

## ANNOTATED MINUTES

Wednesday, March 9, 1994 - 9:00 AM - 10:00 AM  
Multnomah County Courthouse, Room 602

### EXECUTIVE SESSION

E-1 The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(1)(e) for Deliberations Concerning Real Property Transactions.

**EXECUTIVE SESSION HELD. UNANIMOUS CONSENT ITEM  
TO BE CONSIDERED ON THURSDAY.**

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Wednesday, March 9, 1994 - 10:00 AM  
Multnomah County Courthouse, Room 602

### BUDGET WORK SESSION

WS-1 Board Work Session to Discuss Issues Important for Development of the 1994-95 Budget, as Follows: Capital Improvement Plan - 10:00 AM TIME CERTAIN, 45 MINUTES REQUESTED; Data Processing Management Committee - 10:45 AM TIME CERTAIN, 45 MINUTES REQUESTED; and Neighborhood Prosecutor Program - 11:30 AM TIME CERTAIN, 30 MINUTES REQUESTED. Presented by Appropriate Department Staff.

**BETSY WILLIAMS, JIM EMERSON, JIM MUNZ AND MICHAEL  
SCHRUNK PRESENTATIONS AND RESPONSE TO BOARD  
QUESTIONS.**

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Thursday, March 10, 1994 - 9:30 AM  
Multnomah County Courthouse, Room 602

### REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:32 a.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.

### CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY  
COMMISSIONER HANSEN, THE CONSENT CALENDAR  
(ITEMS C-1 THROUGH C-2) WAS UNANIMOUSLY APPROVED.**

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-1 ORDER in the Matter of the Execution of Deed D940987 Upon Complete Performance of a Contract to Maxine E. Stamper

**ORDER 94-45.**

- C-2 ORDER in the Matter of the Execution of Deed D940991 Upon Complete Performance of a Contract to Claxton N. Welch

**ORDER 94-46.**

REGULAR AGENDA

NON-DEPARTMENTAL

- R-1 Progress Update on Right-of-Way Acquisition and Presentation of New Maps for 40-Mile Loop Land Trust. Presented by Bob Akers.

**BOB AKERS AND BOB BOTHMAN PRESENTATION AND RESPONSE TO BOARD QUESTIONS. BOARD COMMENTS IN SUPPORT.**

SHERIFF'S OFFICE

- R-2 Ratification of Intergovernmental Agreement Contract 800664 Between Multnomah County and the City of Maywood Park, Providing Payment for Sheriff's Office Administration of County Code Chapter 7.51

**COMMISSIONER KELLEY MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-2. MARY ANN INGLESBY EXPLANATION FOR ITEMS R-2 THROUGH R-5. AGREEMENT UNANIMOUSLY APPROVED.**

- R-3 Ratification of Intergovernmental Agreement Contract 800674 Between Multnomah County and the City of Fairview, Providing Payment for Sheriff's Office Administration of City Ordinances 9-1991 and 4-1993

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, R-3 WAS UNANIMOUSLY APPROVED.**

- R-4 Ratification of Intergovernmental Agreement Contract 800684 Between Multnomah County and the City of Troutdale, Providing Payment for Sheriff's Office Administration of City Ordinance 568-0

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY**

**COMMISSIONER HANSEN, R-4 WAS UNANIMOUSLY APPROVED.**

- R-5 *Ratification of Intergovernmental Agreement Contract 800694 Between Multnomah County and the City of Wood Village, Providing Payment for Sheriff's Office Administration of City Ordinance 5-1989*

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, R-5 WAS UNANIMOUSLY APPROVED.**

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- R-6 *Ratification of Intergovernmental Agreement Contract 301314 Between Multnomah County and the City of Troutdale, Providing Utility Undergrounding and Road Improvements to S.E. Stark Street Between S.E. 282nd Avenue and S.E. Evans Road*

**COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-6. JOHN DORST EXPLANATION. AGREEMENT UNANIMOUSLY APPROVED.**

**COMMUNITY AND FAMILY SERVICES DIVISION**

- R-7 *Affordable Housing Development Program Status Update of Unresolved Request for Property Under Ordinance 753, and Consideration of an ORDER in the Matter of Denying the Transfer of Tax Foreclosed Properties to Portsmouth Community Redevelopment*

**COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-7. CECILE PITTS EXPLANATION AND DISCUSSION IN RESPONSE TO COMMISSIONER HANSEN'S SUGGESTED AMENDMENT. LEE POE TESTIMONY IN SUPPORT OF PORTSMOUTH COMMUNITY REDEVELOPMENT. UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER KELLEY, AN AMENDMENT ADDING: "IT IS FURTHER ORDERED THAT THE SUBJECT PROPERTY BE HELD OVER BY THE COUNTY AND MADE AVAILABLE FOR THE DEVELOPMENT OF AFFORDABLE HOUSING AS PART OF THE NEXT CYCLE OF THE AFFORDABLE HOUSING DEVELOPMENT PROGRAM." WAS UNANIMOUSLY APPROVED. ORDER 94-47, AS AMENDED, UNANIMOUSLY APPROVED.**

**DEPARTMENT OF COMMUNITY CORRECTIONS**

- R-8 *ORDER in the Matter of the Acquisition of Real Property for the Department of Community Corrections East County District Probation Services Field Office*

**COMMISSIONER KELLEY MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-8. TAMARA HOLDEN, BOB OBERST AND DAVE BOYER EXPLANATION AND RESPONSE TO QUESTIONS AND CONCERNS OF VICE-CHAIR COLLIER. BOARD DISCUSSION AND COMMENTS. ORDER 94-48 APPROVED, WITH COMMISSIONERS KELLEY, HANSEN, SALTZMAN AND STEIN VOTING AYE, AND COMMISSIONER COLLIER VOTING NO.**

- R-9 *Budget Modification DCC 7 Requesting Authorization to Transfer \$120,000 from Rentals to Buildings for the Purchase of Property at 495 NE Beech in Gresham, for the Proposed Location of an East County District Office of Parole and Probation and Integrated Services*

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, R-9 WAS APPROVED, WITH COMMISSIONERS KELLEY, HANSEN, SALTZMAN AND STEIN VOTING AYE, AND COMMISSIONER COLLIER VOTING NO.**

**PUBLIC COMMENT**

- R-10 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

**UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER KELLEY, CONSIDERATION OF THE FOLLOWING ITEM WAS UNANIMOUSLY APPROVED.**

- UC-1 *ORDER in the Matter of the Acquisition of Real Property for the Department of Environmental Services, Division of Assessment and Taxation and the Information Services Division*

**BOB OBERST EXPLANATION. BOARD COMMENTS. UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER KELLEY, ORDER 94-49 WAS UNANIMOUSLY APPROVED.**

*There being no further business, the meeting was adjourned at 10:50 a.m.*

**OFFICE OF THE BOARD CLERK  
for MULTNOMAH COUNTY, OREGON**

  
**Deborah L. Bogstad**





# MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK  
SUITE 1510, PORTLAND BUILDING  
1120 S.W. FIFTH AVENUE  
PORTLAND, OREGON 97204

BOARD OF COUNTY COMMISSIONERS		
BEVERLY STEIN •	CHAIR •	248-3308
DAN SALTZMAN •	DISTRICT 1 •	248-5220
GARY HANSEN •	DISTRICT 2 •	248-5219
TANYA COLLIER •	DISTRICT 3 •	248-5217
SHARRON KELLEY •	DISTRICT 4 •	248-5213
CLERK'S OFFICE •	248-3277 •	248-5222

## AGENDA

### MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

#### FOR THE WEEK OF

March 7, 1994 - March 11, 1994

*Wednesday, March 9, 1994 - 10:00 AM - Budget Work Session. . . . .Page 2*

*Thursday, March 10, 1994 - 9:30 AM - Regular Meeting. . . . . Page 2*

*Thursday Meetings of the Multnomah County Board of Commissioners are taped and can be seen at the following times:*

*Thursday, 10:00 PM, Channel 11 for East and West side subscribers*

*Thursday, 10:00 PM, Channel 49 for Columbia Cable (Vancouver) subscribers*

*Friday, 6:00 PM, Channel 22 for Paragon Cable (Multnomah East) subscribers*

*Saturday 12:00 Noon, Channel 21 for East Portland and East County subscribers*

**INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD CLERK AT 248-3277 OR 248-5222, OR MULTNOMAH COUNTY TDD PHONE 248-5040, FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.**

Wednesday, March 9, 1994 - 10:00 AM

Multnomah County Courthouse, Room 602

**BUDGET WORK SESSION**

- WS-1     *Board Work Session to Discuss Issues Important for Development of the 1994-95 Budget, as Follows: Capital Improvement Plan - 10:00 AM TIME CERTAIN, 45 MINUTES REQUESTED; Data Processing Management Committee - 10:45 AM TIME CERTAIN, 45 MINUTES REQUESTED; and Neighborhood Prosecutor Program - 11:30 AM TIME CERTAIN, 30 MINUTES REQUESTED. Presented by Appropriate Department Staff.*
- 

Thursday, March 10, 1994 - 9:30 AM

Multnomah County Courthouse, Room 602

**REGULAR MEETING**

**CONSENT CALENDAR**

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- C-1     *ORDER in the Matter of the Execution of Deed D940987 Upon Complete Performance of a Contract to Maxine E. Stamper*
- C-2     *ORDER in the Matter of the Execution of Deed D940991 Upon Complete Performance of a Contract to Claxton N. Welch*

**REGULAR AGENDA**

**NON-DEPARTMENTAL**

- R-1     *Progress Update on Right-of-Way Acquisition and Presentation of New Maps for 40-Mile Loop Land Trust. Presented by Bob Akers. 9:30 TIME CERTAIN, 5 MINUTES REQUESTED.*

**SHERIFF'S OFFICE**

- R-2     *Ratification of Intergovernmental Agreement Contract 800664 Between Multnomah County and the City of Maywood Park, Providing Payment for Sheriff's Office Administration of County Code Chapter 7.51*
- R-3     *Ratification of Intergovernmental Agreement Contract 800674 Between Multnomah County and the City of Fairview, Providing Payment for Sheriff's*

*Office Administration of City Ordinances 9-1991 and 4-1993*

- R-4     *Ratification of Intergovernmental Agreement Contract 800684 Between Multnomah County and the City of Troutdale, Providing Payment for Sheriff's Office Administration of City Ordinance 568-0*
- R-5     *Ratification of Intergovernmental Agreement Contract 800694 Between Multnomah County and the City of Wood Village, Providing Payment for Sheriff's Office Administration of City Ordinance 5-1989*

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- R-6     *Ratification of Intergovernmental Agreement Contract 301314 Between Multnomah County and the City of Troutdale, Providing Utility Undergrounding and Road Improvements to S.E. Stark Street Between S.E. 282nd Avenue and S.E. Evans Road*

**COMMUNITY AND FAMILY SERVICES DIVISION**

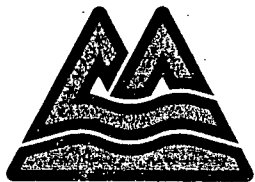
- R-7     *Affordable Housing Development Program Status Update of Unresolved Request for Property Under Ordinance 753, and Consideration of an ORDER in the Matter of Denying the Transfer of Tax Foreclosed Properties to Portsmouth Community Redevelopment*

**DEPARTMENT OF COMMUNITY CORRECTIONS**

- R-8     *ORDER in the Matter of the Acquisition of Real Property for the Department of Community Corrections East County District Probation Services Field Office*
- R-9     *Budget Modification DCC 7 Requesting Authorization to Transfer \$120,000 from Rentals to Buildings for the Purchase of Property at 495 NE Beech in Gresham, for the Proposed Location of an East County District Office of Parole and Probation and Integrated Services*

**PUBLIC COMMENT**

- R-10    *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*



# MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK  
SUITE 1510, PORTLAND BUILDING  
1120 S.W. FIFTH AVENUE  
PORTLAND, OREGON 97204

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BOARD OF COUNTY COMMISSIONERS		
BEVERLY STEIN •	CHAIR	• 248-3308
DAN SALTZMAN •	DISTRICT 1	• 248-5220
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TANYA COLLIER •	DISTRICT 3	• 248-5217
SHARRON KELLEY •	DISTRICT 4	• 248-5213
CLERK'S OFFICE •	248-3277	• 248-5222

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## SUPPLEMENTAL AGENDA

*Wednesday, March 9, 1994 - 9:00 AM - 10:00 AM*

*Multnomah County Courthouse, Room 602*

### EXECUTIVE SESSION

*E-1 The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(1)(e) for Deliberations Concerning Real Property Transactions.*

*1991-1.AGE/44/dlb*

SHARRON KELLEY  
Multnomah County Commissioner  
District 4



Portland Building  
1120 S.W. Fifth Avenue, Suite 1500  
Portland, Oregon 97204  
(503) 248-5219

MEMORANDUM

TO: Clerk of the Board  
Board of County Commissioners

FROM: Sharron Kelley *SK*

RE: Late Arrival and Early Departure from Board Work  
Session

DATE: March 8, 1994

I will be arriving late and leaving early for the Budget Work Session on Wednesday, March 9th, because of previous scheduled appointments that I must attend.

1701L-31

BOARD OF  
COUNTY COMMISSIONERS  
1994 MAR -8 PM 2:23  
MULTNOMAH COUNTY  
OREGON

MEETING DATE: MAR 09 1994

AGENDA NO: WS-1

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

SUBJECT: BUDGET WORK SESSION

BOARD BRIEFING Date Requested: \_\_\_\_\_

Amount of Time Needed: \_\_\_\_\_

REGULAR MEETING: Date Requested: Wednesday March 9 10:00 AM-Noon

Amount of Time Needed: 2 Hours

DEPARTMENT: NONDEPARTMENTAL DIVISION: COUNTY CHAIR'S OFFICE

CONTACT: MEGANNE STEELE TELEPHONE #: 3961  
BLDG/ROOM #: 106/1410

PERSON(S) MAKING PRESENTATION: \_\_\_\_\_

**ACTION REQUESTED:**

☐ INFORMATIONAL ONLY ☒ POLICY DIRECTION ☐ APPROVAL ☒ OTHER

**SUMMARY** (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if applicable):

Board Work Session to Discuss Selected Issues Which Will be Important for 1994-95 Budget Development:

10:00-10:45 Capital Improvement Plan  
10:45-11:30 Data Processing Management Committee  
11:30-Noon Neighborhood Prosecutor Program

BOARD OF  
COUNTY COMMISSIONERS  
MULTNOMAH COUNTY  
OREGON  
1994 MAR - 3 AM 9:00

**SIGNATURES REQUIRED:**

ELECTED OFFICIAL: \_\_\_\_\_

OR

DEPARTMENT MANAGER: \_\_\_\_\_

**ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES**

Any Questions: Call the Office of the Board Clerk 248-3277/248-5222

D. Bagstad



## Beverly Stein, Multnomah County Chair

Room 1410, Portland Building  
1120 S.W. Fifth Avenue  
P.O. Box 14700  
Portland, Oregon 97204  
(503) 248-3308

TO: Board of County Commissioners  
Office of the Board Clerk

FROM: Beverly Stein, Chair

DATE: February 9, 1994

SUBJECT: Budget Review Session Schedule

Attached is a budget meeting schedule for budget issue briefings and departmental budget worksessions with the Board of County Commissioners. Please reserve these times on your calendars.

The budget issue briefings are scheduled to begin in March soon after departmental budget requests are submitted and continue through April while I am preparing the Executive Budget. I would like these briefings to provide an opportunity for in-depth discussion of the work which is being done in our special project teams. In some instances, this will be a status report from the team and may include discussion of alternatives under consideration. In other cases, detailed budget proposals may have been formulated. A tentative list of topics is provided in the attached schedule. This is not final -- it can be adjusted as we go through the budget development process.

The Executive Budget is scheduled to be presented to the Board in a worksession on April 19. I would like to propose that the departmental budget worksessions begin soon thereafter and be scheduled for each Tuesday and Wednesday morning through June. We are now planning to begin those sessions on May 3rd; this allows one week for you to review the Executive Budget before the formal worksessions begin.

Please feel welcome to offer me your suggestions on the budget meeting schedule and set of topics. Thank you.

CC: Department and Division Managers  
Elected Department Heads  
Budget Office staff  
Chair's Office staff  
Management Support Services Managers

BEV0203



## BUDGET ISSUE BRIEFINGS WITH BOARD

DATE	TIME	TENTATIVE TOPICS
March 9	10:00 - 12:00	Facilities Mental Health - Jails Neighborhood Prosecutors
March 15	1:30 - 5:00	Brentwood/Darlington School Health Clinics Level 7
March 29	9:30 - 12:00	Hispanic Pre-Trial Health Clinics Homeless Action Fund/Singles Reconfiguration
April 5	9:30 - 12:00	Child Abuse/Domestic Violence Family Centers
April 12	9:30 - 12:00	Integrated Services Diversion/Juvenile Units
April 19	9:30 - 12:00	Executive Budget Overview
May 3 May 4	9:30 - 12:00 9:30 - 12:00	Departmental Budget Worksessions (These briefings will continue each Tuesday and Wednesday morning through June.)

