

To: Chair Deborah Kafoury
Kim Melton, Chief of Staff
Christian Elkin, Budget Director

From: Tracey Massey, DCA Interim Director and CIO

Date: February 12th, 2021

RE: FY 2022 Budget Submission Transmittal Letter

As the Interim Director of the Department of County Assets (DCA) and the Chief Information Officer (CIO) for Multnomah County, I respectfully submit the FY 2022 budget for the Department of County Assets.

Department Overview

The Department of County Assets provides the people, processes and infrastructure that support the County's **technology, buildings and real property, fleet and motor pool vehicles, heavy equipment maintenance, and records and archives management, and distribution**. We are often described as the backbone of the County.

More specifically, DCA supports the technology infrastructure that keeps the County running: networks, business systems, servers, personal computers, and mobile devices. We provide the space, furniture and fixtures to house our employees and meet the needs of the public: office buildings, libraries, homeless shelters, health clinics, animal shelters, and public safety facilities. We provide the transportation necessary for service delivery: sedans, vans, patrol cars and pieces of heavy equipment. And we maintain public records to meet the County's legal requirements. We also offer internal services that include strategic sourcing capabilities, motor pool services and distribution services.

The past year has been filled with a series of extraordinarily challenging events for DCA, Multnomah County, the country, and the world. DCA staff members have demonstrated resilience and have risen to the challenge to deliver services creatively, consistently, and professionally while faced with ongoing uncertainty due to the pandemic, political unrest, regional fires, and unexpected leadership vacancies. Here are a few example of how DCA supported the County during these challenging times:

- When the pandemic hit and thousands of employees were sent home to telework, our Information Technology staff quickly added capacity, tools, and resources to make the transition as successful as possible.
- When County buildings were damaged throughout the summer protests, our Facilities Trades showed up daily to clean and repair our buildings and brainstorm solutions to protect County employees and assets.
- When the smoke and fires hit the metro area, our HVAC engineers addressed ventilation needs throughout County buildings.
- When the Joint Office sought new housing solutions, our Facilities Real Estate and Property Management team worked collaboratively on four social distancing shelters and two medical motels. In addition, our Distribution staff delivered needed blankets, sleeping bags, and weekly drinking water to different locations serving the houseless population.
- When the County needed to ensure internet connectivity so community members could work and go to school, our Distribution and IT staff teamed up with the Library to develop new processes to provide CARES Act funded connectivity gift cards. Through this effort, 450 gift cards were distributed to residents in the east county Rockwood neighborhood and 50 gift cards went to Personal Support Workers providing services for residents with Intellectual and Developmental Disabilities.

These examples illuminate how the services that DCA provides are critical to the County's ability to deliver services that support the most vulnerable populations in our community and demonstrate DCA's vision: "As Multnomah County's infrastructure backbone, we lead innovative, sustainable best practices, redefining when, where, and how our local government operates."

Goals

DCA's long-range priorities center on building strong relationships internally and externally, enhancing communication within our own department and throughout the County, providing innovative solutions, and promoting equity and inclusion. These priorities provide the framework for our ongoing operations as well as new initiatives and projects. For FY 2022, in addition to continuing ongoing operational activities, our focus is on strategic projects that move the County forward, including:

Deliver on the Library Capital Bond Program - This multi-year, \$436 million bond funded project will impact all operational areas within DCA. Delivered in close partnership with the Library District, this is the largest and most complex program we have undertaken. In FY 2022, we will begin the work necessary to build a flagship library in East County, create a central materials handling and distribution center, expand, rebuild or renovate seven branch libraries, add 10-gigabit speed internet and equipment to all libraries, and refresh several other libraries with updates such as furniture and paint. This work will require new project staff, significant procurement and contracting, and strategic oversight.

Deliver large construction and other capital projects such as the Behavioral Health Resource Center and the Southeast Health Clinic. The large-scale projects are critical for the delivery of necessary County services to those in our community who need the most support.

