Services				
Prog. #	Program Name	FY 2026 Adopted SHS Funds	FY 2027 Requested SHS Funds	FY 2027 FTE
78243	Homeless Services Department (HSD) Capital Program	16,385,345	2,473,758	0.00
Total		16,385,345	2,473,758	0.00

*Please note that the table includes *only* the initiative funding and related FTE, not the entire program offer budget.

Facilities and Property Management is using Supporting Housing Services funds to complete the building out of the Harrison Community Village.

Voter Initiatives - Library Bond

In 2021, DCA and the Library established the Library Capital Bond Program to carry out the work that local voters passed through the approval of General Obligation Bonds to Expand, Renovate, Construct Library Branches, Facilities; and Increase Safety. To date, the Program has delivered six large projects along with significant refreshes to most branches. In May of 2026 the brand new East County Library will open. In FY 2027, the momentum continues with re-opening of Belmont and St. Johns, the final libraries in the bond initiative. The following table shows the Department of County Asset's program offers associated with the Library Bond funding. Fiscal Year 2027 funds reflect carryover from FY 2026.

FY 2027 Voter Initiative - Library Bond

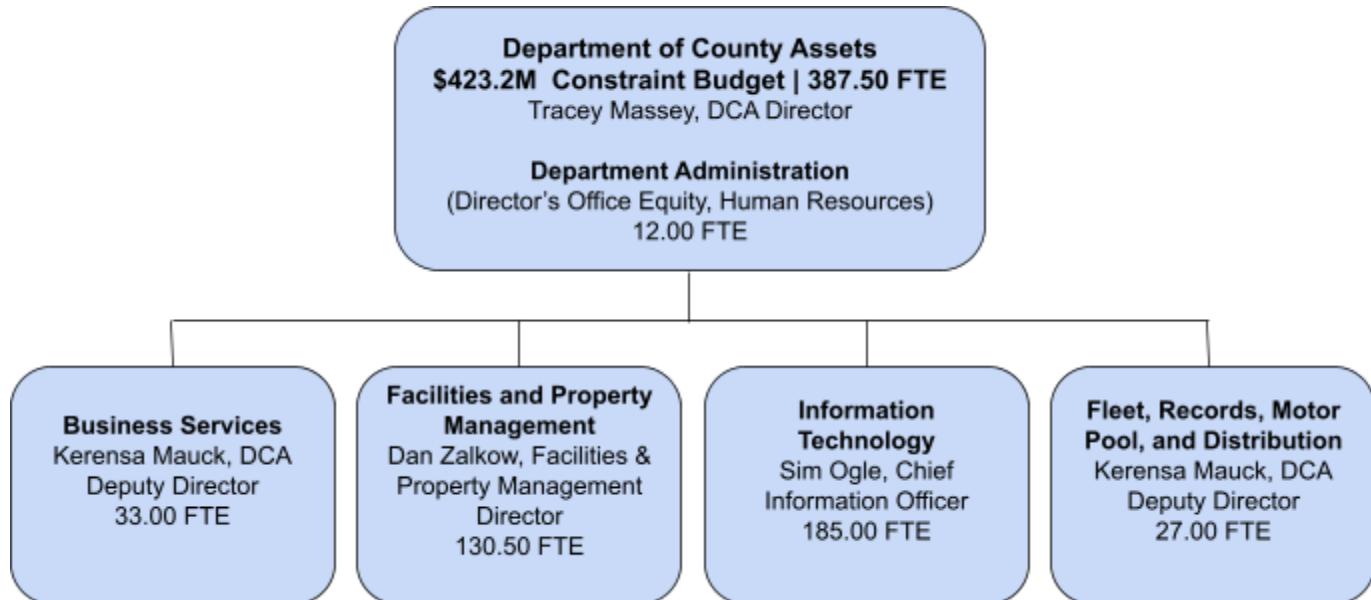
Prog. #	Program Name	FY 2026 Adopted LIB Bond Funds	FY 2027 Requested LIB Bond Funds	FY 2027 FTE
78228A	Library Capital Bond Construction	36,080,729	32,175,950	9.00
78228C	Library Capital Bond Construction: Midland Library	2,312,914	0	0.00
78228E	Library Capital Bond Construction: North Portland Library	887,498	0	0.00
78228F	Library Capital Bond Construction: Albina Library	6,633,573	0	0.00
78228G	Library Capital Bond Construction: East County Library	59,388,146	16,831,786	0.00
78228H	Library Capital Bond Construction: Belmont Library	19,731,184	4,157,606	0.00
78228I	Library Capital Bond Construction: Northwest Library	6,230,395	692,095	0.00
78228J	Library Capital Bond Construction: St. Johns Library	8,836,730	1,259,707	0.00
Total		140,101,169	55,117,144	9.00