Other possible topics:      Drug-Free Babies;  
   Teen Pregnancy

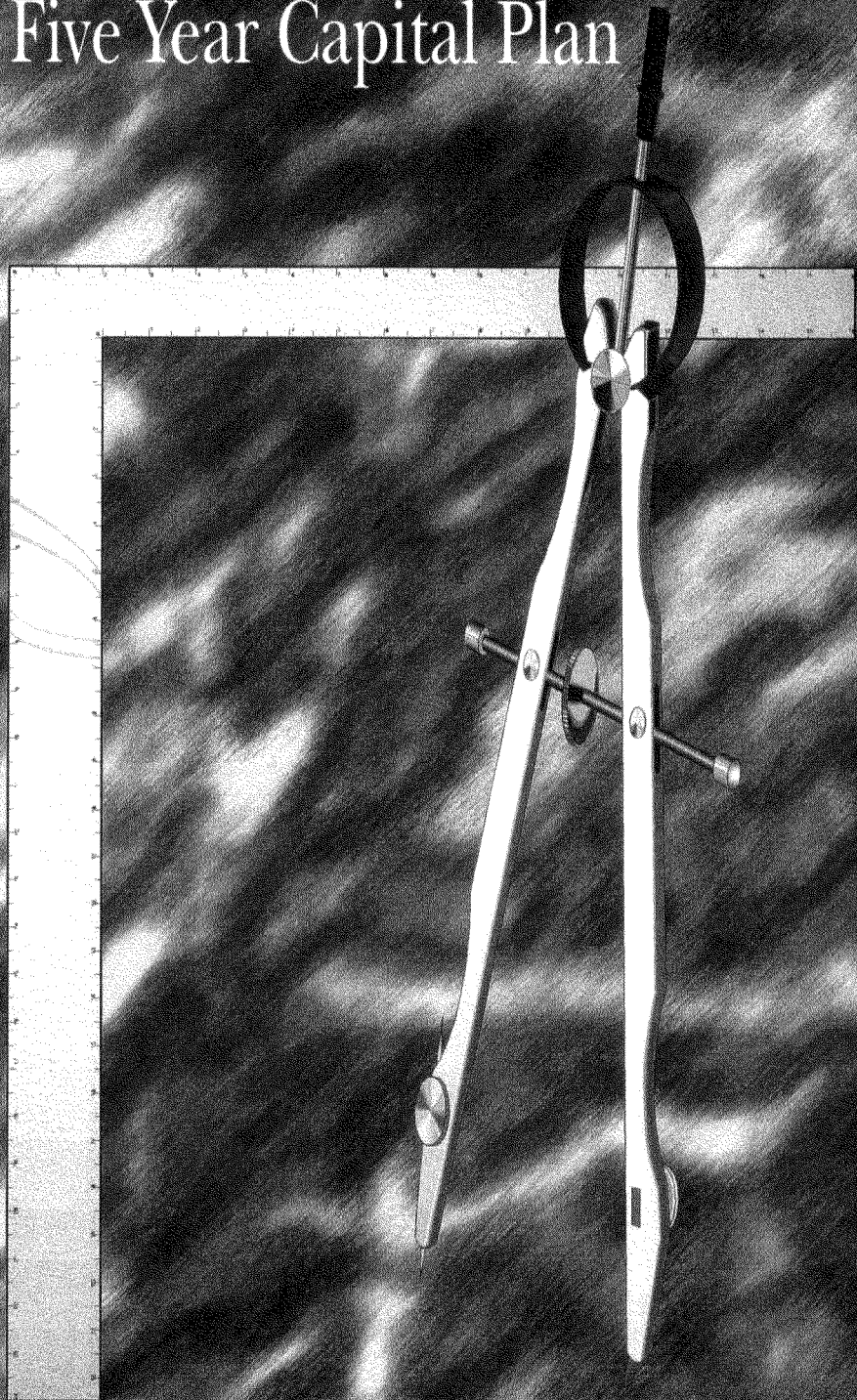
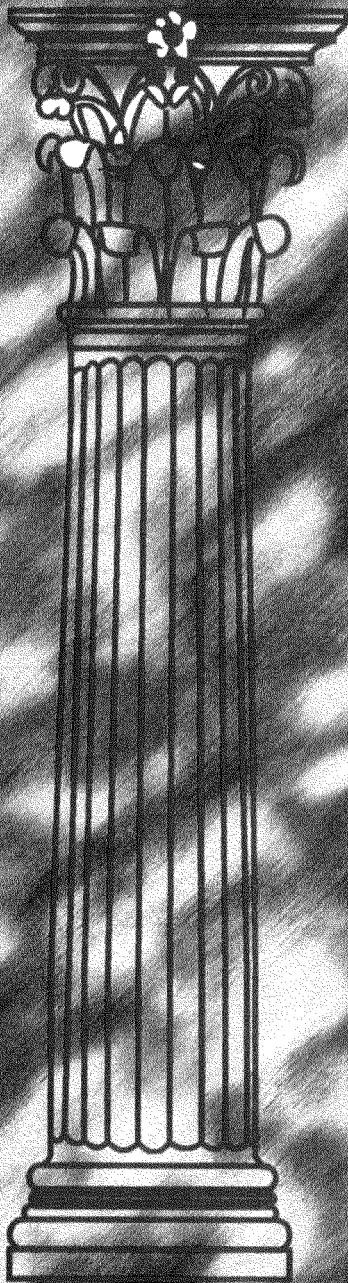




# Capital Improvement Projects

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## Five Year Capital Plan



MULTNOMAH COUNTY

Facilities and Property Management Division

# CAPITAL IMPROVEMENT PROGRAM 1994-95 - 1998-99

Prepared for the Facilities Client Committee  
January 5, 1994



Board of County Commissioners

Beverly Stein, County Chair  
Tanya Collier  
Gary Hansen  
Sharron Kelley  
Dan Saltzman

Department of Environmental Services

Betsy Williams, Director  
F. Wayne George, Facilities and Property Management Director

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## *Introduction*

The Multnomah County Capital Improvement Plan (CIP) covers a five year look into the future. The goal of the Plan is to document the total facilities and property requirements that will affect the County and present a framework for the policy makers to use in making program decisions. The CIP will be updated annually to capture new information and adjust for actual expenditures.

The Facilities and Property projects include:

- New construction, expansion, renovation, and replacement of current physical facilities (including the cost of land, engineering, architectural planning and contracting services).
- Maintenance or renovation of existing facilities which require an expenditure of \$10,000 or more and have an economic life of 10 years or more. These projects generally do not result in a new structure or a structure materially altered in design or use, rather these projects are periodically necessary to keep particular structures or facilities operating properly.
- Ongoing countywide facility programs such as *Percent for Art*.

## *Current Situation*

The County owns just under two million square feet in 49 buildings, with nearly 35% of the total space in 70 to 80 year old masonry buildings. Another 235,000 square feet is leased in 20 buildings. The Multnomah County 5-year Space Study, prepared in 1989, recommended purchase of a building for a consolidated County Administrative Center. Several facilities were studied for this use, but the political environment has forestalled any final action on this idea, and the County's administrative functions remain in 10 buildings.

Effective January 1, 1994, the operations of the County's regional parks, natural areas, recreational facilities, pioneer cemeteries and the County's Exposition Center was transferred to Metro. Transfer of ownership of these properties is expected to follow in 1996.

## *Major Acquisitions Since 1980*

In January 1981, the County entered into an intergovernmental agreement with the City of Portland to lease the 14th and 15th floors of the Portland Building. The County occupies 39,808 square feet of the building. The lease payments are \$332,000 per year and will continue through fiscal year 2007-08.

In 1983 the City of Portland, the State of Oregon and Multnomah County opened, by condominium agreement, the Justice Center. Included in this facility are the administrative offices of the Portland Police Bureau and the Central Precinct, offices of the Multnomah County Sheriff, State courtrooms and the 486-bed Multnomah County Detention Center. This detention space was funded by the State of Oregon to replace the Rocky Butte Jail, which was displaced by the completion of Interstate 205.

In 1988, the voters approved construction of the Multnomah County Inverness Jail, adding 250 beds to the County's correctional facility system. The funding was accomplished through the use of certificates of participation, issued in June of 1988 in the amount of \$5,400,000. The certificates were paid in full in fiscal year 1992-93. In 1990 an additional 254 beds were added in a new wing of the MCII.

In 1990, the County assumed governance of the Multnomah County Library system, previously operated by the Library Association of Portland. With this transfer came the Central Library and 14 branch libraries. In May of 1993, the voters approved general obligation bonds in the amount of \$31,000,000 for remodeling and reconstruction of the 80 year old Central Library

and construction of a new Midland regional library.

The Board of County Commissioners approved construction of a new Juvenile Justice Facility in 1992, to replace the 42 year-old facility located on the same site. In August 1992, the County entered into a lease/purchase for the facility by issuing certificates of participation in the amount of \$36,000,000. The annual lease payment is about \$2,950,000 and will continue until 2012-12. Construction of the facility began in 1992, with four boys units, one girls unit, and one 30 day program unit opening in October 1993, holding 16 youths in each unit. It is anticipated that the facility will be completed in 1995.

In July 1988, the County entered into a lease/purchase for the McCoy Building (Gill Building), by issuing certificates of participation in the amount of \$4,225,000. In May of 1993 the County refinanced the outstanding certificates and issued an additional \$1,600,000 in certificates to remodel the ground floor of the building. The annual lease payment for this facility is about \$500,000 and will continue through fiscal year 2013-14.

In August of 1989 the County issued certificates of participation in the amount of \$6,606,000. In May of 1993 the remaining outstanding certificates were refinanced. The proceeds from the certificates were used for the following:

- The County is lease/purchasing additional property at the Inverness Jail site for \$270,000 and constructed the second phase of the Inverness Jail on this site. The construction of the second phase of the Inverness Jail was paid for by serial levy funds, and the property will be paid off in August 1994.
- The County is lease/purchasing a Sheriff's warehouse for \$325,000. This will be paid off in August 1994.
- The County is lease/purchasing the Mid County Health Clinic at \$210,000 a year, and the South East Health Clinic at

\$250,000 a year. These payments will continue through fiscal year 2013-14.

- The remaining amount of the certificate proceeds was used to lease/purchase equipment.

In January 1990 the County entered into a lease/purchase for the Mead Building by issuing certificates of participation in the amount of \$4,185,000. In May of 1993 the outstanding certificates were refinanced. The current annual lease payment is about \$450,000 and will continue through fiscal year 2013-14.

In July of 1990 the County entered into a lease/purchase for the Postal Credit Union building in the amount of \$455,000. The building is used for probation offices and the annual lease payment is about \$64,000 and will continue through fiscal year 2000-1.

In May 1993 the County entered into a lease/purchase for the Walnut Park building by issuing certificates of participation in the amount of \$2,850,000. The annual lease payment is about \$250,000 and will continue through fiscal year 2013-14.

## *Plans for the Future*

### **Inventory and Condition Assessment**

An inventory and condition assessment of County facilities was performed in 1993 in response to a recommendation by the County Auditor ("Managing County Properties; Improve Policies and Practices, 1993"). Inventory and condition data of the major building components included the interior finish, exterior finish, roof, floor, ceiling, electrical, HVAC, plumbing, food preparation, energy conservation, fire suppression, alarm and site. Deficiency data was calculated and totaled for each building. In addition, estimated replacement date, quantity and cost was determined for major building components.

### **ADA Requirements**

The Facilities and Property Management Division worked with the City/County

Affirmative Action Office in preparing a needs assessment to deal with the requirements placed on public facilities by the Americans with Disabilities Act. In 1993, the County began implementing these changes.

**Underground Storage Tanks**

There are 46 underground storage tanks that will need to meet federal requirements by 1998.

**Freon**

Freon used in air conditioning systems will no longer be available after 1995, and these systems will need to be modified to meet federal environmental standards.

**Lease Replacements**

Several significant leases expire at the end of 1994-95, and in some cases the County may want to consider putting the various programs into owned space with more stability and lower long term costs. If so, current non-capital lease costs could be changed to acquisition / improvement costs within the CIP.

**State Courts**

Multnomah County, by state statute, is required to provide space to the State Court system at no cost to the State. The State Court Administrator for Multnomah County has projected a request to the legislature for up to eight new judicial positions in 1996-98. If all or some of these are approved, the County will be required by law to provide courtrooms, chambers, and jury rooms at locations satisfactory to the Court. Potentially, a major project involving remaining County space in the Courthouse, the Portland Building and considerable capital cost, may be required.

**Structural Upgrades**

Structural upgrades to resist seismic forces will be required for County buildings that have been identified as structurally deficient. Additional buildings with the same need will be identified over the next several years. The exact nature of the upgrades, their timing, and their costs are unknown since the City of Portland's Bureau of Buildings has considerable discretion with its authority. However, it is clear that some work will be required and it will be a significant expense.

**Indoor Air Quality**

Indoor air quality complaints are rising as people become more aware of case history. Many County buildings meet current codes but are not designed to handle additional filtering or fresh air. The County is likely to have to spend moderate amounts of money on HVAC system modifications if codes do not change, and large amounts of money if codes are made more stringent.

*Deferred Maintenance*

The Governmental Accounting Standards Board (GASB) is considering proposed objectives that would have governments report whether they are properly maintaining and using their capital assets. These objectives would make financial reporting responsible for communicating the existence, condition, cost of usage, service potential and budgeting aspects of capital assets. If these guidelines are adopted by GASB, the cost relating to deferred capital maintenance would have to be disclosed or possibly recorded in the County's Annual Financial Report. At the current time, this objective is in the discussion mode and no action has been taken.

Deferred maintenance is the act of not performing (deferring) maintenance at the time it should have been, or was scheduled to be, performed. Maintenance in this context means more than routine preventive maintenance and repairs. It means the costs related to maintain fixed assets at its originally contemplated serviceability for its estimated life.

*Facilities Management Fund*

Beginning in fiscal year 1994-95, a Facilities Management Fund, an internal service fund, will be created to account for revenues, expenditures and operations and maintenance of the County's physical property. The resources of the Facilities Management Fund will be derived from internal user charges to all County programs occupying space in County owned or

leased facilities. The internal service charge will be based on the cost of operating the facility, including property management costs, debt service costs, if any, minor repairs and maintenance. In addition, all revenues received and all expenses incurred as a result of leasing County owned space to external organizations will be accounted for in the Facilities Management Fund.

## *Funding Sources*

The County uses a variety of funding sources to provide the capital improvements projects addressed in the CIP.

### **General Fund Support**

The County's general fund has traditionally supported the ongoing major maintenance costs for facilities.

### **Capital Improvement Fund**

In 1990-91, the Board of County Commissioners established the Capital Improvements Fund, using proceeds from the sale of County real property for general facilities capital improvements. The Juvenile Justice Complex sub-lease agreement revenues from Washington and Clackamas Counties will also be included in this fund.

### **General Obligation Bonds**

In May 1993, the voters of Multnomah County approved a \$31,000,000 general obligation bond for remodeling and reconstruction of the Central Library and construction of a new Midland Regional Library. The fund can only be used on these projects and only on construction-related costs (*including architectural, engineering, reserves, etc.*).

### **Certificates of Participation**

The County has used long term financing, through Certificates of Participation, for the purchase and remodeling of nine County facilities. Programs occupying these facilities will repay the obligation as part of their building management payments, using their operating funds.

### **Justice Services Special Operations**

Includes funds dedicated to justice services operations, including the District Attorney's Office, the Sheriff's Office, and the Department of Community Corrections.

### **City of Portland**

According to the terms of the condominium agreement for the Justice Center, and subsequent maintenance agreements, the City of Portland pays 43% of the cost to repair and maintain the building.

### **Marine Board Revenues**

Dedicated State of Oregon Funds which cover 50% of the cost of River Patrol Activities.

## *Project Categories*

The projects included in the CIP document have been grouped by the following categories:

### **Multi-Year Projects**

These projects are generally large-scale, new construction projects that have been committed through formal Board action, and have funding sources committed for the life of the projects.

### **Statutory/Mandatory Projects**

These projects are required through either State of Oregon or federal guidelines, or through County ordinance.

### **Essential/Safety/Security Projects**

The projects listed in this category receive priority for inclusion in the CIP if the location or nature of the project request makes them necessary for the safety or security of the staff, clients or community.

### **Major Maintenance Projects**

These projects are identified by the Facilities Maintenance staff as being necessary to maintain facilities and keep them operating properly.

### **Department Requests**

The County departments request capital projects that will improve their operating efficiencies, improve the work environment, provide added space, or other requests.



## *Project Selection Process*

The projects evaluated for inclusion in the CIP come from several different sources:

- The Facilities and Property Management staff evaluate the various properties for major maintenance, safety and security, and/or statutory and mandatory project requirements.
- Users of the facilities request remodeling, improvement or new construction projects that will enhance or accommodate their operations.
- Ongoing multi-year projects are included with an estimate of the annual cost and description of funding sources. These projects will receive priority over new projects.

In October of each year, requests for projects to be considered for the CIP will be sent to all users of the facilities, and collected for consideration by the Facilities Client Committee. The Facilities and Property Management Division will categorize project requests and estimate costs of the projects. The Committee will meet to prioritize the projects by year, in line with funding availability for the five years of the plan. This plan is presented to the Board of County Commissioners for approval and inclusion in the County's annual budget.

## *Readers Guide to the CIP*

Multnomah County's owned facilities are shown on the following pages, by department by building. For each building, information is offered to the reader:

- Date Built and Acquired
- Square Footage

- Facility Condition Assessment Grade. In response to the County Auditor's recommendations "Managing County Properties; Improve Policies and Practices," 1993, the Facilities and Property Management Division formulated the Facility Condition Assessment Grade. The grades are A, B, C, D, and F, with A being the best condition. These grades were established by various trades and crafts disciplines making physical inspection of each facility in fiscal year 1993-94. The A, B, and C graded facilities do not appear on the deferred maintenance lists.
- Assessed and Market Values. It is important to note for the reader that the assessed value of the property is not necessarily the same as the market value; potential sales of the property will not result in net revenues in the amount of the assessed values.
- Annual Operating Costs. These costs are based on three years of history, and were estimated as part of the Facilities Management Fund cost allocation process.
- Tenants of the Building
- Five Year List of Capital Projects and Funding Sources. The schedule shown for estimated costs of the capital improvements are all in current dollars; those project amounts will be adjusted annually with the issuance of the next CIP.

There are costs which are allocated as a part of the CIP program, but which do not appear in the document by building: underground storage tanks, ADA requirements, Percent for Art, Structural Studies, and Design/contingency allocations. These costs are estimated facilities system wide. The total costs for these categories can be found in the Financial Summary.



## *Glossary of terms*

### **ADA**

Americans with Disabilities Act

### **CIP**

Capital Improvement Plan

### **Facilities Client Committee**

Membership consists of:

- Director of Department of Environmental Services, Chairperson
- Director of Department of Health
- Director of Libraries
- Director of Department of Community Corrections
- Executive Assistant to the Chair
- Sheriff's designee
- District Attorney's designee
- Representative from Management Support Services
- Manager of Children and Family Services Division
- Manager of Aging Services Division
- Manager of Juvenile Justice Division
- State Court Presiding Judge designee

### **Facility Condition Assessment Grade**

A, B, C, D, or F grades that approximate physical condition of facility.

### **Freon**

Nonflammable gaseous or liquid fluorocarbons that are used mainly as working fluids in refrigeration and air conditioning.

### **HVAC**

Heating, Ventilation, and Air Conditioning

### **IAQ**

Indoor Air Quality

### **Operating Costs**

Include facility maintenance, custodial costs and Facilities and Property Management overhead costs.

### **Percent for Art**

Imposed by County ordinance, equal to 1.33% of the total cost of building construction or remodeling.