Evaluate the County's space footprint - During the pandemic, many County employees moved to remote working and many County programs were delivered virtually. Because of this shift, DCA can examine how advances in technology may support long term remote work and service delivery and drive future County facility needs.

Complete large-scale system projects such as Electronic Medical Administration for the Corrections Health Juvenile program, Facilities Capital Project Management System, and a new system to support the Department of Human Services' Preschool For All program.

Expand our Accessibility Program to begin to address Digital Accessibility within our internal and external websites.

Continue implementation of data governance and business intelligence tools that help provide transparency to the County's data while ensuring security and confidentiality.

Continue to implement the Fleet Business Strategy and Green Fleet Strategy to guide the investments and ongoing maintenance of the County's fleet to support the delivery of services to the public while supporting our sustainability goals.

Alignment with County's Mission, Vision, and Values

DCA's mission, vision and values align with the County's in the areas of community support, integrity, innovation, leadership, sustainability, responsibility, diversity, and equity. We regularly review our mission, vision and values with our employees. As we look to the future, we consider the County's values and industry best practices in many areas such as:

- Facilities, where our construction projects adhere to local purchasing policies, Certification Office for Business Inclusion and Diversity (COBID) participation goals, and sustainability goals, where we consult with industry experts regarding construction projects, acquisitions and dispositions.
- Information Technology, where we implement innovative technologies that provide enhanced services like the new Remote Telework Kit for employees curated during the pandemic, and where we partner with local partners such as Free Geek recycling to reuse of our aged computer equipment to support our sustainability goals and our desire to make technology more accessible to those who lack financial means or technical knowledge.
- Intern programs within Technology, Facilities, and the Director's Office that provide learning opportunities for students from under-represented groups.

Diversity, Equity, and Inclusion Efforts

To accomplish our mission, DCA invests time, energy and financial resources in diversity, equity and inclusion (DEI) strategies. We aim to build a work culture in DCA where people from all backgrounds are safe, know they belong, are valued and empowered to bring their full selves to work - so that we can provide a high level of services to our internal customers and the residents of Multnomah County. A diverse and inclusive workforce activates talent, produces high-quality work, and meets business goals. It is the diversity of our colleagues' worldview and their abundant gifts and skills that fuel new approaches to persistent problems. Without an inclusive equitable workplace, we cannot be a relevant and effective organization.

The **DCA Leadership Team** is committed to providing all employees a safe, equitable and inclusive work environment. They continue to learn and apply DEI strategies to themselves, their departmental areas and teams. The Leadership Team meets bimonthly specifically to reflect, learn and discuss adaptive solutions to organizational challenges. They work hard at modeling behavior that demonstrates the importance of equity and inclusion, engages our employees in the work, and furthers our efforts to change our culture and build a safe, inclusive workplace. Equity and inclusion are explicitly addressed in the DCA mission, vision, values and in our Departmental goals.

DCA's Human Resources team supports our values and DCA employees by recruiting, hiring, onboarding, developing and sustaining a healthy, diverse, and inclusive workforce. Our sustainability goals are reflected by our **Strategic Sourcing planning** and **Facilities Energy team**, which tracks our buildings' resource footprints as well as recommends annual energy credit purchases. These programs are connected closely to City of Portland and Multnomah County initiatives.

DCA has invested **staff to lead the DEI efforts**. Our Equity and Inclusion Manager, who is an active member of the DCA Leadership Team, provides direction, resources and technical assistance to ensure implementation of the Multnomah County Workforce Equity Strategic Plan (WESP). He participates in the County's Workforce Equity initiatives, is a resource to our entire management and employee base, and collaborates with people supporting other departments including Department of County Management, Office of Diversity and Equity, the Library and the Health Department. In FY 2021, DCA added a limited duration Workforce Equity Analyst position to help meet the WESP minimum requirements, manage the WESP related projects, and help build our desired work culture. This position will be converted to full time status in FY 2022.