*Please note that the table includes *only* the initiative funding and related FTE, not the entire program offer budget.

Of note, the program reduces 3.00 FTE (currently vacant) in FY 2027. This is a result of reduced staffing needs as the projects come to completion.

Organizational Chart (Constraint Budget)

The organizational chart below shows FTE by division associated with the Requested Budget. It reflects the reduction of 18 FTE as compared to FY 2026. Span of Control tables, produced by the Span of Control Study from December 2025, follow the organizational chart.



Average Span by Division as of 12/1/25
(all employee types except contractors & volunteers)

Division	# of Supervisors	Average Span - All EE Types
Business Services	4	8.75
DCA Director's Office	5	7.00
Facilities and Property Management	16	9.19
Fleet, Records, Distribution and Motor Pool	4	7.00
Information Technology	21	11.14
Grand Total	50	9.58

Average Span by Division as of 12/1/25
(Regular and LDA only)

Division	# of Supervisors	Average Span - Regular, LDA only
Business Services	4	8.75
DCA Director's Office	5	6.40
Facilities and Property Management	16	8.50
Fleet, Records, Distribution and Motor Pool	4	7.00
Information Technology	21	10.57
Grand Total	50	9.06

Appendix A: Supplemental Information

Equity Positions and Related Funding

FY 2027 Equity Budget - County Assets				
Prog. #	Program Name	Equity JCN & Position Title or Budget Category	Total Equity Funding*	FTE
Director's Office	78000	Human Resources Manager 1 (9715)	233,885	1.00
Director's Office	78000	Human Resources Analyst Senior (9748)	209,639	1.00
Total			443,524	2.00

*Neither of the positions above were part of a budget constraint or add.

FTE by Bargaining Unit - Constraint Budget

Nonrep/ Rep	Bargaining Unit	FY 2026 Adopted FTE	FY 2027 Constraint Budget FTE	+/-	% Change
Rep	IBEW Local 48	27.00	26.00	(1.00)	(3.7%)
Rep	IUOE Local 701	18.00	18.00	0.00	0.0%
Rep	AFSCME Local 88/Conf	281.50	270.50	(11.00)	(3.9%)
Nonrep	Mgmt/Exec Employee	79.00	76.00	(3.00)	(3.8%)
Total		405.50	390.50	(15.00)	(3.7%)

An additional 3 FTE were reduced (unfilled) that were not part of the constraint due to the Library Capital Bond Project wrapping up.

FTE by Fund - Constraint Budget

Fund Name	FY 2026 Adopted FTE	FY 2027 Constraint Budget FTE	+/-	% Change
1000 General Fund	48.00	45.00	(3.00)	(6.3%)
2508 IT Capital Fund	4.00	1.00	(3.00)	(75.0%)
3501 Fleet Management Fund	14.25	14.25	0.00	0.0%
3503 Information Technology Fund	188.00	184.00	(4.00)	(2.1%)
3504 Mail Distribution Fund	13.75	12.75	(1.00)	(7.3%)
3505 Facilities Management Fund	111.00	107.50	(3.50)	(3.2%)
2509 Asset Preservation	14.50	14.00	(0.50)	(3.4%)
Total	393.50	378.50	(15.00)	(3.8%)

An additional 3 FTE were reduced (unfilled) that were not part of the constraint due to the Library Capital Bond Project wrapping up.