### **UPS**

Uninterruptible Power Supply

### **UST**

Underground Storage Tanks

## Capital Improvement Program - Five Year Plan Financial Summary

CATEGORY/PROJECT	Building Profile Page #	Fiscal Year 1994-95	Fiscal Year 1995-96	Fiscal Year 1996-97	Fiscal Year 1997-98	Fiscal Year 1998-99	TOTAL
<b>Funded Multi-Year Projects</b>							
Juvenile Justice Center	5	\$17,000,000	\$2,000,000	\$0	\$0	\$0	\$19,000,000
Central Library	30	2,900,000	13,000,000	7,500,000	700,000	0	24,100,000
Midland Library	37	2,400,000	2,000,000	600,000	0	0	5,000,000
McCoy Clinics (1st, HIV/TB)	7	1,100,000	250,000	0	0	0	1,350,000
NEHC	10	800,000	308,600	240,000	0	0	1,348,600
Courthouse 8th Floor	1	330,000	0	0	0	0	330,000
<b>Total Funded Multi-Year Projects</b>		<b>\$24,530,000</b>	<b>\$17,558,600</b>	<b>\$8,340,000</b>	<b>\$700,000</b>	<b>\$0</b>	<b>\$51,128,600</b>
<b>Funding Sources</b>							
General Fund		\$0	\$0	\$0	\$0	\$0	\$0
General Obligation Bonds		5,300,000	15,000,000	8,100,000	700,000	0	29,100,000
Certificates of Participation		18,900,000	2,558,600	240,000	0	0	21,698,600
Justice Svcs Special Ops		330,000	0	0	0	0	330,000
<b>Total Funding</b>		<b>\$24,530,000</b>	<b>\$17,558,600</b>	<b>\$8,340,000</b>	<b>\$700,000</b>	<b>\$0</b>	<b>\$51,128,600</b>
<b>Statutory/Mandatory</b>							
Percent for Art	See Footnote	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
UST Removal	See Footnote	50,000	50,000	50,000	0	0	150,000
ADA Compliance	See Footnote	500,000	500,000	500,000	500,000	500,000	2,500,000
River Patrol Boathouse Move	19	95,000	0	0	0	0	95,000
Courthouse Jury Box Enlargement	1	25,000	25,000	25,000	50,000	25,000	150,000
<b>Total Statutory/Mandated Projects</b>		<b>\$690,000</b>	<b>\$595,000</b>	<b>\$595,000</b>	<b>\$570,000</b>	<b>\$545,000</b>	<b>\$2,995,000</b>
<b>Funding Sources</b>							
General Fund		\$640,000	\$595,000	\$595,000	\$570,000	\$545,000	\$2,945,000
Marine Board Revenues		50,000	0	0	0	0	50,000
<b>Total Funding</b>		<b>\$690,000</b>	<b>\$595,000</b>	<b>\$595,000</b>	<b>\$570,000</b>	<b>\$545,000</b>	<b>\$2,995,000</b>
<b>Essential/Safety/Security</b>							
Structural Studies	See Footnote	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
Design/Contingency	See Footnote	50,000	50,000	50,000	50,000	50,000	250,000
Courthouse Counter Revs	1	70,000	0	0	0	0	70,000
MCDC Detention Electronics	15	60,000	60,000	60,000	60,000	0	240,000
MCDC Receipt Enclosure	15	10,000	0	0	0	0	10,000
Audio Commun Sys MCDC/5	15	15,000	0	0	0	0	15,000
Hansen Warehouse Alarms	14	10,000	0	0	0	0	10,000
Walnut Park Secure Counter	10	12,000	0	0	0	0	12,000
Justice Center UPS System	15	0	80,000	0	0	0	80,000
Hooper Detox HVAC	44	250,000	0	0	0	0	250,000
<b>Total Essential/Safety/Security Projects</b>		<b>\$517,000</b>	<b>\$230,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$90,000</b>	<b>\$1,137,000</b>
<b>Funding Sources</b>							
General Fund		\$517,000	\$197,000	\$150,000	\$150,000	\$90,000	\$1,104,000
City of Portland		0	33,000	0	0	0	33,000
<b>Total Funding</b>		<b>\$517,000</b>	<b>\$230,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$90,000</b>	<b>\$1,137,000</b>

**Footnote:**

There are costs which are allocated as part of the CIP program, but which do not appear in the document by building: underground storage tanks, ADA requirements, Percent for Art, Structural Studies, Design/contingency allocations, and archive space. These costs are estimated facilities-system wide.

CATEGORY/PROJECT	Building Profile Page #	Fiscal Year 1994-95	Fiscal Year 1995-96	Fiscal Year 1996-97	Fiscal Year 1997-98	Fiscal Year 1998-99	TOTAL
<b>Major Maintenance</b>							
<b>Multiple Occupancy</b>							
Courthouse	1	\$55,000	\$872,000	\$1,496,000	\$835,000	\$807,000	\$4,065,000
Ford Building	2	25,000	195,000	81,000	0	350,000	651,000
Mead Building	3	50,000	154,000	223,000	115,000	315,000	857,000
		\$130,000	\$1,221,000	\$1,800,000	\$950,000	\$1,472,000	\$5,573,000
<b>Juvenile Justice</b>							
Wickman Building	6	\$15,000	\$14,000	\$0	\$0	\$0	\$29,000
<b>Dept of Health</b>							
McCoy Building	7	\$500,000	\$240,000	\$125,000	\$110,000	\$265,000	\$1,240,000
Gresham Neighborhood Ctr	8	49,000	26,000	19,000	480,000	0	574,000
Medical Examiner	9	13,000	52,000	0	40,000	0	105,000
Walnut Park Building	10	0	205,000	0	117,000	80,000	402,000
		\$562,000	\$523,000	\$144,000	\$747,000	\$345,000	\$2,321,000
<b>Dept of Community Corrections</b>							
Comm Corrections Field Office	13	\$0	\$17,000	\$8,000	\$0	\$140,000	\$165,000
<b>Sheriff's Office</b>							
Hansen Building	14	\$57,000	\$90,000	\$12,000	\$25,000	\$590,000	\$774,000
Justice Center	15	55,000	0	0	930,000	200,000	1,185,000
MCCF	16	238,000	160,000	52,000	0	0	450,000
MCU	17	94,000	83,000	0	25,000	0	202,000
MCRC/Work Release Center	18	80,000	128,000	201,000	0	120,000	529,000
River Patrol Columbia	19	0	32,000	0	0	25,000	57,000
		\$524,000	\$493,000	\$265,000	\$980,000	\$935,000	\$3,197,000
<b>Dept of Environmental Services</b>							
Animal Control	20	\$65,000	\$107,000	\$113,000	\$60,000	\$0	\$345,000
Bridge Shop	21	0	5,000	0	0	47,000	52,000
Elections Building	22	0	130,000	30,000	10,000	80,000	250,000
Kelly Building	23	154,000	181,000	0	0	13,000	348,000
Morrison Building	24	0	167,000	0	19,000	15,000	201,000
Motor Pool	25	0	0	0	0	18,000	18,000
Yeon Building	26	0	360,000	0	0	110,000	470,000
		\$219,000	\$950,000	\$143,000	\$89,000	\$283,000	\$1,684,000
<b>Department of Libraries</b>							
Belmont Library	28	\$0	\$0	\$5,500	\$0	\$5,500	\$11,000
Capitol Hill Library	29	0	0	8,000	10,000	34,000	52,000
Gregory Heights Library	31	0	5,000	30,000	8,000	0	43,000
Gresham Library	32	0	0	0	0	33,000	33,000
Hillsdale Library	33	0	0	0	16,000	0	16,000
Holgate Library	34	0	0	0	15,000	43,000	58,000
Hollywood Library	35	0	15,000	10,000	16,000	40,000	81,000
Library Admin Building	36	0	0	145,000	15,000	0	160,000
North Portland Library	38	0	0	0	0	12,000	12,000
Rockwood Library	39	15,000	32,000	0	43,000	0	90,000
Sellwood Library	40	0	15,000	0	3,000	25,000	43,000
St. Johns Library	41	0	13,000	17,000	6,000	0	36,000
Title Wave Bookstore	42	0	0	0	32,000	31,000	63,000
Woodstock Library	43	0	0	12,000	4,000	0	16,000
		\$15,000	\$80,000	\$227,500	\$168,000	\$223,500	\$714,000
<b>External Agencies</b>							
Hooper Detox	44	\$54,000	\$35,000	\$38,000	\$15,000	\$59,000	\$201,000
Janus Clackamas	45	0	11,000	0	0	0	11,000
Janus Hawthorne	46	0	5,000	0	8,000	0	13,000
Janus Northrup	47	0	8,000	13,000	9,000	0	30,000
Janus Taylor	48	4,000	5,000	0	0	0	9,000
Janus Willow Lane	49	32,000	0	6,000	0	0	38,000
		\$90,000	\$64,000	\$57,000	\$32,000	\$59,000	\$302,000
<b>Total Major Maintenance</b>		\$1,555,000	\$3,362,000	\$2,644,500	\$2,966,000	\$3,457,500	\$13,985,000
<b>Funding Sources</b>							
General Fund		\$1,531,350	\$3,362,000	\$2,644,500	\$2,566,100	\$3,371,500	\$13,475,450
City of Portland		23,650	0	0	399,900	86,000	509,550
<b>Total Funding</b>		\$1,555,000	\$3,362,000	\$2,644,500	\$2,966,000	\$3,457,500	\$13,985,000

CATEGORY/PROJECT	Building Profile Page #	Fiscal Year 1994-95	Fiscal Year 1995-96	Fiscal Year 1996-97	Fiscal Year 1997-98	Fiscal Year 1998-99	TOTAL
<b>Departmental Requests</b>							
Archives Space for County/Courts	Countywide	\$35,000					\$35,000
Mid-Cnty Field Team Space	11	90,000					90,000
Mid-Cnty Parking Lot	11	40,000					40,000
Purchasing Secure File Room	2	12,000					12,000
<b>Total Department Requests</b>		\$177,000	\$0	\$0	\$0	\$0	\$177,000
<b>Funding Sources</b>							
General Fund		\$177,000	\$0	\$0	\$0	\$0	\$177,000
<b>Total Funding</b>		\$177,000	\$0	\$0	\$0	\$0	\$177,000
<b>TOTAL PROJECTS</b>							
Funded Multi-Year		\$24,530,000	\$17,558,600	\$8,340,000	\$700,000	\$0	\$51,128,600
Statutory/Mandatory		690,000	595,000	595,000	570,000	545,000	2,995,000
Essential/Safety/Security		517,000	230,000	150,000	150,000	90,000	1,137,000
Major Maintenance		1,555,000	3,362,000	2,644,500	2,966,000	3,457,500	13,985,000
Department Requests		177,000	0	0	0	0	177,000
<b>Total Projects</b>		\$27,469,000	\$21,745,600	\$11,729,500	\$4,386,000	\$4,092,500	\$69,422,600
<b>Funding Sources</b>							
General Fund		\$2,865,350	\$4,154,000	\$3,389,500	\$3,286,100	\$4,006,500	\$17,701,450
General Obligation Bonds		5,300,000	15,000,000	8,100,000	700,000	0	29,100,000
Certificates of Participation		18,900,000	2,558,600	240,000	0	0	21,698,600
Justice Svcs Special Ops		330,000	0	0	0	0	330,000
City of Portland		23,650	33,000	0	399,900	86,000	542,550
Marine Board Revenues		50,000	0	0	0	0	50,000
<b>Total Funding</b>		\$27,469,000	\$21,745,600	\$11,729,500	\$4,386,000	\$4,092,500	\$69,422,600

Rev. March 1, 1994

**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Multnomah County Courthouse</b>	
1021 SW 4th, Portland	
Date Built	1912
Date Acquired	1912
Square Ft	275,058
Assessed Value	\$10,816,200
Replacement Cost	\$120,000,000
Facility Condition Assessment Grade = C+	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$980,016
Maintenance per Sq Ft	\$3.56
Utility Costs	\$509,029
Utility Cost per Sq Ft	\$1.85
Annual Debt Retirement	\$0
Total Operating costs	\$1,489,045
Operating Costs per Sq Ft	\$5.41

<b>County Tenants &amp; Programs</b>	
DCC - (.33%) Forest Project	
DES - (.94%) Telecommunication Equipment	
District Attorney - (14.10%)	
County Commissioner - (1.49%)	
MCSO - (4.89%) Jail, Civil Process, Security	
<b>Other Tenants and Programs</b>	
State Courts - (71.56%)	
Law Library - (6.07%)	



**Multnomah County Courthouse**  
Historic Landmark

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Funded Multi-Year Projects</b>						
Courthouse 8th Floor	\$330,000	\$0	\$0	\$0	\$0	\$330,000
<b>Statutory/Mandated</b>						
Jury Box Enlargement	\$25,000	\$25,000	\$25,000	\$50,000	\$25,000	\$150,000
<b>Essential/Safety/Security</b>						
Counter Renovations (Rms 106-110)	\$70,000	\$0	\$0	\$0	\$0	\$70,000
<b>Major Maintenance</b>						
Sidewalk Lift	\$55,000	\$0	\$0	\$0	\$0	\$55,000
Exterior Waterproofing	\$0	\$0	\$115,000	\$0	\$0	\$115,000
Courtyard Windows	\$0	\$0	\$0	\$0	\$275,000	\$275,000
Heat Pump Replacement	\$0	\$0	\$130,000	\$130,000	\$125,000	\$385,000
Ventilation for Non-vented Systems	\$0	\$200,000	\$185,000	\$0	\$0	\$385,000
Chiller Replacement	\$0	\$440,000	\$0	\$0	\$0	\$440,000
Energy management System	\$0	\$0	\$213,000	\$200,000	\$0	\$413,000
Water Waste Piping	\$0	\$150,000	\$150,000	\$150,000	\$100,000	\$550,000
Electrical Service Subpanels/Lighting	\$0	\$0	\$90,000	\$90,000	\$164,000	\$344,000
Fire Alarms & Panic Alarms - ADA	\$0	\$82,000	\$138,000	\$100,000	\$0	\$320,000
Freight/Jail Elevator Upgrades	\$0	\$0	\$0	\$165,000	\$0	\$165,000
Sixth Floor DA Ceiling	\$0	\$0	\$0	\$0	\$33,000	\$33,000
Stair Marble	\$0	\$0	\$0	\$0	\$110,000	\$110,000
Roof Maintenance	\$0	\$0	\$475,000	\$0	\$0	\$475,000
<b>Departmental Requests for FY94-95</b>						
Archive Space	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Subtotal - Funded Projects	\$330,000	\$0	\$0	\$0	\$0	\$330,000
Subtotal - Unfunded Projects	\$175,000	\$897,000	\$1,521,000	\$885,000	\$832,000	\$4,310,000
<b>BUILDING TOTAL</b>	<b>\$505,000</b>	<b>\$897,000</b>	<b>\$1,521,000</b>	<b>\$885,000</b>	<b>\$832,000</b>	<b>\$4,640,000</b>
<b>Funding Sources</b>						
General Fund	\$175,000	\$877,000	\$1,486,833	\$894,333	\$876,834	\$4,310,000
Justice Services Special Operations	\$330,000	\$0	\$0	\$0	\$0	\$330,000
<b>Total Funding</b>	<b>\$505,000</b>	<b>\$877,000</b>	<b>\$1,486,833</b>	<b>\$894,333</b>	<b>\$876,834</b>	<b>\$4,640,000</b>

Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Ford Building</b>	
2505 SE 11th, Portland	
Date Built	1914
Date Acquired	1974
Square Ft	115,191
Assessed Value	\$1,215,800
Replacement Cost	\$12,000,000
Facility Condition Assessment Grade = C	

Annual Operating Costs	
Maintenance Costs	\$129,084
Maintenance per Sq Ft	\$1.12
Utility Costs	\$67,281
Utility Cost per Sq Ft	\$0.58
Annual Debt Retirement	\$0
Debt per Sq ft	\$0.00
Total Operating Costs	\$196,365.00
Operating Costs per Sq Ft	\$1.70

County Tenants & Programs	
DES - (26.95 %)	Facilities & Property Mgt.
DES - (13.21%)	Records, Distribution
MSS - (43.51%)	Purch. & Central Stores
DHS - (11.88%)	Health Supplies
DES - (1.17%)	Tax Title
Other Tenants and Programs	
State - (2.47%)	Court Storage
City of Portland - (.81%)	



Ford Building

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Wattertower Removal	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Roofs Main, 1st & 2nd Story	\$0	\$195,000	\$0	\$0	\$0	\$195,000
Elevators, Freight & Passenger	\$0	\$0	\$0	\$0	\$90,000	\$90,000
Electrical Service	\$0	\$0	\$55,000	\$0	\$0	\$55,000
Lighting & Alarms	\$0	\$0	\$26,000	\$0	\$0	\$26,000
Window Replacement (50%)	\$0	\$0	\$0	\$0	\$260,000	\$260,000
<b>Departmental Request</b>						
Archive Space	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Secure File Room (Purchasing)	\$12,000	\$0	\$0	\$0	\$0	\$12,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$47,000	\$195,000	\$81,000	\$0	\$350,000	\$673,000
<b>BUILDING TOTAL</b>	<b>\$47,000</b>	<b>\$195,000</b>	<b>\$81,000</b>	<b>\$0</b>	<b>\$350,000</b>	<b>\$673,000</b>

**Funding Sources**

General Fund	\$47,000	\$195,000	\$81,000	\$0	\$350,000	\$673,000
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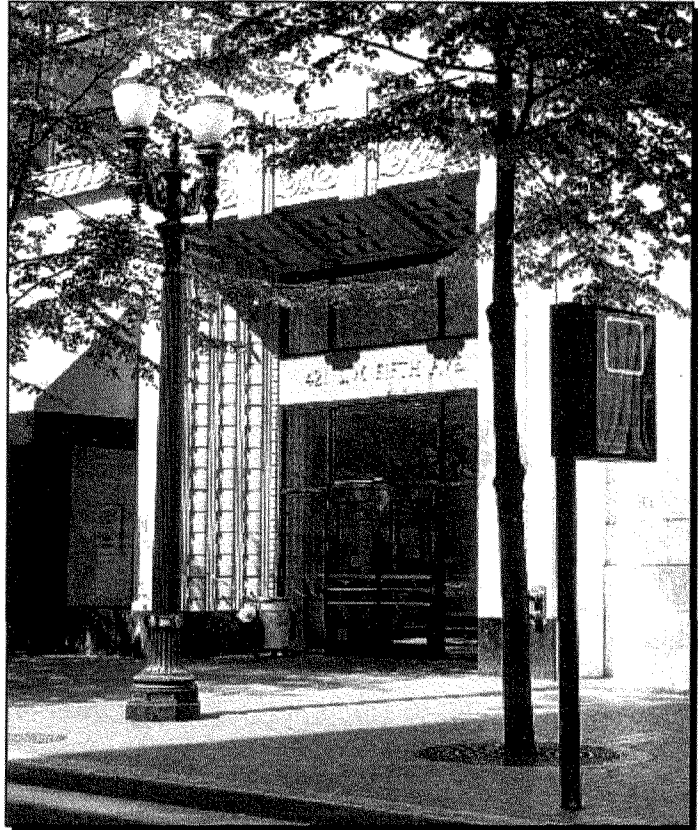
Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