During the past year, our **Equity and Sustainability Action Team (ESAT)** has been engaged in completing its recommendations towards the implementation of the WESP. These recommendations include a Mentor Program, 360 view Manager Feedback reviews, launching

pulse engagement surveys, and training for managers and employees. Those recommendations were made to DCA Human Resources in January and implementation is anticipated to be complete by the end of 2021. The ESAT is developing its next action plan focused on identifying opportunities to build safety, trust, and belonging within DCA and guiding our ongoing WESP implementation efforts.

During this year's budget cycle, we formally introduced an **equity lens into our budget development** process. Managers were asked to utilize an equity lens to identify equity impacts inside and outside of our department as they were developing their budgets and recommending reductions. In addition, as program offers were crafted, each program manager reviewed program offers for equity and racial justice impacts and considered how each program can align with DCA and County values. Because this was our first attempt at integrating these practices into our program offer process, we plan to continue to improve and build on the process each budget cycle.

We are **using data from** the latest Countywide Employee Survey, our own 2020 COVID-19 staff survey, and our monthly employee engagement surveys to help us understand our employees experience at the County and specifically in our department. We study data stratifications to see if our workforce experiences vary based on select demographics. This information is one resource toward a more inclusive work environment.

We have improved the **DCA onboarding process**, which incorporates best practices and WESP recommendations and focuses on providing a welcoming, safe workplace for new employees. We designed and implemented our New Employee Orientation (NEO) program specifically focused on helping new employees understand how their positions impact the County and fits into DCA. It is also a place to connect with other employees. We made this quarterly event virtual in 2020.

There are opportunities for both **innovation and efficiencies** in everything we do. The department strives to be a leader in innovation. During FY 2021, DCA continued to provide consultation to a number of departments regarding equity and inclusion and using models and practices that we have developed and tested in our department. Our budget team and Equity and Inclusion manager worked closely with the Office of Diversity and Equity to develop a budget tool to make equity the foundation of our program offers.

Providing an equitable and inclusive workplace is a journey, one that will be measured through both tactical efforts underway now and employee engagement and results over time. We are making progress and are empowering employees within the department to ask courageous questions, have difficult conversations, make mistakes, and continue on the journey. Our Leadership Team is committed to being an employer of choice and creating a work environment where every employee feels safe to bring their whole self to work.

FY 2022 Budget Priorities and Key Issues

The Department of County Assets is optimistic about the opportunities and challenges that we will face in FY 2022. Despite the challenges and constraints of the current environment, we are primarily focused on consistently providing customer-focused, high quality services.

Budget Priorities

Our budget priorities are aligned with input from County departments, the bond and tax-funded programs, and One Time Only requests.

Manage the spend-down of the Library Capital Bond Program. DCA's budget reflects the significant addition of the bond funds for the multi-year Library Capital Bond Program. DCA will ensure that the overall program stays on schedule to adhere to the three-year bond requirements of spending the majority of the funds. In FY 2022, we will continue to add staff to the overall project team, purchase land for the identified locations, initiate construction projects. This work will be planned, executed, and managed by the Program Management Office for the Library Capital Bond Program in DCA.

Leverage the Capital Improvement Program funds within Facilities. There are a large number of projects within the Facilities major project pipeline. During the past year, we increased staffing and made headway on the projects identified in the five year Facilities Capital Improvement Plan. We anticipate maintaining the same increased pace this year.

Make progress on the Behavioral Health Resource Center. This year we will continue the planning for the new County facility resource in downtown Portland which will provide behavioral health resources including services during the day, overnight shelter, and transitional housing for our vulnerable community members.

Support the Preschool for All Program. Our Information Technology and Facilities teams will provide project-based resources to begin to implement the business system and meet the space needs necessary to support the Department of County Human Services program.

Complete existing larger-scale technology projects already underway. These projects include the Electronic Medical Record systems for the Juvenile Justice Program supported by Corrections Health and the Facilities Capital Project Management system.

Continue to address obsolete technology through our Technology Improvement Program. We are currently addressing systems for the Department of Community Services, Health, and Human Services. With our Out of Target One Time Only request, we expect to address aging

technology that supports services for the Long Term Care program as well as the database management system used across the County.