One-Time-Only (OTO) History & Plans

The Department of County Assets had \$31,993,44 of one-time-only (OTO) funding in the FY 2026 Adopted budget. The following table shows the breakdown of significant OTO funds, as shown in the [FY 2026 Adopted Budget Director's Message](#), and explains the plan for FY 2027.

One-Time-Only (OTO) History & Plans - Department of County Assets				
Program # - Name	FY 2026 Adopted GF OTO	FY 2027 Carry Over	FY 2027 New Funds	Plan for FY 2027
78345 - Lobbying Reporting Software	200,000	200,000	0	Project scoping is wrapping up in FY26 and the software will go live in FY27 when maintenance costs will be realized.
78340 - Enterprise Resource Planning Historical Data Retention	947,952	725,544	0	The project funds will be used in FY 2027 to complete this project. After this, ongoing maintenance costs up to \$150,000 annually (depending on use) are anticipated.
78339 - DCHS Workflow Software	500,000	500,000	0	In FY 2027, funds will be used to procure and implement the DCHS Workflow Software.
78337 - Network Access Control (NAC)	310,000	310,000	0	In FY 2027, work will begin to configure NAC and enforce policy for remaining county buildings.

One-Time-Only (OTO) History & Plans - Department of County Assets				
Program # - Name	FY 2026 Adopted GF OTO	FY 2027 Carry Over	FY 2027 New Funds	Plan for FY 2027
78336 - Radio System Replacement	2,898,069	1,616,638	0	In FY 2027, a new radio system will be installed and working with new radio subscriber units. Work will include commissioning, licensure, testing and project closeout.
78335 - Preschool For All - Preschool Early Learning Technology	457,169	0	416,320	A technology program offer will be submitted for FY 2027 for \$416,320 to continue to fund PFA-PEL software, as well as new communication and customer management software, and project contingency funds.
78334 - Health - Supplemental Datasets for Analytics and Reporting	754,707	0	0	Health Department is funding 1.00 FTE for \$300,000 in their ongoing budget for FY 2027. This project will continue, but will be funded via internal cash transfer beginning in FY 2027.
78332 - Public Website and Digital Services Transformation	2,567,241	1,162,291	0	In FY 2027, we will add more languages, simplify our website menus, and provide clear, step-by-step

One-Time-Only (OTO) History & Plans - Department of County Assets				
Program # - Name	FY 2026 Adopted GF OTO	FY 2027 Carry Over	FY 2027 New Funds	Plan for FY 2027
				instructions so community members can get the help they need.
78330 - CEDARS Replacement	4,061,932	3,702,490	0	In FY 2027, health data will continue to be moved into a cloud-based platform called Snowflake.
78255 - ADA All-Gender Restroom Multnomah Building	236,335	178,675	0	Construction of the all-gender restroom will be completed in FY 2027.
78254 - Downtown Jail Site Replacement Study	150,000	0	0	This work will be completed in FY 2026.
78253 - FPM Prophet Center Relocation Options Analysis	150,000	119,730	7,000,000	This analysis work will be completed in FY 2027. There is a new related Capital Request for the outcome of this work.
78252 - Downtown Real Estate Options Analysis	200,000	125,000	0	This work will be completed in FY 2027. The outcome of this work will inform the Downtown Real Estate Strategy, and will inform future Capital Requests.