**Building Profile - Capital Projects By Building**

Building Profile	
<b>Mead Building</b>	
421 SW 5th Avenue, Portland	
Date Built	1912
Date Acquired	1989
Square Ft	83,480
Assessed Value	\$2,283,200
Replacement Cost	\$17,000,000
Facility Condition Assessment Grade = C+	

Annual Operating Costs	
Maintenance Costs	\$191,128
Maintenance per Sq Ft	\$2.29
Utility Costs	\$123,252
Utility Cost per Sq Ft	\$1.48
Debt Retirement (til 2015)	\$372,451
Debt per Sq ft	\$4.46
Total Operating Costs	\$686,831.00
Operating Costs per Sq Ft	\$8.23

County Tenants & Programs	
CFS - (22.9%) Admin, HCSD, MHYFSD A&D Program	
ASD - (20.8%) Admin, Adult Housing	
DCC - (12.87%) Admin; Programs & Dev.	
DES - (5.12%) Telecommunication Office	
DHS - (2.45%) Language Services	
MSS - (5.27%) Emp. Training, Health Prom.	
Tax Supervising & Conservation Commission (4.02%)	
Other Tenants and Programs	
Office Tenants (2) - (2.31%)	
Retailers (5) - (24.28%)	



Mead Building

**Five Year Capital Plan**

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Boiler Addition	\$0	\$0	\$0	\$65,000	\$0	\$65,000
Ventilation System Upgrade	\$0	\$104,000	\$0	\$0	\$0	\$104,000
Replace Cooling Tower Pump	\$0	\$0	\$85,000	\$0	\$0	\$85,000
Replacement Heat Pumps	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$200,000
Sprinkler Upgrade	\$0	\$0	\$0	\$0	\$15,000	\$15,000
Electric Panel & Alarms	\$0	\$0	\$88,000	\$0	\$0	\$88,000
Elevator Upgrades	\$0	\$0	\$0	\$0	\$300,000	\$300,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$50,000	\$154,000	\$223,000	\$115,000	\$315,000	\$857,000
<b>BUILDING TOTAL</b>	<b>\$50,000</b>	<b>\$154,000</b>	<b>\$223,000</b>	<b>\$115,000</b>	<b>\$315,000</b>	<b>\$857,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$50,000</b>	<b>\$154,000</b>	<b>\$223,000</b>	<b>\$115,000</b>	<b>\$315,000</b>	<b>\$857,000</b>
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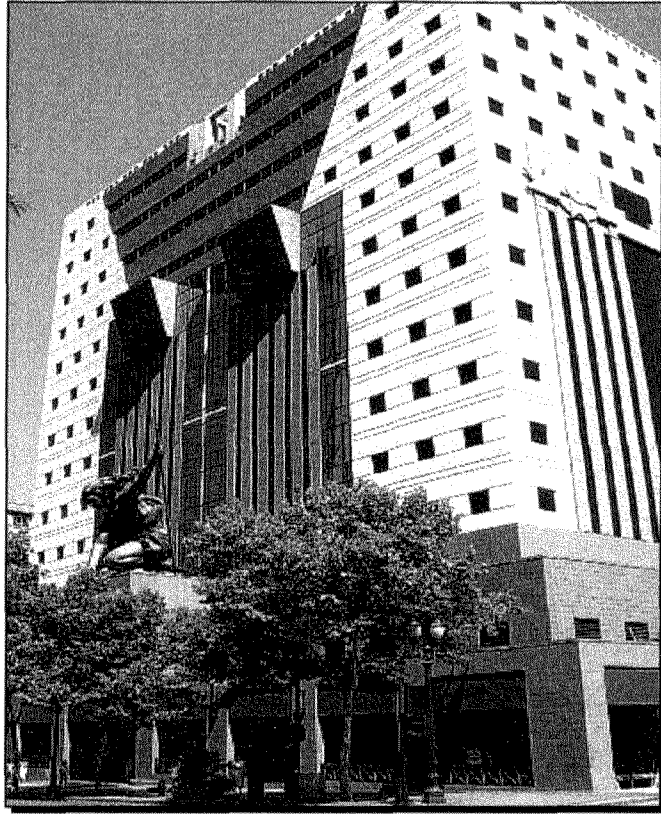
**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Portland Building</b>	
1120 SW 5th, 14th & 15th Fl., Portland	
Date Built	1983
Date Acquired	(see note)
Square Ft	39,138
Assessed Value	\$2,815,600
Replacement Cost	\$5,870,700
Facility Condition Assessment Grade	= A

<b>Annual Operating Costs</b>	
Maintenance Costs	\$312,598
Maintenance per Sq Ft	\$7.99
Utility Costs	included in lease
Utility Cost per Sq Ft	NA
Debt Retirement (til 2009)	\$260,474
Debt per Sq Ft	\$6.66
Total Operating Costs	\$573,072.00
Operating Costs per Sq Ft	\$14.64

<b>County Tenants &amp; Programs</b>	
BCC - (15.4%), Clerk of the Board - (3.01%)	
County Chair - (11.91%)	
County Counsel - (23.93%)	
County Auditor - (8.6%)	
MSS - (37.14%) Labor Relations, Risk Mgt, Planning & Budget, Finance, Employee Services, Health Benefits	
<b>Other Tenants and Programs</b>	



Portland Building

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
No projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$0	\$0	\$0	\$0	\$0
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Funding Sources**

<b>General Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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Note: The County leases the 14th and 15th floors from the City of Portland and pays an annual lease payment until 2008.



Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

**Building Profile - Capital Projects By Building**

Building Profile	
<b>Juvenile Justice Facility</b>	
1401 NE 68th, Portland	
Date Built	1993-95
Date Acquired (Property)	1949
Square Ft	150,000
Assessed Value	New
Replacement Cost	\$30,000,000
Facility Condition Assessment Grade	= A

Annual Operating Costs	
Maintenance Costs	\$388,986
Maintenance per Sq Ft	\$2.59
Utility Costs	\$279,470
Utility Cost per Sq Ft	\$1.86
Debt Retirement (til 2014)	\$3,150,858
Debt per Sq ft	\$21.01
Total Operating Costs	\$3,819,314.00
Operating Costs per Sq Ft	\$25.46

County Tenants & Programs	
DHS - (2.47%) Corrections Health	
JJD - (22.0%)	
Detention Services - (49.04%)	
Other Tenants and Programs	
District Attorney - (4.70%)	
CASA - (3.80%)	
Courts - (18.0%)	



Juvenile Justice Facility

**Five Year Capital Plan**

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Funded Multi-Year Projects</b>						
Juvenile Justice Center	\$17,000,000	\$2,000,000	\$0	\$0	\$0	\$19,000,000
Subtotal - Funded Projects	\$17,000,000	\$2,000,000	\$0	\$0	\$0	\$19,000,000
Subtotal - Unfunded Projects	\$0	\$0	\$0	\$0	\$0	\$0
<b>BUILDING TOTAL</b>	<b>\$17,000,000</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,000,000</b>

**Funding Sources**

General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Certificates of Participation	\$17,000,000	\$2,000,000	\$0	\$0	\$0	\$19,000,000

**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Wikman Building</b>	
4420 SE 64th, Portland	
Date Built	1919
Date Acquired	1973
Square Ft	6,163
Assessed Value	\$188,500
Replacement Cost	\$1,000,000
Facility Condition Assessment Grade = C	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$7,446
Maintenance per Sq Ft	\$1.21
Utility Costs	\$5,881
Utility Cost per Sq Ft	\$0.95
Annual Debt Retirement	\$0
Debt per Sq ft	\$0.00
Total Operating Costs	\$13,327.00
Operating Costs per Sq Ft	\$2.16

<b>County Tenants &amp; Programs</b>	
Juvenile Justice District Office	
<b>Other Tenants and Programs</b>	



**Wikman Building**

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
Roofing	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Electrical Alarms & Lights	\$0	\$14,000	\$0	\$0	\$0	\$14,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$15,000	\$14,000	\$0	\$0	\$0	\$29,000
<b>BUILDING TOTAL</b>	<b>\$15,000</b>	<b>\$14,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$15,000</b>	<b>\$14,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,000</b>
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Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

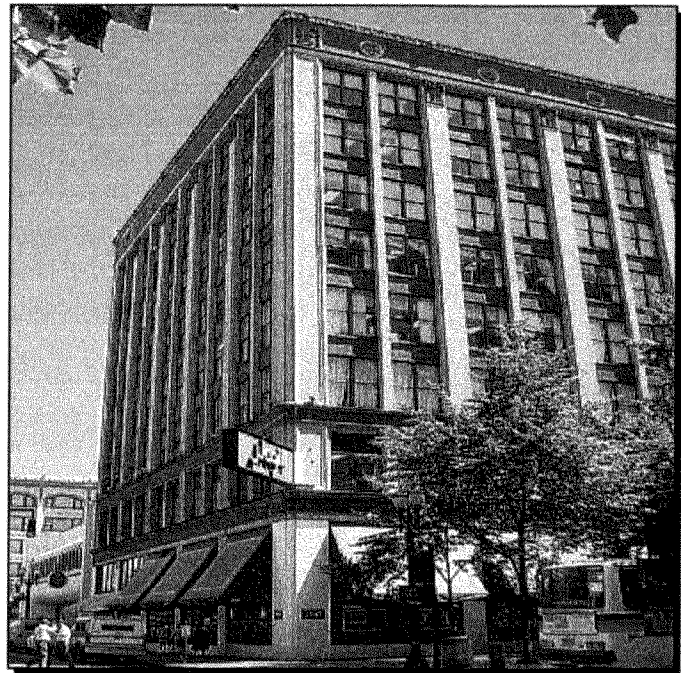
Building Profile - Capital Projects By Building

Building Profile	
<b>McCoy Building</b>	
426 SW Stark, Portland	
Date Built	1923
Date Acquired	1988
Square Ft	108,990
Assessed Value	\$3,339,000
Replacement Cost	\$25,000,000
Facility Condition Assessment Grade = C+	

Annual Operating Costs	
Maintenance Costs	\$214,690
Maintenance per Sq Ft	\$1.97
Utility Costs	\$161,342
Utility Cost per Sq Ft	\$1.48
Debt Retirement (til 2015)	\$450,079
Debt per Sq ft	\$4.13
Total Operating Costs	\$826,111.00
Operating Costs per Sq Ft	\$7.58

County Tenants & Programs	
DHS - (65.29%) Administration, Primary Care, Health Services, Field Services, Dental Services, Regulatory Health	
CFS - (32.46%) MHY&FS	

Other Tenants and Programs	
State Courts - (2.26%) Storage	



McCoy Building

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Funded Multi-Year Projects</b>						
McCoy Clinics HIV, TB	\$1,100,000	\$250,000	\$0	\$0	\$0	\$1,350,000
<b>Major Maintenance</b>						
Elevator Upgrade	\$500,000	\$0	\$0	\$0	\$0	\$500,000
Water Supply	\$0	\$0	\$110,000	\$0	\$0	\$110,000
Electric Service	\$0	\$115,000	\$0	\$0	\$0	\$115,000
Freight Elevator Upgrade	\$0	\$0	\$0	\$0	\$90,000	\$90,000
Ventilation System Upgrade	\$0	\$105,000	\$0	\$0	\$0	\$105,000
Energy Management System	\$0	\$0	\$0	\$0	\$135,000	\$135,000
Exterior Window Repairs	\$0	\$0	\$0	\$110,000	\$0	\$110,000
Chiller Overhaul	\$0	\$20,000	\$0	\$0	\$0	\$20,000
Lab Generator	\$0	\$0	\$15,000	\$0	\$0	\$15,000
Waste Piping	\$0	\$0	\$0	\$0	\$40,000	\$40,000
Subtotal - Funded Projects	\$1,100,000	\$250,000	\$0	\$0	\$0	\$1,350,000
Subtotal - Unfunded Projects	\$500,000	\$240,000	\$125,000	\$110,000	\$265,000	\$1,240,000
<b>BUILDING TOTAL</b>	<b>\$1,600,000</b>	<b>\$490,000</b>	<b>\$125,000</b>	<b>\$110,000</b>	<b>\$265,000</b>	<b>\$2,590,000</b>

**Funding Sources**

General Fund	\$500,000	\$240,000	\$125,000	\$110,000	\$265,000	\$1,240,000
Certificates of Participation	\$1,100,000	\$250,000	\$0	\$0	\$0	\$1,350,000
<b>Total</b>	<b>\$1,600,000</b>	<b>\$490,000</b>	<b>\$125,000</b>	<b>\$110,000</b>	<b>\$265,000</b>	<b>\$2,590,000</b>

Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Gresham Neighborhood Center</b>	
611 E. Powell, Gresham	
Date Built	1946
Date Acquired	1972
Square Ft	29,510
Assessed Value	\$1,502,700
Replacement Cost	\$5,000,000
Facility Condition Assessment Grade	= C

<b>Annual Operating Costs</b>	
Maintenance Costs	\$88,252
Maintenance per Sq Ft	\$2.99
Utility Costs	\$42,893
Utility Cost per Sq Ft	\$1.45
Annual Debt Retirement	\$0
Debt per Sq ft	\$0.00
Total Operating Costs	\$131,145.00
Operating Costs per Sq Ft	\$4.44

<b>County Tenants &amp; Programs</b>	
DHS - (60.74%) East County Clinic	
<b>Other Tenants and Programs</b>	
Gresham Senior Center - (39.26%)	



Gresham Neighborhood Center

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
HVAC System Upgrade, w/Electricity	\$0	\$0	\$0	\$480,000	\$0	\$480,000
Water Piping	\$0	\$26,000	\$0	\$0	\$0	\$26,000
Site Irrigation & Lighting	\$0	\$0	\$19,000	\$0	\$0	\$19,000
Fire Alarms, First Floor	\$5,000	\$0	\$0	\$0	\$0	\$5,000
Roof Repairs	\$44,000	\$0	\$0	\$0	\$0	\$44,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$49,000	\$26,000	\$19,000	\$480,000	\$0	\$574,000
<b>BUILDING TOTAL</b>	<b>\$49,000</b>	<b>\$26,000</b>	<b>\$19,000</b>	<b>\$480,000</b>	<b>\$0</b>	<b>\$574,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$49,000</b>	<b>\$26,000</b>	<b>\$19,000</b>	<b>\$960,000</b>	<b>\$0</b>	<b>\$574,000</b>
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Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

**Building Profile - Capital Projects By Building**

Building Profile	
<b>Medical Examiner Office</b>	
301 NE Knott, Portland	
Date Built	1926
Date Acquired	1967
Square Ft	9,935
Assessed Value	\$419,000
Replacement Cost	\$2,500,000
Facility Condition Assessment Grade = C+	

Annual Operating Costs	
Maintenance Costs	\$29,294
Maintenance per Sq Ft	\$2.95
Utility Costs	\$19,359
Utility Cost per Sq Ft	\$1.95
Annual Debt Retirement	\$0
Annual Debt Retirement	\$0.00
Total Operating Costs	\$48,653.00
Operating Costs per Sq Ft	\$4.90

County Tenants & Programs	
DHS - Medical Examiner	
Other Tenants and Programs	



Medical Examiner Office

**Five Year Capital Plan**

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Basement Wall Leaks	\$13,000	\$0	\$0	\$0	\$0	\$13,000
Ventilation/HVAC Units	\$0	\$52,000	\$0	\$0	\$0	\$52,000
Flooring & Stairs	\$0	\$0	\$0	\$40,000	\$0	\$40,000

Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$13,000	\$52,000	\$0	\$40,000	\$0	\$105,000
<b>BUILDING TOTAL</b>	<b>\$13,000</b>	<b>\$52,000</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$105,000</b>

**Funding Sources**

General Fund	\$13,000	\$52,000	\$0	\$40,000	\$0	\$105,000
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**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Walnut Park Building</b>	
5329 NE Martin Luther King Jr Blvd, Portland	
Date Built	1950
Date Acquired	1993
Square Ft	74,000
Assessed Value	\$1,609,400
Replacement Cost	\$15,500,000
Facility Condition Assessment Grade = NA	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$240,388
Maintenance per Sq Ft	\$3.25
Utility Costs	\$113,390
Utility Cost per Sq Ft	\$1.53
Debt Retirement (til 2015)	\$207,430
Debt per Sq ft	\$2.80
Total Operating Costs	\$561,208.00
Operating Costs per Sq Ft	\$7.58

<b>County Tenants &amp; Programs</b>	
DHS - (50.97%) Northeast Clinic	
ASD - (38.13%) Senior Center	
<b>Other Tenants and Programs</b>	
Retail - (10.90%) Mid K Beauty,	
Check Mart	



Walnut Park Building

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Funded Multi-Year Projects</b>						
NE Health Clinic	\$800,000	\$308,000	\$240,000	\$0	\$0	\$1,348,000
<b>Essential/Safety/Security</b>						
Secure Counter	\$12,000	\$0	\$0	\$0	\$0	\$12,000
<b>Major Maintenance</b>						
Roofing - North	\$0	\$205,000	\$0	\$0	\$0	\$205,000
Roofing - South	\$0	\$0	\$0	\$117,000	\$0	\$117,000
Exterior Painting	\$0	\$0	\$0	\$0	\$80,000	\$80,000
Painting Walls & Rusted Door Frames	\$0	\$35,000	\$0	\$0	\$0	\$35,000
Resurface Parking Lot	\$0	\$0	\$0	\$15,000	\$0	\$15,000
Roofing	\$54,000	\$0	\$0	\$0	\$0	\$54,000
Electrical Panels	\$0	\$0	\$8,000	\$0	\$0	\$8,000
Subtotal - Funded Projects	\$800,000	\$308,000	\$240,000	\$0	\$0	\$1,348,000
Subtotal - Unfunded Projects	\$66,000	\$240,000	\$8,000	\$132,000	\$80,000	\$526,000
<b>BUILDING TOTAL</b>	<b>\$866,000</b>	<b>\$548,000</b>	<b>\$248,000</b>	<b>\$132,000</b>	<b>\$80,000</b>	<b>\$1,874,000</b>

**Funding Sources**

<b>General Fund</b>	\$66,000	\$240,000	\$8,000	\$132,000	\$80,000	\$526,000
<b>Certificates of Participation</b>	\$800,000	\$308,000	\$240,000	\$0	\$0	\$1,348,000
<b>Total</b>	<b>\$866,000</b>	<b>\$548,000</b>	<b>\$248,000</b>	<b>\$132,000</b>	<b>\$80,000</b>	<b>\$1,874,000</b>

Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Mid-County Clinic</b>	
12710 SE Division, Portland	
Date Built	1990
Date Acquired	1990
Square Ft	21,655
Assessed Value	\$1,978,600
Replacement Cost	\$3,500,000
Facility Condition Assessment Grade = A-	

Annual Operating Costs	
Maintenance Costs	\$72,832
Maintenance per Sq Ft	\$3.36
Utility Costs	\$26,077
Utility Cost per Sq Ft	\$1.20
Debt Retirement (til 2015)	\$192,472
Debt per Sq Ft	\$8.89
Total Operating Costs	\$291,381.00
Operating Costs per Sq Ft	\$13.46

