

FY 2022 Program Offers

DCA Example - Equity Review

DCA's program offers are in Qwestica. The ask is to review each program offer asking the below questions. New for FY 2022 program offers is to include details on **equity review**. We are adding equity descriptions and performance measures in each of our program offers. Also in the significant change section we need to write the Covid 19 impacts to service and our customers.

Short Term Goal - FY 2022 (January)

1. Review each program offer
2. Add clarity to the executive summary and program description
3. Reflect on Equity and Racial injustice and how the work we do AKA program offers have significant impact and are or can create change.
4. Include how the equity lens is applied, reviewed, and followed up in our program offers descriptions and performance measures
5. Include Covid19 impacts into the significant change section

Long Term Goal - FY 2023

Beginning in March, Budget and Equity Managers work individually with DCA management to review the program offer and align the offer with the current org structure and work. To include Equity and Racial Justice in each program offer and performance measures in a meaningful and impactful way. As part of the review, customers and the CBAC will be asked for their feedback on DCA's funding decisions and if the decisions are meeting the intended goal and whether there were any unintended consequences.

FY 2022 Program offer Review and Examples:

Executive Summary: Briefly and clearly describe the activity or set of activities funded in a program offer.

1. What is the program goal?
2. What does the program do?
3. Alignment with County/Department values

Example:

BEFORE: The Budget and Planning team is one of the five service teams in the Department of County Assets (DCA) Administrative Services Hub. The team provides financial planning, forecasting, rate-setting, and reporting services to DCA.

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

Program Description: Briefly and Clearly describe the activity or set of activities funded in the program offer. The description should elaborate on the answers to the four questions from the executive summary **and demonstrates the alignment with equity and inclusion values and initiatives.**

Example: (Program goal should demonstrate our goal and how it aligns with equity and inclusion values and initiatives)

Program Goal: Our goal is to provide planning and structure for DCA's funding, allocate costs equitably across the County and within DCA divisions, provide tools for budgeting and model scenarios, and to measure budget to actual spend; which align with DCA and County values around equity and inclusion.

What does the program do?: The Budget and Planning team reports to the DCA Director and focuses on several primary budgeting and accounting responsibilities. This program develops and implements complex activity-based cost allocation models for seven distinct internal services with DCA; develops County-wide annual internal service rates and allocations; cost recovery for DCA Divisions; coordinates planning for the County's asset management and facilities capital improvement functions; and large capital projects budgeting. *Equity is incorporated throughout all phases of the budget process, from development and planning all the way through implementation, measurement, and evaluation.*

What population is this program aimed at? This program is an administrative program within DCA providing services to each of the DCA divisions and to the other County Departments.

How do people access this program? This program's primary customers are internal to the DCA Department. We prepare monthly journal entries which bill out DCA's cost allocations to the County Departments. DCA participates with the Community Budgeting Advisory Board, provides budgeting and equity tools for management, and presents internal services allocations annually to all County Departments.

Focus on Equity:

1. What data do you use to analyze racial disparities for your service population?
2. How does this program engage with or specifically reach populations most disparately impacted by the intended goal of the program?
3. How have clients/consumers/those in our care influenced the programmatic design?

Example: An equity budget tool is used to determine if underserved populations would be impacted by funding decisions. Funding decisions are discussed within DCA, the Chairs Office, Central Budget and annually in the cost allocation Departmental meetings and with the Community Budget Advisory Board (CBAC). Actual spending to budget is monitored monthly and provided for Management review.

Significant Program Changes:

Budget analysts will fill in most of this section based off of Year over Year changes. What we need from managers is the COVID-19 impacts.

Departments will also need to discuss COVID-19-related impacts to individual program offers in the Significant Program Changes section such as impacts to services, reductions or increases in clients served, changes in available resources, increased materials costs, personnel impacts, etc. To provide sufficient space for this, four rows have been added to Significant Program Changes. However, operational changes that may have been initiated due to COVID-19, but that will continue into the future, should be included in the program description.

Example:

Due to Covid-19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Covid related expenses are monitored and tracked.

Performance Measures:

Required to have one output and one outcome.

Consider whether you have, or can add, performance measures that demonstrate an impact on racial equity. These questions from the Program Description guidance may also inspire equity-oriented performance measures:

1. What data do you use to analyze racial disparities for your service population?
2. How does this program engage with or specifically reach populations most disparately impacted by the intended goal of the program?
3. How have clients/consumers/those we serve influenced the programmatic design?

Logic Model

Inputs	Outputs	Outcomes		
What we invest	What we do	Short-Term	Medium-Term	Long-Term
Staff Dollars Volunteers Materials Equipment Technology	Workshops Outreach Inspections	Awareness Knowledge Attitudes Skills	Behavior Decisions Policies	Conditions Environment Social Economic Civic

Example: Pulse Survey: How satisfied are you with DCA and would recommend as employer?

- Step one: Outcome (What do you want to happen? End results. Desired outcome)
- Step two: Inputs to achieve the desired outcomes. Leadership buyin, tool and capability to push product out.
- Step three: Activities to do with inputs (Launch Pulse Survey)
- Step four: Output- Retrieve data and analyze results.
- Step five: Outcome tracking, loop back to desired outcome, implement change based on data.