One-Time-Only (OTO) History & Plans - Department of County Assets				
Program # - Name	FY 2026 Adopted GF OTO	FY 2027 Carry Over	FY 2027 New Funds	Plan for FY 2027
78251 - DCJ East Campus Expansion	1,000,000	854,406	0	In FY 2027, if the Board approves proceeding with design, design documents will be completed and building permits will be applied for.
78250 - Vance Pit Security Fence	125,000	124,783	0	In FY 2027, the installation of the new fence will be completed, along with signage.
78244 - Juvenile Justice Complex Security Foyer	2,377,949	0	0	This work will be completed in FY 2026, this project will be closed.
78240 - Hansen Complex Deconstruction Phase 1	1,500,000	1,450,138	4,304,458	In FY 2027, if the Board approves proceeding with deconstruction, the project will be implemented. Additional Funding for this project was requested through the County Capital Planning Process.
78235 - Walnut Park Redevelopment Planning	150,000	76,068	250,000	In FY 2027, a development plan will be created with a development contractor, and an engagement strategy will be implemented with the community. Additional

One-Time-Only (OTO) History & Plans - Department of County Assets				
Program # - Name	FY 2026 Adopted GF OTO	FY 2027 Carry Over	FY 2027 New Funds	Plan for FY 2027
				Funding for this project was requested through the County Capital Planning Process.
78233 - Justice Center Electrical System Upgrade - Bus Duct Replacement Phase 2	13,407,092	3,879,961	5,320,024	Work will continue to upgrade the electrical system and replacement of the Bus Duct in FY 2027. Additional Funding for this project was requested through the County Capital Planning Process. The total expense reimbursement amount expected from the City of Portland and the Unit 4 Owner is \$2,820,024.
Total	31,993,446	15,025,724	17,290,802	

Appendix B: Countywide Strategic Plan

Given DCA's unique and specialized role, we could easily link our functions to nearly every area of the Strategic Plan. However, the table below shows the countywide Strategic Plan's Focus Areas and Outcomes that the department is directly responsible for collecting, tracking, and reporting data for measurement and analysis.

Focus Area 1: Support Community Health and Wellness		Division (when applicable)
Outcome 1	Multnomah County is a trusted source for health, wellness and safety information and services	DCA
Focus Area 3: Strengthen Community Vitality and Resilience		
Outcome 1	Multnomah County is prepared for, and resilient to, emergencies and disasters	DCA
Focus Area 4: Be Accountable, Collaborative and Transparent		
Outcome 1	Multnomah County builds public trust through transparent, reliable, data-driven decisions and leadership in fiscal stewardship	DCA