County Tenants & Programs	
DHS - Mid County Health Clinic, Mid County Dental Clinic International Health Clinic	
Other Tenants and Programs	



Mid-County Clinic

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Department Requests</b>						
Field Team Space	\$90,000	\$0	\$0	\$0	\$0	\$90,000
Parking Lot	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$130,000	\$0	\$0	\$0	\$0	\$130,000
<b>BUILDING TOTAL</b>	<b>\$130,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$130,000</b>

**Funding Sources**

General Fund	\$130,000	\$0	\$0	\$0	\$0	\$130,000
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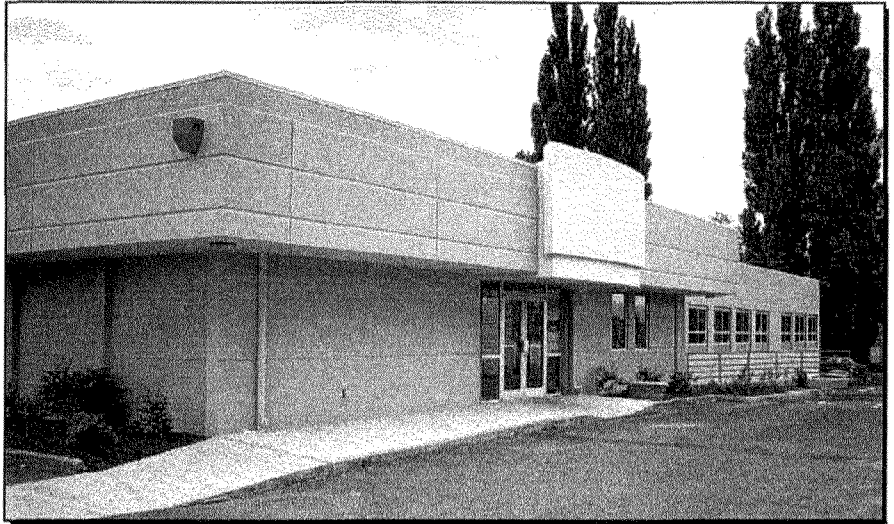
**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>SE Health Clinic</b>	
3653 SE 34th, Portland	
Date Built	1990
Date Acquired	1990
Square Ft	24,176
Assessed Value	\$1,226,000
Replacement Cost	\$4,000,000
Facility Condition Assessment Grade = A	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$70,267
Maintenance per Sq Ft	\$2.91
Utility Costs	\$30,987
Utility Cost per Sq Ft	\$1.28
Debt Retirement (til 2015)	\$229,250
Debt per Sq ft	\$9.48
Total Operating Costs	\$330,504.00
Operating Costs per Sq Ft	\$13.67

<b>County Tenants &amp; Programs</b>	
DHS - Clinics/Offices, SE/SW Field Team Pharmacy Services, Optometry, Dental	
<b>Other Tenants and Programs</b>	



SE Health Clinic

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
No projects						
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$0	\$0	\$0	\$0	\$0
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Funding Sources**

<b>General Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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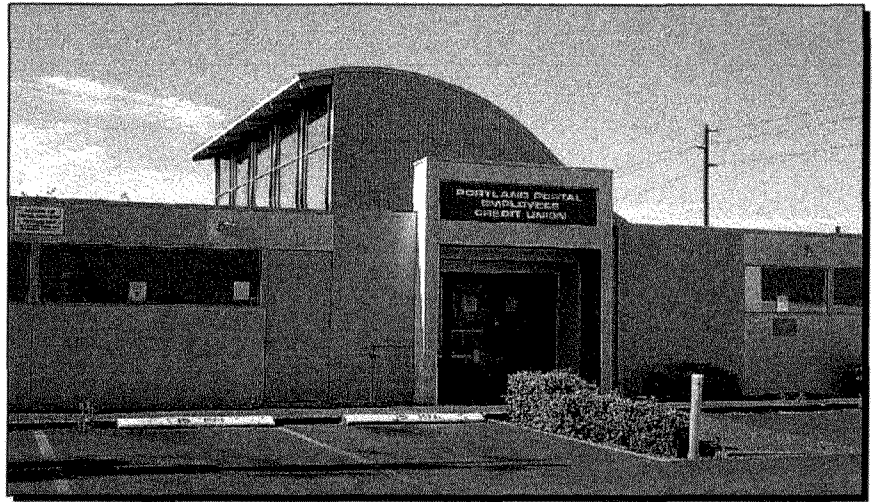
**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Probation Field Services</b>	
421 SE 10th, Portland	
Date Built	1963
Date Acquired	1990
Square Ft	7,907
Assessed Value	\$432,700
Replacement Cost	\$1,500,000
Facility Condition Assessment Grade = C+	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$22,179
Maintenance per Sq Ft	\$2.80
Utility Costs	\$12,854
Utility Cost per Sq Ft	\$1.63
Debt Retirement (til 2002)	\$68,656
Debt per Sq Ft	\$8.68
Total Operating Costs	\$103,689.00
Operating Costs per Sq Ft	\$13.11

<b>County Tenants &amp; Programs</b>	
DCC - Field Central Offices	
<b>Other Tenants and Programs</b>	



Probation Field Services

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
Ventilation HVAC Units	\$0	\$0	\$0	\$0	\$100,000	\$100,000
Roofing	\$0	\$17,000	\$0	\$0	\$0	\$17,000
Sprinklers	\$0	\$0	\$0	\$0	\$40,000	\$40,000
Site Lighting	\$0	\$0	\$8,000	\$0	\$0	\$8,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$17,000	\$8,000	\$0	\$140,000	\$165,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$17,000</b>	<b>\$8,000</b>	<b>\$0</b>	<b>\$140,000</b>	<b>\$165,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$0</b>	<b>\$17,000</b>	<b>\$8,000</b>	<b>\$0</b>	<b>\$140,000</b>	<b>\$165,000</b>
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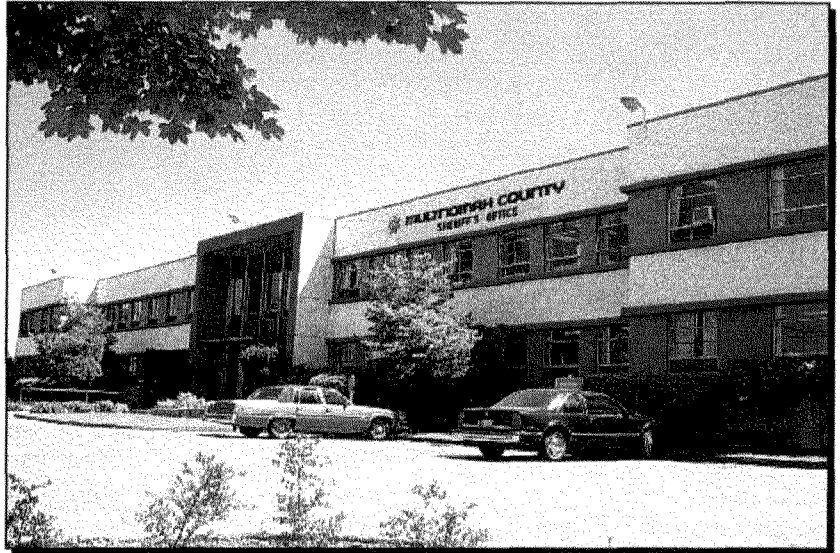
**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Hansen Building</b>	
12240 NE Glisan, Portland	
Date Built	1956
Date Acquired	1956
Square Ft	30,256
Assessed Value	\$1,931,300
Replacement Cost	\$6,500,000
Facility Condition Assessment Grade = B+	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$97,929
Maintenance per Sq Ft	\$3.24
Utility Costs	\$48,698
Utility Cost per Sq Ft	\$1.61
Annual Debt Retirement	\$0
Debt per Sq ft	\$0.00
Total Operating Costs	\$146,627.00
Operating Costs per Sq Ft	\$4.85

<b>County Tenants &amp; Programs</b>	
MCSO - (98.72%) Sheriff's Office	
NON - (1.28%) Emergency Management	
<b>Other Tenants and Programs</b>	



Hansen Building

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Essential/Safety/Security</b>						
Warehouse Alarm	\$10,000	\$0	\$0	\$0	\$0	\$10,000
<b>Major Maintenance</b>						
Roof	\$57,000	\$0	\$0	\$0	\$0	\$57,000
HVAC Ventilation Upgrades	\$0	\$0	\$0	\$0	\$480,000	\$480,000
HVAC Controls	\$0	\$0	\$0	\$0	\$110,000	\$110,000
Electrical Service Upgrade	\$0	\$65,000	\$0	\$0	\$0	\$65,000
Lighting Upgrade	\$0	\$0	\$0	\$25,000	\$0	\$25,000
Fire Alarm System	\$0	\$25,000	\$0	\$0	\$0	\$25,000
Passenger Elevator Modifications	\$0	\$0	\$12,000	\$0	\$0	\$12,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$67,000	\$90,000	\$12,000	\$25,000	\$590,000	\$784,000
<b>BUILDING TOTAL</b>	<b>\$67,000</b>	<b>\$90,000</b>	<b>\$12,000</b>	<b>\$25,000</b>	<b>\$590,000</b>	<b>\$784,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$67,000</b>	<b>\$90,000</b>	<b>\$12,000</b>	<b>\$25,000</b>	<b>\$590,000</b>	<b>\$784,000</b>
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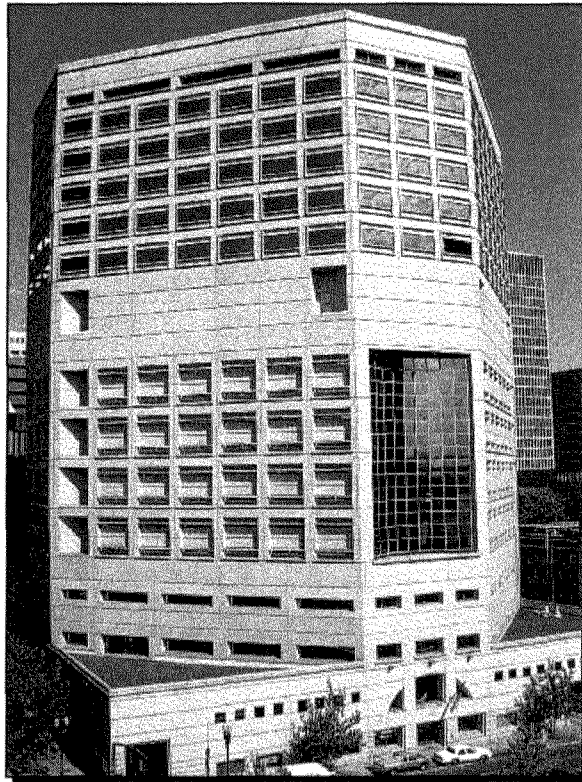
**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Justice Center</b>	
1120 SW 3rd, Portland	
Date Built	1982
Date Acquired	1982
Square Ft	472,038
Assessed Value	\$31,264,100
Replacement Cost	\$200,000,000
Facility Condition Assessment Grade = B+	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$1,472,247
Maintenance per Sq Ft	\$3.12
Utility Costs	\$653,054
Utility Cost per Sq Ft	\$1.38
Annual Lease Payment	\$0.00
Total Operating Costs	\$2,125,301.00
Operating Costs per Sq Ft	\$4.50

<b>County Tenants &amp; Programs</b>	
District Attorney - (1.05%)	
DCC - (1.75%) Evaluation	
MCSO - (57.20%) Corrections, Jail	
Health Corrections - (1.36%)	
<b>Other Tenants and Programs</b>	
City of Portland - (35.91%) Bureau of Police	
State Courts - (2.73%)	



Justice Center

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Essential/Safety/Security</b>						
Detention Electronics	\$60,000	\$60,000	\$60,000	\$60,000	\$0	\$240,000
Reception Enclosure	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Audio Communication System	\$15,000	\$0	\$0	\$0	\$0	\$15,000
UPS System	\$0	\$80,000	\$0	\$0	\$0	\$80,000
<b>Major Maintenance</b>						\$0
Roofing Replacement	\$0	\$0	\$0	\$850,000	\$0	\$850,000
Clean & Seal Exterior	\$0	\$0	\$0	\$80,000	\$0	\$80,000
Chiller Condenser	\$0	\$0	\$0	\$0	\$200,000	\$200,000
MSI Replacement	\$55,000	\$0	\$0	\$0	\$0	\$55,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$140,000	\$140,000	\$60,000	\$990,000	\$200,000	\$1,530,000
<b>BUILDING TOTAL</b>	<b>\$140,000</b>	<b>\$140,000</b>	<b>\$60,000</b>	<b>\$990,000</b>	<b>\$200,000</b>	<b>\$1,530,000</b>

**Funding Sources**

<b>General Fund</b>	\$140,000	\$107,000	\$60,000	\$990,000	\$200,000	\$1,497,000
<b>City of Portland</b>	\$0	\$33,000	\$0	\$0	\$0	\$33,000
<b>TOTAL FUNDING</b>	<b>\$140,000</b>	<b>\$140,000</b>	<b>\$60,000</b>	<b>\$990,000</b>	<b>\$200,000</b>	<b>\$1,530,000</b>

Note: The City of Portland will fund \$33,000 of the \$80,000 UPS System project in FY95-96

**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Mult. Co. Correctional Facility</b>	
1901 SW Halsey, Troutdale	
Date Built	1955
Date Acquired	1955
Square Ft	22,000
Assessed Value	\$550,000
Replacement Cost	\$4,500,000
Facility Condition Assessment Grade = D+	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$99,468
Maintenance per Sq Ft	\$4.52
Utility Costs	\$107,594
Utility Cost per Sq Ft	\$4.89
Annual Debt Retirement	\$0
Debt per Sq ft	\$0.00
Total Operating Costs	\$207,062.00
Operating Costs per Sq Ft	\$9.41

<b>County Tenants &amp; Programs</b>	
MCSO - (97.95%) Corrections Hlth & Jail	
DHS - (2.05%) Clinic	
<b>Other Tenants and Programs</b>	



Multnomah County Correctional Facility

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
Replace Exterior Doors	\$10,000	\$0	\$0	\$0	\$0	\$10,000
HVAC System Replacement	\$195,000	\$0	\$0	\$0	\$0	\$195,000
Electrical System Alarms	\$33,000	\$0	\$0	\$0	\$0	\$33,000
Lighting, Interior & Exterior	\$0	\$0	\$52,000	\$0	\$0	\$52,000
Water Supply, Waste Piping, Bathrooms	\$0	\$160,000	\$0	\$0	\$0	\$160,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$238,000	\$160,000	\$52,000	\$0	\$0	\$450,000
<b>BUILDING TOTAL</b>	<b>\$238,000</b>	<b>\$160,000</b>	<b>\$52,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$450,000</b>

<b>Funding Sources</b>						
<b>General Fund</b>	<b>\$238,000</b>	<b>\$160,000</b>	<b>\$52,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$450,000</b>



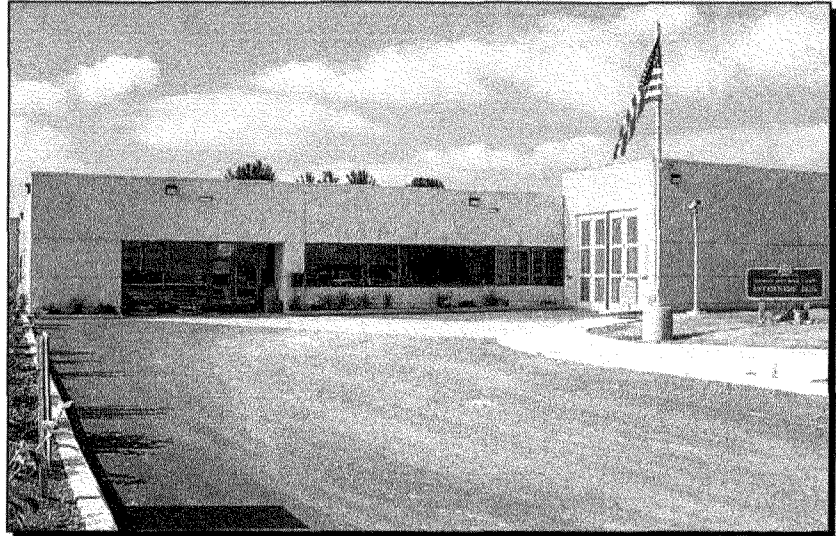
**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Mult. Co. Inverness Jail</b>	
15540 NE Inverness Dr.,	
Date Built	1988-91
Date Acquired	1988
Square Ft	92,604
Assessed Value	\$10,331,400
Replacement Cost	\$16,500,000
Facility Condition Assessment Grade = B+	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$268,795
Maintenance per Sq Ft	\$2.90
Utility Costs	\$206,230
Utility Cost per Sq Ft	\$2.23
Debt Retirement (til 1996)	\$64,007
Debt per Sq ft	\$0.69
Total Operating Costs	\$539,032.00
Operating Costs Per Sq Ft	\$5.82

<b>County Tenants &amp; Programs</b>	
MCSO - (96.89%) Inmate Programs Div.	
DHS - (3.11%) Clinic	
<b>Other Tenants and Programs</b>	



Multnomah County Inverness Jail

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
HVAC Reheat Sensors	\$0	\$0	\$0	\$25,000	\$0	\$25,000
Macerator	\$65,000	\$0	\$0	\$0	\$0	\$65,000
Ph. 1 Fire Alarm Upgrade	\$19,000	\$0	\$0	\$0	\$0	\$19,000
RegROUT Showers	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Replace Kitchen Tiles	\$0	\$83,000	\$0	\$0	\$0	\$83,000
<b>Subtotal - Funded Projects</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Unfunded Projects</b>	\$94,000	\$83,000	\$0	\$25,000	\$0	\$202,000
<b>BUILDING TOTAL</b>	\$94,000	\$83,000	\$0	\$25,000	\$0	\$202,000

**Funding Sources**

<b>General Fund</b>	<b>\$94,000</b>	<b>\$83,000</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$202,000</b>
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**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Work Release Center</b>	
1151 SW 11th, Portland	
Date Built	1923
Date Acquired	1988
Square Ft	70,000
Assessed Value	\$1,514,500
Replacement Cost	\$1,514,500
Facility Condition Assessment Grade = C	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$97,030
Maintenance per Sq Ft	\$1.39
Utility Costs	\$56,059
Utility Cost per Sq Ft	\$0.80
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$153,089.00
Operating Costs per Sq Ft	\$2.19

<b>County Tenants &amp; Programs</b>	
MCSO - Restitution Center	
<b>Other Tenants and Programs</b>	