Continue to support telework and identify ways to improve the experience, understanding that large-scale telework will be part of the County's future.

Evaluate the County's facilities footprint and look for opportunities to consolidate spaces and the potential for long-term cost savings through large-scale telework.

Continue to build and improve our process to **assess the equity impacts of all our budget decisions**.

Risks and Issues

Provide high quality, cost effective internal services. Each year we grapple with ways to provide the highest quality services for an affordable price given the continually increasing volume of services needed. While we continue to work closely with other departments on clarity and streamlining services, many of our costs are driven by external factors. For example, we are watching the construction industry for long term pandemic impacts.

Recruit and retain staff. Our managers are working to address department wide organizational fatigue. We have experienced attrition directly tied to the impact of the pandemic on our employees' lives. Retaining existing staff with institutional knowledge and recruiting diverse, new staff with the skills to expand our capabilities, and fill vacancies are critical to meeting our priorities.

Effectively manage change. As internal services providers, change is constant. We respond to new or evolving departmental program needs, technology upgrades, and evaluate and replace assets that have outlived their useful life. With the current social, political, and economic landscape, navigating change will remain a key challenge.

Focus our technology investments. It is not enough to implement and roll out innovative technologies. These technologies need to add value, reduce risk, and/or streamline and integrate our business processes. We continue to roll out new business intelligence structures and tools to provide enhanced access to County data, but technology alone is not enough. Providing ongoing training, support and data governance is critical to ensure the County maximizes the value of our data and technologies. Continuing our focus on proactively implementing cybersecurity initiatives is critical to protect the County's data assets.

Focus on priority projects. The pure number of new projects we are undertaking is overwhelming. Departments need: new services, new hardware, new and improved business systems, new productivity tools, new buildings or space, guidance on how to make future decisions, while maintaining the majority of the existing infrastructure. With pressure to provide more services, prioritizing projects and providing appropriate oversight and project

management is imperative to ensure project success. We strive to establish consistent governance and project management across projects.

Budget Overview

The Department of County Assets' budget submission totals \$680,343,071 and 375.50 FTE for FY 2022 for both in and out of target programs. The submission is detailed in the table below showing the total allocation.

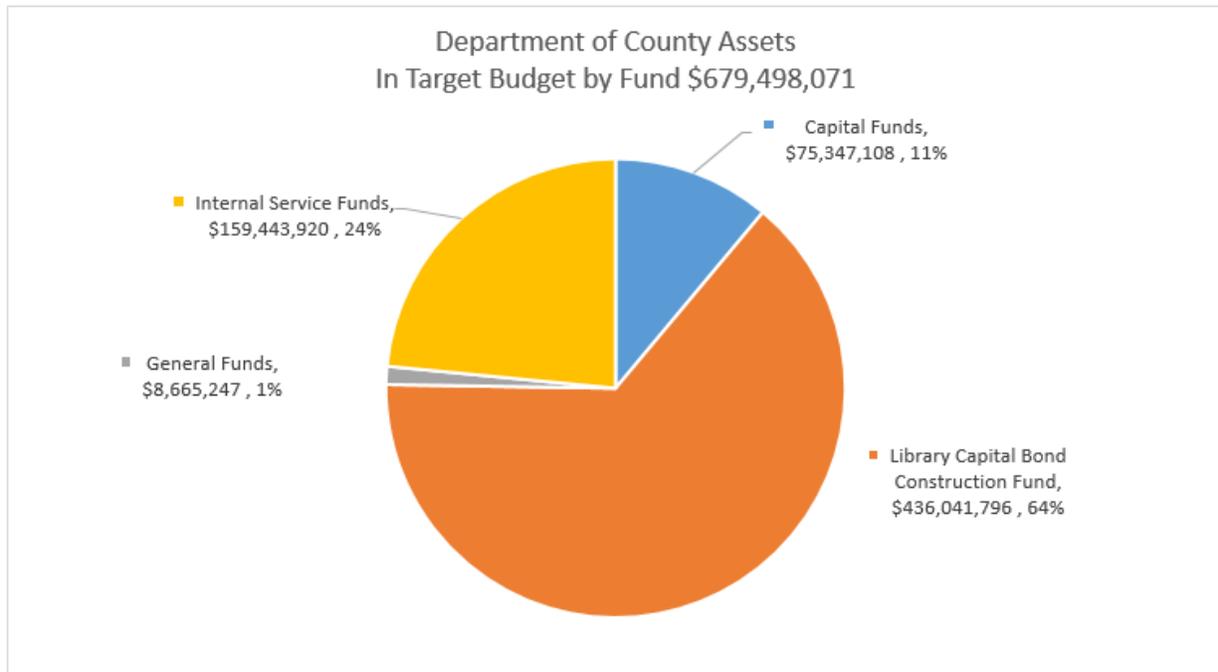
FY 2022 Department of County Assets Budget Submission				
	FY 2022 General Funds*	FY 2022 Other Funds	Total Funds	Total FTE
In Target Programs	\$8,665,247	\$670,832,824	\$679,498,071	375.50
Out of Target Programs	\$845,000	\$0.00	\$845,000	0.00
Total FY 2022 Submission	\$9,510,247	\$670,832,824	\$680,343,071	375.50