Appendix C

List of Program Offers - County Assets								
		Constraint Budget				Reductions included in Constraint		
Prog. #	Program Name	General Fund	Other Funds	Total Cost	Total FTE	General Fund	Other Funds	Total FTE
Director's Office								
78000	DCA Director's Office	2,005,237	0	2,005,237	7.00	0	0	0.00
78001	DCA Human Resources	1,290,300	0	1,290,300	5.00	(225,036)	0	(1.00)
Total Director's Office		3,295,537	0	3,295,537	12.00	(225,036)	0	(1.00)
Business Services								
78105	DCA Business Service Team	7,489,012	0	7,489,012	33.00	(379,280)	0	(2.00)
Total Business Services		7,489,012	0	7,489,012	33.00	(379,280)	0	(2.00)
Facilities and Property Management								
78200	Facilities Director's Office	0	4,219,079	4,219,079	7.50	0	(96,414)	(0.50)
78201	Facilities Debt Service and Capital Fee Pass Through	0	7,879,731	7,879,731	0.00	0	0	0.00
78202	Facilities Operations and Maintenance	0	35,353,813	35,353,813	75.50	0	(1,031,189)	(2.00)
78203	Facilities Client & Support Services	0	26,995,733	26,995,733	11.50	0	(599,741)	(1.00)
78208	Facilities Utilities	0	10,031,623	10,031,623	0.00	0	0	0.00
78209	Facilities Lease Management	0	11,715,984	11,715,984	2.00	0	0	0.00
78233	Justice Center Electrical System Upgrade - Bus Duct Replacement Phas	0	6,699,985	6,699,985	0.00	0	0	0.00
78234	New Animal Services Facility - Design Phase	0	3,304,926	3,304,926	0.00	0	0	0.00
78235	Walnut Park Redevelopment Planning	0	76,068	76,068	0.00	0	0	0.00
78237	Rockwood Community Health Center	0	2,266,957	2,266,957	0.00	0	0	0.00
78240	Hansen Complex Deconstruction Phase 1	0	1,450,138	1,450,138	0.00	0	0	0.00
78243	Homeless Services Department (HSD) Capital Program	0	2,473,758	2,473,758	0.00	0	0	0.00
78245	Facilities Capital Improvement Program	0	94,910,837	94,910,837	14.00	0	0	(0.50)
78246	Facilities Planning, Design and Construction	0	2,748,757	2,748,757	11.00	0	0	0.00
78247	Facilities Vance Property Framework Plan	0	113,000	113,000	0.00	0	0	0.00
78249	Sobering and Crisis Intervention Center	0	13,556,213	13,556,213	0.00	0	0	0.00
78250	Vance Pit Security Fence	0	124,783	124,783	0.00	0	0	0.00
78251	DCJ East Campus Expansion	0	854,406	854,406	0.00	0	0	0.00
78252	Downtown Real Estate Options Analysis	0	125,000	125,000	0.00	0	0	0.00
78253	FPM Prophet Center Relocation Options Analysis	0	119,730	119,730	0.00	0	0	0.00
78255	ADA All-Gender Restroom Multnomah Building Total	0	178,625	178,625	0.00	0	0	0.00
78228A	Library Capital Bond Construction	0	32,175,950	32,175,950	9.00	0	0	0.00
78228G	Library Capital Bond Construction: East County Library	0	16,831,786	16,831,786	0.00	0	0	0.00
78228H	Library Capital Bond Construction: Belmont Library	0	4,157,606	4,157,606	0.00	0	0	0.00
78228I	Library Capital Bond Construction: Northwest Library	0	692,095	692,095	0.00	0	0	0.00
78228J	Library Capital Bond Construction: St. Johns Library	0	1,259,707	1,259,707	0.00	0	0	0.00
Total Facilities and Property Management		0	280,316,290	280,316,290	130.50	0	(1,727,344)	(4.00)