**Work Release Center**

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
Roof Repair	\$0	\$128,000	\$0	\$0	\$0	\$128,000
Re-mortar Parapet	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Bathroom Piping and Ventilation	\$0	\$0	\$125,000	\$0	\$0	\$125,000
Electrical Service	\$0	\$0	\$65,000	\$0	\$0	\$65,000
Lighting	\$0	\$0	\$0	\$0	\$50,000	\$50,000
Elevator Upgrades	\$0	\$0	\$0	\$0	\$70,000	\$70,000
Condensate System	\$0	\$0	\$11,000	\$0	\$0	\$11,000
<b>Subtotal - Funded Projects</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Unfunded Projects</b>	\$80,000	\$128,000	\$201,000	\$0	\$120,000	\$529,000
<b>BUILDING TOTAL</b>	<b>\$80,000</b>	<b>\$128,000</b>	<b>\$201,000</b>	<b>\$0</b>	<b>\$120,000</b>	<b>\$529,000</b>

**Funding Sources**

<b>General Fund</b>	\$80,000	\$128,000	\$201,000	\$0	\$120,000	\$529,000
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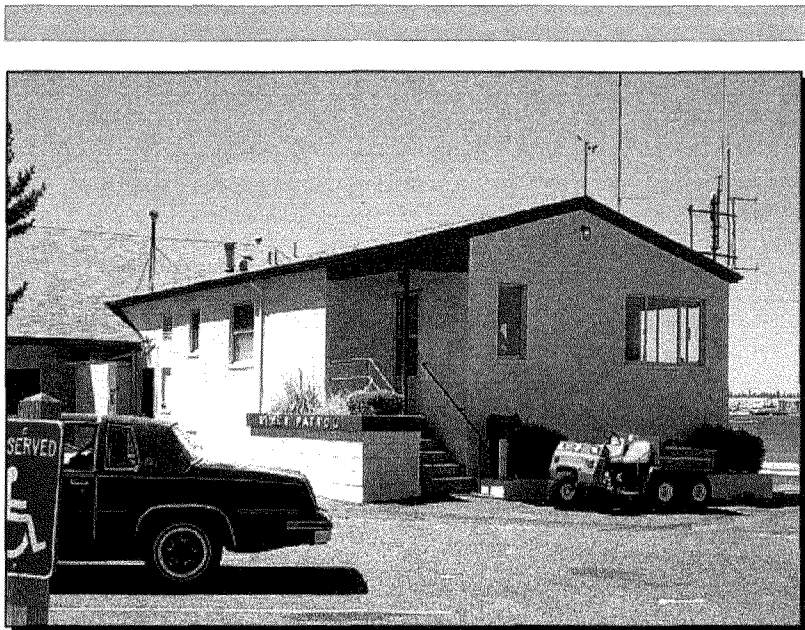
**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Columbia River Patrol</b>	
4325 NE Marine Dr., Portland	
Date Built	NA
Date Acquired	NA
Square Ft	2,185
Assessed Value	\$1,023,000
Replacement Cost	\$300,000
Facility Condition Assessment Grade = C+	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$10,052
Maintenance per Sq Ft	\$4.60
Utility Costs	\$8,274
Utility Cost per Sq Ft	\$3.79
Annual Debt Retirement	\$0
Total Operating Costs	\$18,326
Operating Costs per Sq Ft	\$8.39

<b>County Tenants &amp; Programs</b>	
MCSO - Sheriff's Office/Moorage	
Boat Launch Parking	
<b>Other Tenants and Programs</b>	



Columbia River Patrol

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Statutory/Mandatory</b>						
Boathouse Move	\$95,000	\$0	\$0	\$0	\$0	\$95,000
<b>Major Maintenance</b>						
Electrical Service	\$0	\$26,000	\$0	\$0	\$0	\$26,000
Boat House Lighting	\$0	\$6,000	\$0	\$0	\$0	\$6,000
Sprinklers	\$0	\$0	\$0	\$0	\$25,000	\$25,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$95,000	\$32,000	\$0	\$0	\$25,000	\$152,000
<b>BUILDING TOTAL</b>	<b>\$95,000</b>	<b>\$32,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$152,000</b>

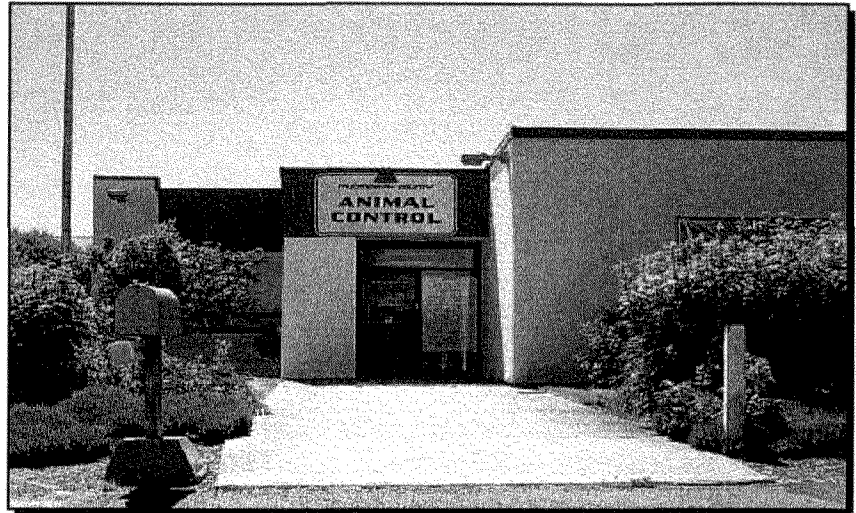
<b>Funding Sources</b>						
<b>General Fund</b>	\$45,000	\$32,000	\$0	\$0	\$25,000	\$102,000
<b>Marine Board Revenues</b>	\$50,000	\$0	\$0	\$0	\$0	\$50,000
<b>TOTAL FUNDING</b>	<b>\$95,000</b>	<b>\$32,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$152,000</b>

Note: The assessed value and square feet includes the building and parking lot.

Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Animal Control</b>	
24450 W. Columbia Hwy, Troutdale	
Date Built	1969
Date Acquired	1969
Square Ft	16,680
Assessed Value	\$1,102,100
Replacement Cost	\$3,000,000
Facility Condition Assessment Grade = C-	
Annual Operating Costs	
Maintenance Costs	\$41,289
Maintenance per Sq Ft	\$2.48
Utility Costs	\$57,500
Utility Cost per Sq Ft	\$3.45
Annual Debt retirement	\$0
Debt per Sq ft	\$0.00
Total Operating Costs	\$98,789.00
Operating Costs per Sq Ft	\$5.92
County Tenants & Programs	
DES - Animal Control Division	
Other Tenants and Programs	



Animal Control

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Roofs (B-Kennel and D-Kennel)	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Repair and Paint	\$35,000	\$0	\$0	\$0	\$0	\$35,000
HVAC Replacement & Boilers	\$0	\$96,000	\$0	\$0	\$0	\$96,000
Kennel Wasteline & Water Supply	\$0	\$0	\$113,000	\$0	\$0	\$113,000
Electrical Service & Alarm Panel	\$0	\$0	\$0	\$19,000	\$0	\$19,000
Lighting and Site Lighting	\$0	\$0	\$0	\$9,000	\$0	\$9,000
Incinerator Refractory	\$0	\$11,000	\$0	\$0	\$0	\$11,000
Roofs (A-Kennel and C-Kennel)	\$0	\$0	\$0	\$32,000	\$0	\$32,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects]	\$65,000	\$107,000	\$113,000	\$60,000	\$0	\$345,000
<b>BUILDING TOTAL</b>	<b>\$65,000</b>	<b>\$107,000</b>	<b>\$113,000</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$345,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$65,000</b>	<b>\$107,000</b>	<b>\$113,000</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$345,000</b>
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**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Bridge Maintenance Shop</b>	
1403 SE Water Ave., Portland	
Date Built	1920
Date Acquired	1920
Square Ft	10,800
Assessed Value	\$403,700
Replacement Cost	\$2,000,000
Facility Condition Assessment Grade = B-	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$636
Maintenance per Sq Ft	\$0.06
Utility Costs	\$0
Utility Cost per Sq Ft	\$0.00
Annual Lease Payment	\$0.00
Total Operating Costs	\$636.00
Operating Costs per Sq Ft	\$0.06

<b>County Tenants &amp; Programs</b>	
DES - Transportation Division	
Bridge Maintenance	
<b>Other Tenants and Programs</b>	



**Bridge Maintenance Shop**

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
Sprinklers	\$0	\$0	\$0	\$0	\$47,000	\$47,000
Fire Alarms	\$0	\$5,000	\$0	\$0	\$0	\$5,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$5,000	\$0	\$0	\$47,000	\$52,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,000</b>	<b>\$52,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,000</b>	<b>\$52,000</b>
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Note: Maintenance and Utility costs are paid for out of Transportation funds.

Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
Elections Building	
1040 SE Morrison, Portland	
Date Built	1950
Date Acquired	1950
Square Ft	40,400
Assessed Value	\$660,900
Replacement Cost	\$5,000,000
Facility Condition Assessment Grade = C	

Annual Operating Costs	
Maintenance Costs	\$27,658
Maintenance per Sq Ft	\$0.68
Utility Costs	\$25,652
Utility Cost per Sq Ft	\$0.63
Annual Debt Retirement	\$0
Debt per Sq ft	\$0.00
Total Operating Costs	\$53,310.00
Operating Costs per Sq Ft	\$1.32

County Tenants & Programs	
DES - Elections Division	
Other Tenants and Programs	



Elections Building

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
HVAC Ventilation	\$0	\$130,000	\$0	\$0	\$0	\$130,000
Door/Restroom Upgrade	\$0	\$0	\$0	\$10,000	\$0	\$10,000
Sprinklers	\$0	\$0	\$0	\$0	\$65,000	\$65,000
Lighting & Alarms	\$0	\$0	\$30,000	\$0	\$0	\$30,000
Ceiling Upgrades	\$0	\$0	\$0	\$0	\$15,000	\$15,000
<b>Departmental Requests</b>						
Air Conditioning	\$110,000	\$0	\$0	\$0	\$0	\$110,000
Interior Paint	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Passage Window	\$4,000	\$0	\$0	\$0	\$0	\$4,000
Re-Carpet	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Shower/Drinking Fountain	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Southside Blinds	\$5,000	\$0	\$0	\$0	\$0	\$5,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$269,000	\$130,000	\$30,000	\$10,000	\$80,000	\$519,000
<b>BUILDING TOTAL</b>	<b>\$269,000</b>	<b>\$130,000</b>	<b>\$30,000</b>	<b>\$10,000</b>	<b>\$80,000</b>	<b>\$519,000</b>

**Funding Sources**

General Fund	\$269,000	\$130,000	\$30,000	\$10,000	\$80,000	\$519,000
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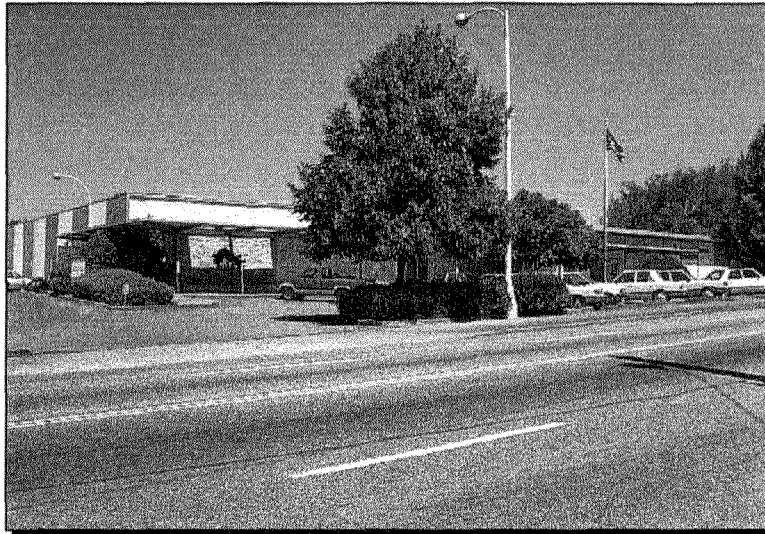
**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Kelly Building</b>	
4747 E. Burnside, Portland	
Date Built	1959
Date Acquired	1971
Square Ft	35,189
Assessed Value	\$1,946,100
Replacement Cost	\$6,500,000
Facility Condition Assessment Grade = B-	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$91,896
Maintenance per Sq Ft	\$2.61
Utility Costs	\$188,567
Utility Cost per Sq Ft	\$5.36
Annual Debt Retirement	\$0
Debt per Sq ft	\$0.00
Total Operating Costs	\$280,463.00
Operating Costs per Sq Ft	\$7.97

<b>County Tenants &amp; Programs</b>	
DES - (45.7%) Information Services Division	
<b>Other Tenants and Programs</b>	
City of Portland - (54.3%) Police Bureau	
East Precinct	



**Kelly Building**

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
Cooling Tower	\$38,000	\$0	\$0	\$0	\$0	\$38,000
Ventilation & Controls	\$0	\$91,000	\$0	\$0	\$0	\$91,000
Computer Room Supply Pipes	\$0	\$13,000	\$0	\$0	\$0	\$13,000
Boiler Replacement	\$0	\$25,000	\$0	\$0	\$0	\$25,000
2nd Floor Ceiling, Lights, HVAC	\$0	\$52,000	\$0	\$0	\$0	\$52,000
Roof Replacement	\$116,000	\$0	\$0	\$0	\$0	\$116,000
Landscape Sprinklers	\$0	\$0	\$0	\$0	\$13,000	\$13,000
<b>Departmental Requests</b>						
New Ceiling/Vents	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$184,000	\$181,000	\$0	\$0	\$13,000	\$378,000
<b>BUILDING TOTAL</b>	<b>\$184,000</b>	<b>\$181,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,000</b>	<b>\$378,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$184,000</b>	<b>\$181,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,000</b>	<b>\$378,000</b>
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Note: City of Portland will fund 53% of Project List - excluding Department requests.

Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Morrison Building</b>	
2115 SE Morrison, Portland	
Date Built	1953
Date Acquired	1961
Square Ft	34,560
Assessed Value	\$3,554,100
Replacement Cost	\$6,000,000
Facility Condition Assessment Grade = C	

Annual Operating Costs	
Maintenance Costs	\$68,338
Maintenance per Sq Ft	\$1.98
Utility Costs	\$41,057
Utility Cost per Sq Ft	\$1.19
Annual Debt Retirement	\$0
Debt per Sq ft	\$0.00
Total Operating Costs	\$109,395.00
Operating Costs per Sq Ft	\$3.17

County Tenants & Programs	
DSS - (6.89%) Community Development	
DES - (73.06%) Director's Office, Board of Equalization, Residential Properties Appraisal, Planning & Development	
DA - (11.83%) Multi-Discipline Task Force	
NOND - (3.42%) Citizens Involvement Comm.	
Other Tenants and Programs	
Metro - (1.51%) Pioneer Cemeteries	
Soil Conservation Svc (Federal) - (3.29%)	



Morrison Building

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Electric Panels/Alarms/Lights	\$0	\$0	\$0	\$19,000	\$0	\$19,000
Ceilings	\$0	\$0	\$0	\$0	\$15,000	\$15,000
Waste Lines	\$0	\$7,000	\$0	\$0	\$0	\$7,000
Roofing	\$0	\$160,000	\$0	\$0	\$0	\$160,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$167,000	\$0	\$19,000	\$15,000	\$201,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$167,000</b>	<b>\$0</b>	<b>\$19,000</b>	<b>\$15,000</b>	<b>\$201,000</b>

**Funding Sources**

General Fund	\$0	\$167,000	\$0	\$19,000	\$15,000	\$201,000
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Note: Assessed value includes the Lone Fir Cemetery

**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Motor Pool Parking Lot</b>	
530 SW 2nd, Portland	
Date Built	NA
Date Acquired	1955
Square Ft: Land = 31,000: Bldg = 96	
Assessed Value	\$3,573,700
Replacement Cost (bldg)	\$25,000
Facility Condition Assessment Grade = D+	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$6,531
Maintenance per Sq Ft	\$0.21
Utility Costs	\$766
Utility Cost per Sq Ft	\$0.02
Annual Net Revenue	\$5,000
Total Operating Costs	\$7,297
Operating Costs per Sq Ft	\$0.23

<b>County Tenants &amp; Programs</b>	
Parking for: DHS, A&T, County Officials Downtown, and visitors for downtown office buildings.	
<b>Other Tenants and Programs</b>	



Motor Pool

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
Site Lighting	\$0	\$0	\$0	\$0	\$18,000	\$18,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$0	\$0	\$0	\$18,000	\$18,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,000</b>	<b>\$18,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,000</b>	<b>\$18,000</b>
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Note: This site is a 31,000 square foot parking lot downtown with a small trailer.  
The assessed value is for the property.



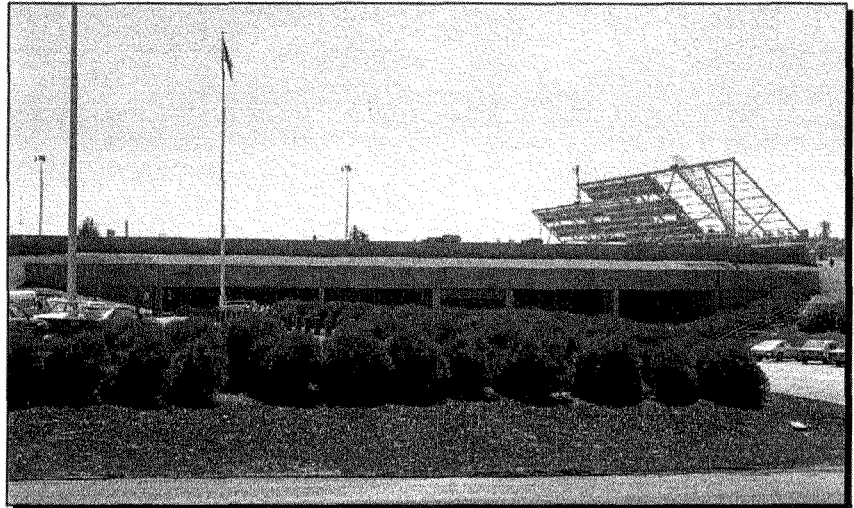
**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Yeon Shops</b>	
1620 SE 190th, Portland	
Date Built	1982
Date Acquired	1982
Square Ft	190,000
Assessed Value	\$14,196,200
Replacement Cost	\$36,000,000
Facility Condition Assessment Grade = B	

<b>Annual Operating Costs</b>	
Maintenance Costs *	\$91,103
Maintenance per Sq Ft	\$0.48
Utility Costs *	\$0
Utility Cost per Sq Ft	\$0.00
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$91,103.00
Operating Costs per Sq Ft	\$0.48

<b>County Tenants &amp; Programs</b>	
DES - Fleet Service (38.93%), Electronics (2.11%), Trans. (58.96%)	
<b>Other Tenants and Programs</b>	



Yeon Shops

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
HVAC Controls/EMS	\$0	\$0	\$0	\$0	\$110,000	\$110,000
Roofing	\$0	\$360,000	\$0	\$0	\$0	\$360,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$360,000	\$0	\$0	\$110,000	\$470,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$360,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$110,000</b>	<b>\$470,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$0</b>	<b>\$360,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$110,000</b>	<b>\$470,000</b>
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\* Note: Road Fund pays for part of operations and maintenance costs.

Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Road Shops (3)</b>	
Skyline, Springdale & Vance Pit	
Date Built	1948
Date Acquired	
Square Ft	2,901
Assessed Value	\$1,680,700
Replacement Cost	\$1,500,000
Facility Condition Assessment Grade = C	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$0
Maintenance per Sq Ft	\$0.00
Utility Costs	\$0
Utility Cost per Sq Ft	\$0.00
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00

<b>County Tenants &amp; Programs</b>	
DES - Road Shops	
<b>Other Tenants and Programs</b>	



**Road Shops**  
Photo temporarily unavailable

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
No projects						\$0
						\$0
						\$0
						\$0
<b>BUILDING TOTAL</b>	\$0	\$0	\$0	\$0	\$0	\$0

<b>Funding Sources</b>						
<b>General Fund</b>	\$0	\$0	\$0	\$0	\$0	\$0

Note: Maintenance costs are funded by Transportation funds.

Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Belmont Library</b>	
1038 SE 39th, Portland	
Date Built	1925
Date Acquired	1990
Square Ft	2,924
Assessed Value	\$108,600
Replacement Cost	\$500,000
Facility Condition Assessment Grade = B-	

Annual Operating Costs	
Maintenance Costs	\$26,237
Maintenance per Sq Ft	\$8.97
Utility Costs	\$3,468
Utility Cost per Sq Ft	\$1.19
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$29,705.00
Operating Costs per Sq Ft	\$10.16

County Tenants & Programs	
Belmont Branch Library	
Other Tenants and Programs	



Belmont Library

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Refinish Windows	\$0	\$0	\$0	\$0	\$5,500	\$5,500
Fire Alarm, Site Lights, Roof Patching	\$0	\$0	\$5,500	\$0	\$0	\$5,500
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$0	\$5,500	\$0	\$5,500	\$11,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,500</b>	<b>\$0</b>	<b>\$5,500</b>	<b>\$11,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,500</b>	<b>\$0</b>	<b>\$5,500</b>	<b>\$11,000</b>
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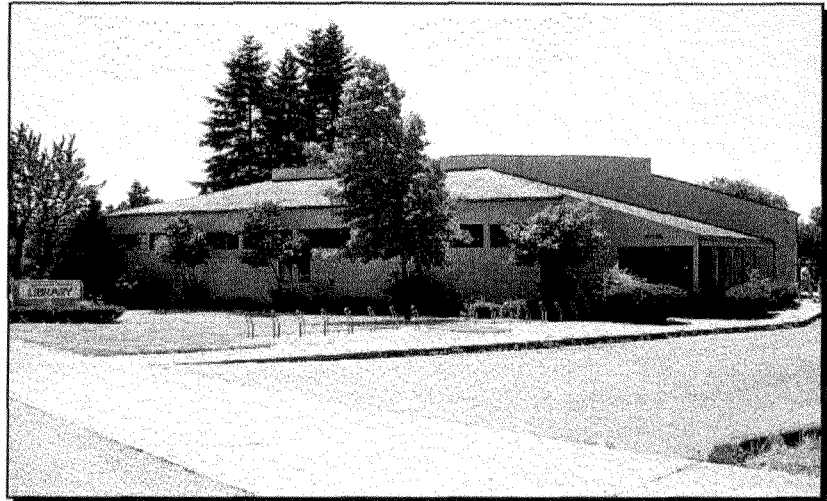
Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

### Building Profile - Capital Projects By Building

Building Profile	
<b>Capitol Hill Library</b>	
10723 SW Capitol Hwy, Portland	
Date Built	1972
Date Acquired	1972
Square Ft	6,060
Assessed Value	\$358,700
Replacement Cost	\$1,000,000
Facility Condition Assessment Grade = B-	

Annual Operating Costs	
Maintenance Costs	\$32,559
Maintenance per Sq Ft	\$5.37
Utility Costs	\$17,045
Utility Cost per Sq Ft	\$2.81
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$49,604.00
Operating Costs per Sq Ft	\$8.19

County Tenants & Programs	
Capitol Hill Library	
Other Tenants and Programs	



Capitol Hill Library

#### Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Sprinklers	\$0	\$0	\$0	\$0	\$34,000	\$34,000
Lighting, Site Lighting & Alarms	\$0	\$0	\$0	\$10,000	\$0	\$10,000
Roof Repairs	\$0	\$0	\$8,000	\$0	\$0	\$8,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$0	\$8,000	\$10,000	\$34,000	\$52,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,000</b>	<b>\$10,000</b>	<b>\$34,000</b>	<b>\$52,000</b>

#### Funding Sources

General Fund	\$0	\$0	\$8,000	\$10,000	\$34,000	\$52,000
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**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Central Library</b>	
801 SW 10th, Portland	
Date Built	1913
Date Acquired	1913
Square Ft	120,000
Assessed Value	\$4,201,800
Replacement Cost	\$40,000,000
Facility Condition Assessment Grade = D	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$405,661
Maintenance per Sq Ft	\$3.38
Utility Costs	\$93,786
Utility Cost per Sq Ft	\$0.78
Debt Retirement *	\$0
Debt per Sq ft	\$0.00
Total Operating Costs	\$499,447.00
Operating Costs per Sq Ft	\$4.16

<b>County Tenants &amp; Programs</b>	
Central Library	
<b>Other Tenants and Programs</b>	



Central Library  
Historic Landmark

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Funded Multi-Year Projects</b>						
Central Library	\$2,900,000	\$13,000,000	\$7,500,000	\$700,000	\$0	\$24,100,000
Subtotal - Funded Projects	\$2,900,000	\$13,000,000	\$7,500,000	\$700,000	\$0	\$24,100,000
Subtotal - Unfunded Projects	\$0	\$0	\$0	\$0	\$0	\$0
<b>BUILDING TOTAL</b>	<b>\$2,900,000</b>	<b>\$13,000,000</b>	<b>\$7,500,000</b>	<b>\$700,000</b>	<b>\$0</b>	<b>\$24,100,000</b>

**Funding Sources**

General Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Obligation Bonds	\$2,900,000	\$13,000,000	\$7,500,000	\$700,000	\$0	\$24,100,000
<b>Total</b>	<b>\$2,900,000</b>	<b>\$13,000,000</b>	<b>\$7,500,000</b>	<b>\$700,000</b>	<b>\$0</b>	<b>\$24,100,000</b>

\* \$1,800,000 Debt Retirement Paid by Library Bond

Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Gregory Heights Library</b>	
7921 NE Sandy Blvd., Portland	
Date Built	1966
Date Acquired	1966
Square Ft	5,997
Assessed Value	\$430,000
Replacement Cost	\$1,000,000
Facility Condition Assessment Grade = B-	

Annual Operating Costs	
Maintenance Costs	\$28,486
Maintenance per Sq Ft	\$4.75
Utility Costs	\$11,742
Utility Cost per Sq Ft	\$1.96
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$40,228.00
Operating Costs per Sq Ft	\$6.71

County Tenants & Programs	
Gregory Heights Library	
Other Tenants and Programs	



Gregory Heights Library

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
HVAC Component Replacement	\$0	\$0	\$30,000	\$0	\$0	\$30,000
Electrical Panel, Alarm Expansion	\$0	\$5,000	\$0	\$0	\$0	\$5,000
Resurface Parking Lot	\$0	\$0	\$0	\$8,000	\$0	\$8,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$5,000	\$30,000	\$8,000	\$0	\$43,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$30,000</b>	<b>\$8,000</b>	<b>\$0</b>	<b>\$43,000</b>

**Funding Sources**

General Fund	\$0	\$5,000	\$30,000	\$8,000	\$0	\$43,000
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Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Gresham Library</b>	
385 NW Miller, Gresham	
Date Built	1990
Date Acquired	1990
Square Ft	20,000
Assessed Value	\$1,215,100
Replacement Cost	\$3,500,000
Facility Condition Assessment Grade = A	

Annual Operating Costs	
Maintenance Costs	\$58,550
Maintenance per Sq Ft	\$2.93
Utility Costs	\$21,496
Utility Cost per Sq Ft	\$1.07
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$80,046.00
Operating Costs per Sq Ft	\$4.00

County Tenants & Programs	
Gresham Library	
Other Tenants and Programs	



Gresham Library

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Energy Management System	\$0	\$0	\$0	\$0	\$25,000	\$25,000
Lighting Retrofit	\$0	\$0	\$0	\$0	\$8,000	\$8,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$0	\$0	\$0	\$33,000	\$33,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$33,000</b>	<b>\$33,000</b>

**Funding Sources**

General Fund	\$0	\$0	\$0	\$0	\$33,000	\$33,000
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**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Hillsdale Library</b>	
1525 SW Sunset Blvd., Portland	
Date Built	1957
Date Acquired	1957
Square Ft	6,800
Assessed Value	\$373,200
Replacement Cost	\$1,200,000
Facility Condition Assessment Grade = C	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$22,562
Maintenance per Sq Ft	\$3.32
Utility Costs	\$11,678
Utility Cost per Sq Ft	\$1.72
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$34,240.00
Operating Costs per Sq Ft	\$5.04

<b>County Tenants &amp; Programs</b>	
Hillsdale Library	
<b>Other Tenants and Programs</b>	



**Hillsdale Library**

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
Lighting & Alarms	\$0	\$0	\$0	\$16,000	\$0	\$16,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$0	\$0	\$16,000	\$0	\$16,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,000</b>	<b>\$0</b>	<b>\$16,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,000</b>	<b>\$0</b>	<b>\$16,000</b>
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**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Holgate Library</b>	
7905 SE Holgate, Portland	
Date Built	1972
Date Acquired	1972
Square Ft	6,060
Assessed Value	\$291,400
Replacement Cost	\$1,000,000
Facility Condition Assessment Grade = C	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$28,931
Maintenance per Sq Ft	\$4.77
Utility Costs	\$15,765
Utility Cost per Sq Ft	\$2.60
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$44,696.00
Operating Costs per Sq Ft	\$7.38

<b>County Tenants &amp; Programs</b>	
Holgate Library	
<b>Other Tenants and Programs</b>	



**Holgate Library**

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
Lighting & Alarms	\$0	\$0	\$0	\$15,000	\$0	\$15,000
Sprinklers	\$0	\$0	\$0	\$0	\$34,000	\$34,000
Built-Up Roof Repair	\$0	\$0	\$0	\$0	\$9,000	\$9,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$0	\$0	\$15,000	\$43,000	\$58,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$43,000</b>	<b>\$58,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$43,000</b>	<b>\$58,000</b>
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Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Hollywood Library</b>	
3930 NE Hancock, Portland	
Date Built	1959
Date Acquired	1959
Square Ft	7,613
Assessed Value	\$290,000
Replacement Cost	\$1,300,000
Facility Condition Assessment Grade = C	

Annual Operating Costs	
Maintenance Costs	\$28,271
Maintenance per Sq Ft	\$3.71
Utility Costs	\$10,091
Utility Cost per Sq Ft	\$1.33
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$38,362.00
Operating Costs per Sq Ft	\$5.04

County Tenants & Programs	
Hollywood Library	
Other Tenants and Programs	



Hollywood Library

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Roof Repair	\$0	\$0	\$10,000	\$0	\$0	\$10,000
Ceiling & Lighting, Alarms	\$0	\$0	\$0	\$16,000	\$0	\$16,000
Boiler & Ventilation Maintenance	\$0	\$15,000	\$0	\$0	\$0	\$15,000
Sprinklers	\$0	\$0	\$0	\$0	\$40,000	\$40,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$15,000	\$10,000	\$16,000	\$40,000	\$81,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$10,000</b>	<b>\$16,000</b>	<b>\$40,000</b>	<b>\$81,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$10,000</b>	<b>\$16,000</b>	<b>\$40,000</b>	<b>\$81,000</b>
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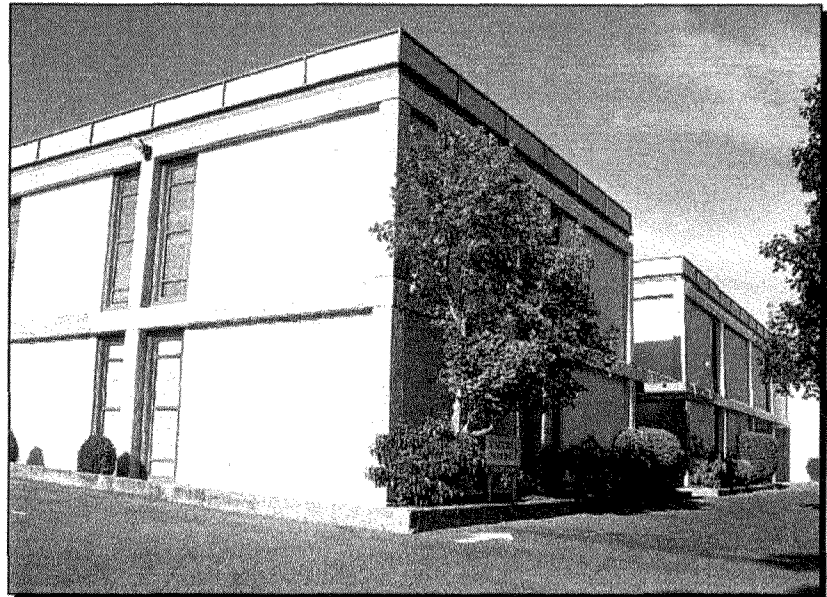
Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Library Administration</b>	
205 NE Russell, Portland	
Date Built	1965
Date Acquired	1965
Square Ft	37,560
Assessed Value	\$2,312,400
Replacement Cost	\$7,000,000
Facility Condition Assessment Grade = C+	

Annual Operating Costs	
Maintenance Costs *	\$152,858
Maintenance per Sq Ft	\$4.07
Utility Costs *	\$58,361
Utility Cost per Sq Ft	\$1.55
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$211,219.00
Operating Costs per Sq Ft	\$5.62

County Tenants & Programs	
Dept. of Libraries Administration, Technical Services, Bookmobile Garage	
Other Tenants and Programs	



Library Administration

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Roof & Roof Drains	\$0	\$0	\$95,000	\$0	\$0	\$95,000
Replace Yellowed Lights	\$0	\$0	\$0	\$15,000	\$0	\$15,000
HVAC Unit Ventilation Controls	\$0	\$0	\$50,000	\$0	\$0	\$50,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$0	\$145,000	\$15,000	\$0	\$160,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$145,000</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$160,000</b>

**Funding Sources**

General Fund	\$0	\$0	\$145,000	\$15,000	\$0	\$160,000
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\* Note: Maintenance Costs and Utility Costs are shared with Bldg. 617. The total of these costs is shown on each bldg.



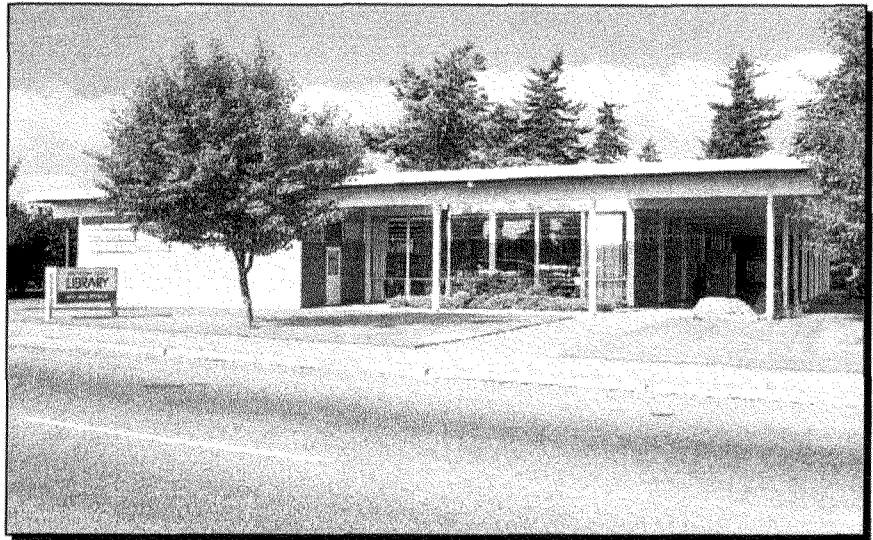
Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

### Building Profile - Capital Projects By Building

Building Profile	
<b>Midland Library</b>	
805 SE 122nd, Portland	
Date Built	1958
Date Acquired	1958
Square Ft	6,829
Assessed Value	\$458,700
Replacement Cost	\$1,200,000
Facility Condition Assessment Grade	= D+

Annual Operating Costs	
Maintenance Costs	\$42,155
Maintenance per Sq Ft	\$6.17
Utility Costs	\$11,984
Utility Cost per Sq Ft	\$1.75
Annual Debt Retirement	\$0
Debt per Sq ft	\$0.00
Total Operating Costs	\$54,139
Operating Costs per Sq Ft	\$7.93

County Tenants & Programs	
Midland Branch Library	
Other Tenants and Programs	



Midland Library

#### Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
Midland Library (replace with larger branch)	\$2,400,000	\$2,000,000	\$600,000	\$0	\$0	\$5,000,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$2,400,000	\$2,000,000	\$600,000	\$0	\$0	\$5,000,000
<b>BUILDING TOTAL</b>	<b>\$2,400,000</b>	<b>\$2,000,000</b>	<b>\$600,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000,000</b>

#### Funding Sources

General Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Obligation Bonds	\$2,400,000	\$2,000,000	\$600,000	\$0	\$0	\$5,000,000
<b>Total</b>	<b>\$2,400,000</b>	<b>\$2,000,000</b>	<b>\$600,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000,000</b>

Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>North Portland Library</b> 512 N. Killingsworth, Portland	
Date Built	1913
Date Acquired	1913
Square Ft	7,904
Assessed Value	\$233,700
Replacement Cost	\$1,400,000
Facility Condition Assessment Grade	=C+
Annual Operating Costs	
Maintenance Costs	\$39,959
Maintenance per Sq Ft	\$5.06
Utility Costs	\$10,631
Utility Cost per Sq Ft	\$1.35
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$50,590.00
Operating Costs per Sq Ft	\$6.40
County Tenants & Programs	
North Portland Library	
Other Tenants and Programs	