*includes both General Funds and Video Lottery Funds and excludes COVID-19 one-time-only requests.

The Department of County Assets is primarily funded by both Other Funds and General Funds.

- The General Fund supports the Director's Office and Business Services. The majority of programs costs are recovered through internal services reimbursements associated with the support of Internal Service divisions; Information Technology, Facilities and Property Management, Fleet Services, Motor Pool, Records Management and Distribution Services.
- Internal Service Funds are supported by internal service revenue from County departments for goods and services provided by Information Technology, Facilities and Property Management, Fleet Services, Motor Pool, Records Management and Distribution Services. In addition to reimbursement for goods and services provided, Internal Service Funds collect for debt obligations and asset replacement.
- Capital Funds include both routine and non-routine capital projects. Funding is from Capital Improvement and Asset Preservation fees, one time only requests and financing.
- Library Capital Bond Construction Fund is funded through general obligations bonds. In 2020 voters approved a capital bond measure to expand and modernize library space and balance library services across Multnomah County. In FY 2022, \$436 million is added to DCA's total budget. These funds will support the multi-year expansion project and cover the costs of increased staffing, construction, technology, and programming to meet the goals of the Library District.

The pie chart below shows the Department budget by fund:



The proposed budget allows DCA to continue to provide its core services to the County through these programs:

- **Internal Service Division** plans for, acquires, maintains and manages County assets:
 - The Director’s Office provides strategic leadership and planning, human resources, diversity and equity and budget support for the overall Department.
 - Business Services Division provides procurement, contracting, finance, capital planning and accounts payable, and other services to DCA.
 - Information Technology provides telecommunication, network, and hardware support, and manages over 8,800 PCs, laptops, and tablets, 8,000 phone numbers, 130 network circuits, 1,040 servers and about 480 business applications.
 - Facilities and Property Management manages over 3.5 million gross square feet of offices, libraries, courts, detention centers, shops, clinics, and other leased and owned space in more than 140 locations.

- Fleet, Motor Pool, Records, and Distribution maintain and manage fleet and motor pool vehicles; maintain and archive County records; and provide pickup and delivery of mail and other items.
- **Capital Projects**
 - Library Capital Bond Construction which consists of building a new East County Flagship Library, creating a central materials handling and distribution center, the expansion of four destination libraries and renovation of three neighborhood libraries.
 - Southeast Health Center renovation which will repair structural issues and make the space safe for County health and dental patients.
 - Behavioral Health Resource Center construction which will provide a variety of services to vulnerable community members.
 - Facilities Asset Preservation and Capital Improvement funds. These programs have oversight over the preservation and maintenance of the County buildings assets.
 - Information Technology Improvement program (TIP). The TIP is designed to address obsolete technology identified through technology lifecycle management.