Appendix C

List of Program Offers - County Assets								
		Constraint Budget				Reductions included in Constraint		
Prog. #	Program Name	General Fund	Other Funds	Total Cost	Total FTE	General Fund	Other Funds	Total FTE
Information Technology								
78301	IT Technology Improvement Program	0	2,946,176	2,946,176	1.00	0	0	0.00
78302	IT Project Management Office (PMO)	0	2,193,892	2,193,892	8.00	0	0	0.00
78303	IT Help Desk Services	0	1,450,026	1,450,026	7.75	0	(80,000)	0.00
78304	IT Telecommunications Services	0	3,569,015	3,569,015	7.00	0	(200,000)	0.00
78305	IT Mobile Device Expense Management	0	2,986,881	2,986,881	1.00	0	0	0.00
78306	IT Network Services	0	4,689,611	4,689,611	5.00	0	(250,000)	(1.00)
78307	IT Desktop Services	0	4,254,419	4,254,419	23.50	0	0	0.00
78308	IT Asset Replacement	0	8,616,861	8,616,861	0.00	0	(1,290,729)	0.00
78313	IT Enterprise Resource Planning Application Services	0	2,949,308	2,949,308	0.00	0	0	0.00
78315	IT Portfolio Services: Library	0	1,111,781	1,111,781	3.00	0	0	0.00
78316	IT Division Administration	0	10,194,267	10,194,267	4.00	0	(447,496)	0.00
78317	IT Data Center & Technical Services	0	9,422,849	9,422,849	24.75	0	0	0.00
78327	IT Cybersecurity and Data Compliance Services	0	3,282,745	3,282,745	6.00	0	0	0.00
78330	CEDARS Replacement	0	3,702,490	3,702,490	0.00	0	0	0.00
78332	Public Website and Digital Services Transformation	0	1,162,291	1,162,291	0.00	0	0	0.00
78335	Preschool For All - Preschool Early Learning Technology	0	416,320	416,320	0.00	0	0	0.00
78336	Radio System Replacement	0	1,616,638	1,616,638	0.00	0	0	0.00
78337	Network Access Control	0	310,000	310,000	0.00	0	0	0.00
78339	DCHS Workflow Software	0	500,000	500,000	0.00	0	0	0.00
78340	Enterprise Resource Planning Historical Data Retention	0	725,544	725,544	0.00	0	0	0.00
78341	IT Enterprise Architecture	0	4,510,376	4,510,376	6.00	0	(805,000)	(1.00)
78342	IT Application & Data Services	0	20,380,788	20,380,788	61.00	0	(1,000,000)	(4.00)
78343	IT Portfolio Services	0	8,247,676	8,247,676	27.00	0	(450,000)	(1.00)
78345	Lobbying Reporting Software	0	200,000	200,000	0.00	0	0	0.00
Total Information Technology		0	99,439,954	99,439,954	185.00	0	(4,523,225)	(7.00)
Fleet, Records, Distribution, and Motor Pool								
78400	Fleet Services	0	7,895,008	7,895,008	12.00	0	(46,411)	0.00
78401	Fleet Vehicle Replacement	0	15,955,345	15,955,345	0.00	0	(44,681)	0.00
78402	Motor Pool	0	1,082,656	1,082,656	2.25	0	(34,915)	0.00
78403	Distribution Services	0	2,230,616	2,230,616	5.75	0	(143,708)	(1.00)
78404	Records & Archives	0	3,262,238	3,262,238	7.00	0	(3,115)	0.00
Total Fleet, Records, Distribution, and Motor Pool		0	30,425,863	30,425,863	27.00	0	(272,830)	(1.00)
Total County Assets		10,784,549	410,182,107	420,966,656	387.50	(604,316)	(6,523,399)	(15.00)

This table includes cash transfers, contingencies, and unappropriated balances.

Appendix D - Department Operating Expenditure Ledger Account Year-Over-Year Comparison