Example:

Outcome: Short term: Awareness Medium term: Decisions and Policies Long term: Cultural Changes.

Inputs: Leadership buy in and budget equity tool

Activities: Monitor actual expenditures to budget to ensure funding decisions are followed. Send information to decision makers. Continuous learning, expanding and improvement of tool

Output: CYE data, meet with decision makers, budget equity tool, link data with County values.

Measure: Monitor and communicate actual expenditures to budget to ensure funding decisions are followed. Create awareness and move toward cultural change.

Program Offer 78202 FPM Operations and Maintenance

<p>Executive Summary: This program comprises a broad spectrum of services ensuring that over 140 Multnomah County buildings are operating and functioning as designed and constructed, and are meeting the requirements of County programs and operations. These services are provided to operate, maintain, and repair the mechanical, electrical, and structural systems in all Multnomah County buildings which total over 3.5 million gross square feet. The program is responsible for operations, services, compliance, and projects that are regulated by multiple federal, state, and local laws, codes, and mandates.</p>	<p>Executive Summary with Inclusion and racial Justice: <i>This program is responsible for ensuring 140 Multnomah County Buildings are operating and functioning; meeting the needs of County programs and operations. Services provided to operate, maintain, and repair the mechanical, electrical and structural systems. Ensuring compliance with all regulatory agencies, codes and mandates.</i> <i>Insert one sentence on how decisions are made to prioritize projects. Example:</i> <i>Decisions are based on these priorities: life, safety, fire and equity.</i></p>
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Program Description:

The Facilities Operations and Maintenance program consists of 76.5 FTE in 9 trade groups who cover the 24/7/365 day-to-day activities necessary to effectively maintain the County's diverse facility portfolio and respective assets of building systems and equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities from a comprehensive Operations and Maintenance program that:

- Reduces capital repairs;
- Reduces unscheduled shutdowns and repairs;
- Extends equipment and facility life to realize life-cycle cost savings;
- Meets Climate Action Plan goals by conserving energy and resources through the optimization of more efficient equipment and systems;
- Minimizes administrative costs while maximizing human resource capacity;
- Institutes data collection systems that create management control reports and performance indices of operating effectiveness;
- Provides safe, compliant, efficient and functional facilities that meet programmatic requirements;
- Supports County departments' program delivery by providing 24x7 services, including non facilities related services, such as servicing needle collection drop boxes;
- Coordinates and distributes communication of building related activities and emergency events;
- Manages inclement weather response;
- Maximizes occupant comfort; and
- Maintains credible relations with clients and the public by providing safe, accessible, and well-maintained facilities and information on planned maintenance activities.

Program Description with Inclusion and racial Justice:

The Facilities Operations and Maintenance program consists of 76.5 FTE in 9 trade groups who cover the 24/7/365 day-to-day activities necessary to effectively maintain the County's diverse facility portfolio and respective assets of building systems and equipment.

Two types of Maintenance activities are preventive, predictive (planned) and corrective (reactive).

1. Describe preventive, predictive and planned maintenance.
 - a. How is equity and inclusion brought into these decisions?
 - b. What are the intended and unintended impacts?
 - c. How are funding decisions determined?
 - d. Are they invested where the needs exist? How is this determined?
 - e. How are these decisions aligned with the County Values?
 - f. Are other stakeholders brought into the planning process?
2. Describe corrective (reactive) Maintenance.
 - a. How is equity and inclusion brought into these decisions?
 - b. What are the intended and unintended impacts?
 - c. How are funding decisions determined?
 - d. Are they invested where the needs exist? How is this determined?
 - e. How are these decisions aligned with the County Values?
3. How does DCA validate the funding was spent on the intended purpose?

<p>Performance Measures: Output: Percentage of Preventive Maintenance to Reactive Maintenance. Description: The percentage of preventive 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. Outcome: Customer Satisfaction Rating Description: Customer service surveys are issued with each closed work order notification with a goal of 100% client satisfaction.</p>	<p>Performance Measures with Inclusion and racial Justice:</p> <p>When creating outcomes think about:</p> <ol style="list-style-type: none"> 1. What are the greatest opportunities for creating change in the next year? 2. What strengths does the department have that it can build on? 3. What challenges, if met, will help move the department closer to racial equity goals? <p>How many projects with high equity scores are completed as compared to projects with low equity scores?</p> <p>This program is about our trades group. How are we recruiting or retaining employees of color and women in trades? How can we measure this?</p> <p>This program uses contracts. How are decisions made and how can we influence measure access for minority business enterprises?</p>
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<p>Significant Program Changes:</p> <p>New for FY 2022 – Address COVID-19-related impacts: Departments will also need to discuss COVID-19-related impacts to individual program offers in the Significant Program Changes section such as impacts to services, reductions or increases in clients served, changes in available resources, increased materials costs, personnel impacts, etc.</p>	<p>Significant Program Changes:</p> <ol style="list-style-type: none"> 1. Are there significant costs in supplies, materials labor due to COVID-19? 2. Any impact to services? What are they? Describe the decision making with an equity lens. 3. Other?
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