General Fund Target Allocation

As part of the budget process, DCA Internal Service Division's other funds were constrained at 1% or \$741,346. DCA met this constraint through a reduction of supplies, reorganization and span of control assessments which resulted in reductions as well as transferring one FTE to the Library Bond Project. As these reductions were identified, we evaluated the impact on ongoing operations, programs, or clients using an equity lens.

General Fund Reductions

Proposal For Meeting 1% Reduction in General Fund Target Allocation				
Offer Number	Program Name	General Fund	FTE Reduction	% of GF Reduced
78101	Business Services Procurement & Contracting	(371,890)	-2.00	-13.4%
78200	Facilities Director's Office	(180,000)	-1.00	-4.5%
78400	Fleet Services	(189,456)	0.00	-3.8%
Totals		(741,346)	-3.00	1.0%

In addition, as part of the countywide budget process, DCA submitted an FY 2022 budget that included a 2% General Fund reduction from current service level or \$24,206. DCA reduced travel and training in the Business Service teams' program offers 78101-78104, based on expected COVID-19 limitations. This reduction has no equity impacts to programs, workforce, or clients.

Other Significant Program Changes

DCA is requesting three out-of-target General Fund Technology Improvement Program requests. Funding is requested for these specific projects to replace prioritized obsolete technology which were identified through a Technology Fitness Assessment conducted every other year. The Technology Fitness Assessment identifies critical technology gaps to delivering the mission, business processes, and technical requirements of the County. Projects are prioritized based on the fitness assessment and technical and business resources availability to perform the work. The table and descriptions below summarize these requests. Ongoing Out of Target Requests

Out of Target Program Requests (One-Time-Only)				
Offer Number	Program Name	General Fund	FTE	New or Existing
78301C	Technology Improvement Program-Long Term Care Eligibility Tracking System Replacement	\$ 395,000	0.00	New
78301D	Technology Improvement Program-SQL Server Upgrade and Migration	\$ 245,000	0.00	New
78301E	Technology Improvement Program-Non-Medical Transportation and EP&R System Replacements	\$ 205,000	0.00	New
Totals		\$ 845,000	0.00	N/A

- 78301C - the Long Term Care system for the Department of County Human Services (DCHS) will be replaced and integrated into the Case Management system.
- 78301D - funding to support a large-scale upgrade to our SQL Server platform. This platform supports all of the County’s critical and custom developed applications including those in the Health, Human Services, and Community Justice.
- 78301E - Other system upgrades in the queue are Non-Medical Transportation and the Health Department’s Emergency Preparedness and Response application.

COVID-19 Impacts

DCA has provided ongoing support to County Departments during the pandemic. By reprioritizing our work, the financial impact of this support has been minimal. A summary of impacts includes:

- **Some projects were put on hold.** Due to availability of resources, shifting priorities, and supply chain constraints, projects in Facilities and IT were interrupted or delayed.
- Many employees from all divisions moved to **support the Emergency Operations Center** and physical distancing shelters, creating resourcing shortages in some areas.
- The **CarShare program has been shut down** due to lack of demand, with a possibility of reopening in January 2022. This service is paid for only when it is used, therefore there are no cost savings, only cost avoidance.
- **Air filters** have been replaced with high MERV (minimum efficiency reporting value) rated filters, air scrubbers have been added to some locations, and air vents have been opened to address ventilation needs. Our Facilities division was able to utilize CARES Act funding for these equipment additions.

- The **Records Management facility closed to the public**, which significantly limits public access to historic public records.
- More than half of DCA’s staff members transitioned to **work from home**. While we have seen both positive and negative impacts of this change, the long-term effect of this transition is unknown.
- As programs across the County reopen services on-site, DCA is providing **short and long term space assessment consulting, tools, and resources** to ensure that departments reopen with all safety measures in place.

Span of Control

- DCA’s span of control has slightly increased from FY 2021, 1:10.65 to 1:11.05.

Division Level Organization Chart