Ledger Account	General Fund			Other Funds			Total		
	FY 2025 Actuals	FY 2026 Adopted	FY 2027 Constraint	FY 2025 Actuals	FY 2026 Adopted	FY 2027 Constraint	FY 2025 Actuals	FY 2026 Adopted	FY 2027 Constraint
60000 - Permanent	5,303,538	5,761,514	5,712,132	35,704,170	44,997,426	45,029,329	41,007,708	50,758,940	50,741,461
60100 - Temporary	341,689	63,084	20,881	1,546,551	2,150,484	1,503,670	1,888,240	2,213,568	1,524,551
60110 - Overtime	55,537	88,676	69,385	671,269	511,610	615,605	726,806	600,286	684,990
60120 - Premium	3,501		6,024	419,992	299,415	190,361	423,493	299,415	196,385
60130 - Salary Related	2,067,400	2,366,404	2,382,454	13,978,153	18,709,159	18,956,975	16,045,553	21,075,563	21,339,429
60135 - Non Base Fringe	108,844	12,073	1,855	437,758	784,038	510,857	546,602	796,111	512,712
60140 - Insurance Benefits	1,378,360	1,490,507	1,441,567	9,135,834	11,383,723	11,263,122	10,514,193	12,874,230	12,704,689
60145 - Non Base Insurance	25,580	23,513	395	261,654	451,797	275,636	287,234	475,310	276,031
60160 - Pass-Through & Program Support				17,252		5,020,000	17,252		5,020,000
60170 - Professional Services	26,438	60,668	51,800	27,382,883	302,606,965	195,905,529	27,409,322	302,667,633	195,957,329
60190 - Utilities				9,760,165	10,613,276	11,451,117	9,760,165	10,613,276	11,451,117
60200 - Communications	17,356	27,183	36,715	1,022,834	2,434,960	2,536,179	1,040,190	2,462,143	2,572,894
60210 - Rentals	13,945	6,584	6,979	11,483,703	11,975,434	11,449,949	11,497,649	11,982,018	11,456,928
60220 - Repairs & Maintenance				9,733,437	12,959,953	14,322,035	9,733,437	12,959,953	14,322,035
60240 - Supplies	26,245	60,542	69,015	9,024,525	20,638,048	14,666,450	9,050,770	20,698,590	14,735,465
60246 - Medical & Dental Supplies				2,275			2,275		
60260 - Training & Non-Local Travel	6,566	66,220	57,373	223,519	296,182	314,178	230,085	362,402	371,551
60270 - Local Travel	13	1,022	1,053	47,338	14,245	16,797	47,350	15,267	17,850
60280 - Insurance				231,763	222,331	292,257	231,763	222,331	292,257
60290 - Software, Subscription Computing, Maintenance	2,010	2,555	2,708	13,613,535	16,498,456	17,829,190	13,615,545	16,501,011	17,831,898
60320 - Refunds				(20,250)			(20,250)		
60340 - Dues & Subscriptions	2,296	3,820	4,049	34,376	25,538	24,671	36,672	29,358	28,720
60355 - Project Overhead				6,811,070	1,607,786	1,509,817	6,811,070	1,607,786	1,509,817
60360 - Internal Service Administrative Hub				7,733,382	9,948,329	10,280,712	7,733,382	9,948,329	10,280,712
60370 - Internal Service Telecommunications	52,790	70,840	73,206	208,492	265,534	315,183	261,282	336,374	388,389
60380 - Internal Service Data Processing	627,789	701,585	723,790	2,269,700	2,896,727	2,963,450	2,897,489	3,598,312	3,687,240
60411 - Internal Service Fleet Services				1,266,998	1,500,024	1,637,484	1,266,998	1,500,024	1,637,484
60412 - Internal Service Motor Pool	483	376	858	21,299	35,571	77,657	21,783	35,947	78,515
60430 - Internal Service Facilities & Property Management	83,284	70,272	78,323	2,629,680	3,102,685	3,017,030	2,712,964	3,172,957	3,095,353
60432 - Internal Service Enhanced Building Services	15,612	20,291	21,284	211,685	372,117	390,200	227,297	392,408	411,484
60435 - Internal Service Facilities Service Requests	4,396			198,682	734,200	668,321	203,078	734,200	668,321
60440 - Internal Service Other	400			214,780	347,818	1,022,967	215,180	347,818	1,022,967

Appendix D - Department Operating Expenditure Ledger Account Year-Over-Year Comparison

Ledger Account	General Fund			Other Funds			Total		
	FY 2025 Actuals	FY 2026 Adopted	FY 2027 Constraint	FY 2025 Actuals	FY 2026 Adopted	FY 2027 Constraint	FY 2025 Actuals	FY 2026 Adopted	FY 2027 Constraint
60450 - Internal Service Capital Debt Retirement Fund				7,580,481	7,576,731	7,428,481	7,580,481	7,576,731	7,428,481
60461 - Internal Service Distribution	97	36	49	79,101	60,870	63,685	79,198	60,906	63,734
60462 - Internal Service Records	26,880	22,214	22,654	61,611	80,398	86,614	88,491	102,612	109,268
60540 - Other Improvements - Expenditure					580,027	602,579		580,027	602,579
60550 - Capital Equipment - Expenditure				3,742,073	22,479,980	21,033,078	3,742,073	22,479,980	21,033,078
60575 - Write Off Accounts Payable				(3,094)			(3,094)		
60680 - Cash Discounts Taken				(5,306)			(5,306)		
69000 - Offset, Project Overhead				(6,808,666)	(1,607,786)	(1,509,817)	(6,808,666)	(1,607,786)	(1,509,817)
Total	10,191,049	10,919,979	10,784,549	170,924,704	507,554,051	401,761,348	181,115,754	518,474,030	412,545,897

This table does not include cash transfers, contingencies, and unappropriated balances.