North Portland Library

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Built-Up Roof	\$0	\$0	\$0	\$0	\$12,000	\$12,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$0	\$0	\$0	\$12,000	\$12,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,000</b>	<b>\$12,000</b>

**Funding Sources**

General Fund	\$0	\$0	\$0	\$0	\$12,000	\$12,000
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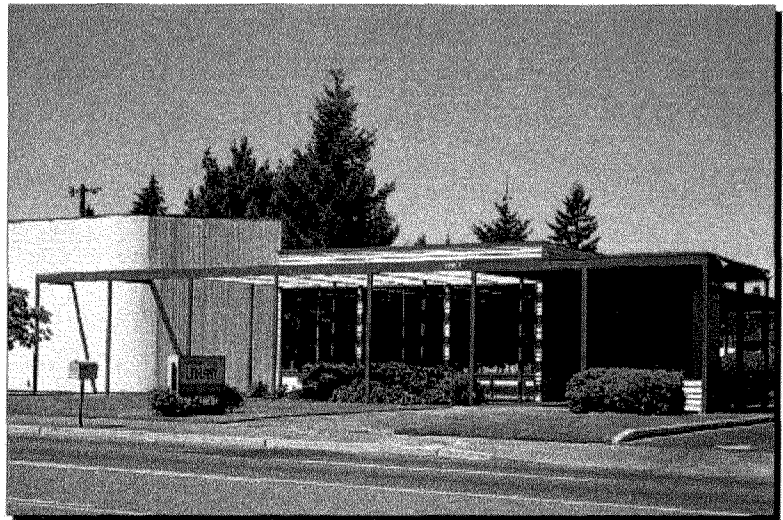
**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Rockwood Library</b>	
17917 SE Stark, Portland	
Date Built	1962
Date Acquired	1962
Square Ft	5,724
Assessed Value	\$505,700
Replacement Cost	\$1,000,000
Facility Condition Assessment Grade = C-	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$34,484
Maintenance per Sq Ft	\$6.02
Utility Costs	\$11,866
Utility Cost per Sq Ft	\$2.07
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$46,350.00
Total Costs per Sq Ft	\$8.10

<b>County Tenants &amp; Programs</b>	
Rockwood Library	
<b>Other Tenants and Programs</b>	



Rockwood Library

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
HVAC System Replacement	\$0	\$32,000	\$0	\$0	\$0	\$32,000
Dry Rot Study & Design	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Roof	\$0	\$0	\$0	\$43,000	\$0	\$43,000
<b>Subtotal - Funded Projects</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Unfunded Projects</b>	\$15,000	\$32,000	\$0	\$43,000	\$0	\$90,000
<b>BUILDING TOTAL</b>	<b>\$15,000</b>	<b>\$32,000</b>	<b>\$0</b>	<b>\$43,000</b>	<b>\$0</b>	<b>\$90,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$15,000</b>	<b>\$32,000</b>	<b>\$0</b>	<b>\$43,000</b>	<b>\$0</b>	<b>\$90,000</b>
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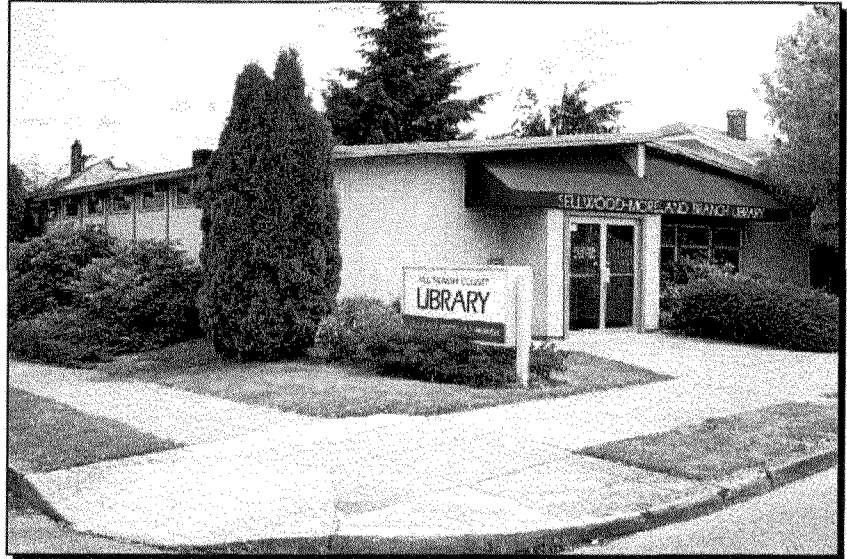
**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Sellwood Library</b>	
7904 SE Milwaukie, Portland	
Date Built	1965
Date Acquired	1965
Square Ft	2,204
Assessed Value	\$100,300
Replacement Cost	\$400,000
Facility Condition Assessment Grade = B	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$14,487
Maintenance per Sq Ft	\$6.57
Utility Costs	\$2,776
Utility Cost per Sq Ft	\$1.26
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$17,263.00
Operating Costs per Sq Ft	\$7.83

<b>County Tenants &amp; Programs</b>	
Sellwood Library	
<b>Other Tenants and Programs</b>	



Sellwood Library

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
Roof	\$0	\$15,000	\$0	\$0	\$0	\$15,000
Sprinklers	\$0	\$0	\$0	\$0	\$25,000	\$25,000
Lighting	\$0	\$0	\$0	\$3,000	\$0	\$3,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$15,000	\$0	\$3,000	\$25,000	\$43,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$3,000</b>	<b>\$25,000</b>	<b>\$43,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$3,000</b>	<b>\$25,000</b>	<b>\$43,000</b>
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Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>St. Johns Library</b>	
7510 N. Charleston, Portland	
Date Built	1914
Date Acquired	1914
Square Ft	4,068
Assessed Value	\$201,500
Replacement Cost	\$800,000
Facility Condition Assessment Grade = C	

Annual Operating Costs	
Maintenance Costs	\$31,426
Maintenance per Sq Ft	\$7.73
Utility Costs	\$6,227
Utility Cost per Sq Ft	\$1.53
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$37,653.00
Operating Costs per Sq Ft	\$9.26

County Tenants & Programs	
St. Johns Library	
Other Tenants and Programs	



St. Johns Library

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Furnace Replacement & Ventilation	\$0	\$13,000	\$0	\$0	\$0	\$13,000
Electrical, Alarms, Site Lights	\$0	\$0	\$0	\$6,000	\$0	\$6,000
Water Supply, Waste Lines, Fixtures	\$0	\$0	\$12,000	\$0	\$0	\$12,000
Painting & Finishes	\$0	\$0	\$5,000	\$0	\$0	\$5,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$13,000	\$17,000	\$6,000	\$0	\$36,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$13,000</b>	<b>\$17,000</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$36,000</b>

**Funding Sources**

General Fund	\$0	\$13,000	\$17,000	\$6,000	\$0	\$36,000
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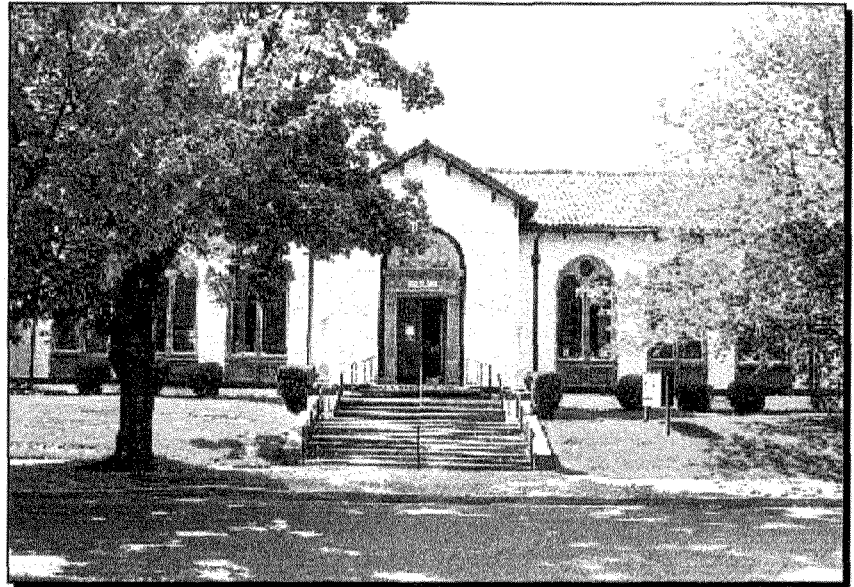
Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Title Wave Bookstore</b>	
216 NE Knott, Portland	
Date Built (bookstore)	1913
Date Acquired	1913
Square Ft	7,500
Assessed Value	N/A
Replacement Cost	\$1,400,000
Facility Condition Assessment Grade = C+	

Annual Operating Costs	
Maintenance Costs *	\$152,858
Maintenance per Sq Ft	\$20.38
Utility Costs *	\$58,361
Utility Cost per Sq Ft	\$7.78
Annual Debt Retirement	\$0
Annual Lease Payment	\$0.00
Total Operating Costs	\$211,219.00
Operating Costs per Sq Ft	\$28.16

County Tenants & Programs	
Title Wave Bookstore	
Other Tenants and Programs	



Title Wave Bookstore  
Historic Landmark

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
HVAC Replacement	\$0	\$0	\$0	\$32,000	\$0	\$32,000
Electrical Service/Alarms/Lighting	\$0	\$0	\$0	\$0	\$14,000	\$14,000
Freight Elevator Upgrade	\$0	\$0	\$0	\$0	\$17,000	\$17,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$0	\$0	\$32,000	\$31,000	\$63,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$32,000</b>	<b>\$31,000</b>	<b>\$63,000</b>

**Funding Sources**

	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
General Fund	\$0	\$0	\$0	\$32,000	\$31,000	\$63,000

\* Note: Maintenance Costs and Utility Costs are shared with bldg. 317 - Library Administration. Total shown is total for both bldgs.

Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Woodstock Library</b>	
6008 SE 49th, Portland	
Date Built	1959
Date Acquired	1959
Square Ft	5,520
Assessed Value	\$244,900
Replacement Cost	\$1,000,000
Facility Condition Assessment Grade =	C

Annual Operating Costs	
Maintenance Costs	\$24,524
Maintenance per Sq Ft	\$4.44
Utility Costs	\$10,880
Utility Cost per Sq Ft	\$1.97
Annual Debt Retirement	\$0
Debt per Sq Ft	\$0.00
Total Operating Costs	\$35,404.00
Operating Costs per Sq Ft	\$6.41

Building Profile	
Woodstock Library	
Other Tenants and Programs	



Woodstock Library

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Lighting & Alarms	\$0	\$0	\$12,000	\$0	\$0	\$12,000
HVAC Controls	\$0	\$0	\$0	\$4,000	\$0	\$4,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$0	\$12,000	\$4,000	\$0	\$16,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,000</b>	<b>\$4,000</b>	<b>\$0</b>	<b>\$16,000</b>

**Funding Sources**

General Fund	\$0	\$0	\$12,000	\$4,000	\$0	\$16,000
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**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Hooper Detox Center</b>	
30 NE Martin Luther King Jr Blvd, Portld	
Date Built	1941
Date Acquired	NA
Square Ft	18,771
Assessed Value	\$659,400
Replacement Cost	\$3,500,000
Facility Condition Assessment Grade = D+	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$55,863
Maintenance per Sq Ft	\$2.98
Utility Costs	\$0
Utility Cost per Sq Ft	\$0.00
Debt Retirement (til 2015)	\$66,088
Debt per Sq ft	\$3.52
Total Operating Costs	\$121,951.00
Operating Costs per Sq Ft	\$6.50

<b>County Tenants &amp; Programs</b>	
<b>Other Tenants and Programs</b>	
Detox Program (contract)	



Hooper Detox Center

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Essential/Safety/Security</b>						
HVAC	\$250,000	\$0	\$0	\$0	\$0	\$250,000
<b>Major Maintenance</b>						
First Floor Sprinklers	\$0	\$0	\$0	\$0	\$26,000	\$26,000
Ceiling Lighting	\$0	\$0	\$30,000	\$0	\$0	\$30,000
Elevator Upgrades	\$0	\$0	\$0	\$0	\$33,000	\$33,000
Painting Walls & Rusted Door Frames	\$0	\$35,000	\$0	\$0	\$0	\$35,000
Resurface Parking Lot	\$0	\$0	\$0	\$15,000	\$0	\$15,000
Roofing	\$54,000	\$0	\$0	\$0	\$0	\$54,000
Electrical Panels	\$0	\$0	\$8,000	\$0	\$0	\$8,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$304,000	\$35,000	\$38,000	\$15,000	\$59,000	\$451,000
<b>BUILDING TOTAL</b>	<b>\$304,000</b>	<b>\$35,000</b>	<b>\$38,000</b>	<b>\$15,000</b>	<b>\$59,000</b>	<b>\$451,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$304,000</b>	<b>\$35,000</b>	<b>\$38,000</b>	<b>\$15,000</b>	<b>\$59,000</b>	<b>\$451,000</b>
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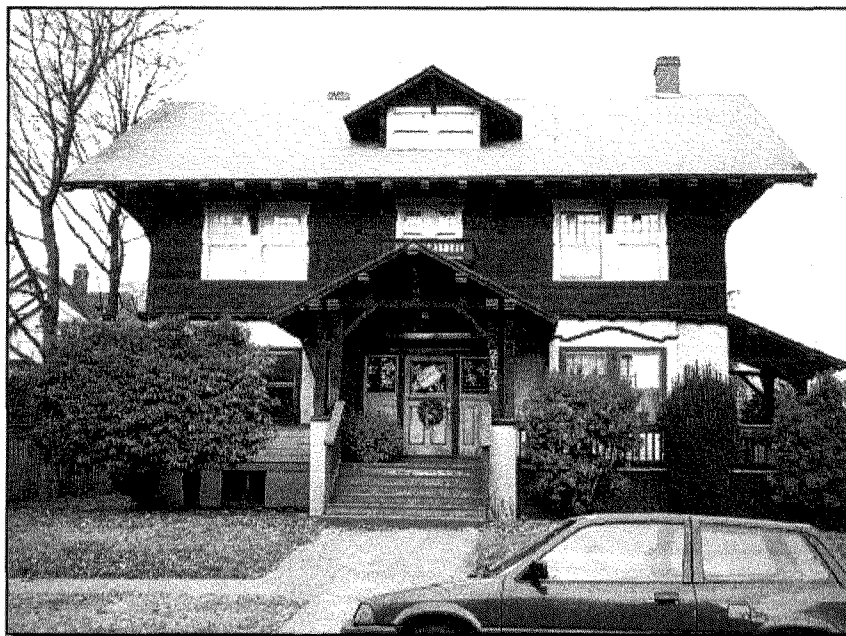
Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Clackamas House</b>	
2173 NE Clackamas, Portland	
Date Built	1907
Date Acquired	1973
Square Ft	3,786
Assessed Value	\$131,000
Replacement Cost	\$250,000
Facility Condition Assessment Grade = C	

Annual Operating Costs	
Maintenance Costs	\$5,199
Maintenance per Sq Ft	\$1.37
Utility Costs	\$0
Utility Cost per Sq Ft	\$0.00
Annual Lease Payment	\$0.00
Total Operating Costs	\$5,199.00
Operating Costs per Sq Ft	\$1.37

County Tenants & Programs	
Other Tenants and Programs	
Janus Youth Program	



Clackamas House

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Replace Lead Waste Pipes	\$0	\$11,000	\$0	\$0	\$0	\$11,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$11,000	\$0	\$0	\$0	\$11,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$11,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,000</b>

**Funding Sources**

General Fund	\$0	\$11,000	\$0	\$0	\$0	\$11,000
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Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Hawthorne House</b>	
2445 SE Hawthorne, Portland	
Date Built	1907
Date Acquired	1973
Square Ft	4,171
Assessed Value	\$219,500
Replacement Cost	\$250,000
Facility Condition Assessment Grade = C	

Annual Operating Costs	
Maintenance Costs	\$5,199
Maintenance per Sq Ft	\$1.25
Utility Costs	\$0
Utility Cost per Sq Ft	\$0.00
Annual Lease Payment	\$0.00
Total Operating Costs	\$5,199.00
Operating Costs per Sq Ft	\$1.25

County Tenants & Programs	
Other Tenants and Programs	
Janus Youth Program	



Hawthorne House

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Steam System Rebuild	\$0	\$5,000	\$0	\$0	\$0	\$5,000
Window Replacement	\$0	\$0	\$0	\$8,000	\$0	\$8,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$0	\$5,000	\$0	\$8,000	\$0	\$13,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$8,000</b>	<b>\$0</b>	<b>\$13,000</b>

Funding Sources						
General Fund	\$0	\$5,000	\$0	\$8,000	\$0	\$13,000

**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Northrup House</b>	
2346 NW Northrup, Portland	
Date Built	1900
Date Acquired	1973
Square Ft	2,086
Assessed Value	\$189,800
Replacement Cost	\$250,000
Facility Condition Assessment Grade = D+	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$5,199
Maintenance per Sq Ft	\$2.49
Utility Costs	\$0
Utility Cost per Sq Ft	\$0.00
Annual Lease Payment	\$0
Total Operating Costs	\$5,199
Operating Costs per Sq Ft	\$2.49

<b>County Tenants &amp; Programs</b>	
<b>Other Tenants and Programs</b>	
Janus Youth Program	



Northrup House

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
Roof Replacement	\$0	\$0	\$13,000	\$0	\$0	\$13,000
Electrical Panel, Alarms, Lighting	\$0	\$8,000	\$0	\$0	\$0	\$8,000
Stair, Sidewalk Concrete	\$0	\$0	\$0	\$9,000	\$0	\$9,000
<b>Subtotal - Funded Projects</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Unfunded Projects</b>	\$0	\$8,000	\$13,000	\$9,000	\$0	\$30,000
<b>BUILDING TOTAL</b>	<b>\$0</b>	<b>\$8,000</b>	<b>\$13,000</b>	<b>\$9,000</b>	<b>\$0</b>	<b>\$30,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$0</b>	<b>\$8,000</b>	<b>\$13,000</b>	<b>\$18,000</b>	<b>\$0</b>	<b>\$30,000</b>
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**Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan**

**Building Profile - Capital Projects By Building**

<b>Building Profile</b>	
<b>Taylor House</b>	
2036 SE Taylor, Portland	
Date Built	1900
Date Acquired	1973
Square Ft	2,086
Assessed Value	\$189,800
Replacement Cost	\$250,000
Facility Condition Assessment Grade = C	

<b>Annual Operating Costs</b>	
Maintenance Costs	\$5,199
Maintenance per Sq Ft	\$2.49
Utility Costs	\$0
Utility Cost per Sq Ft	\$0.00
Annual Lease Payment	\$0
Total Operating Costs	\$5,199
Operating Costs per Sq Ft	\$2.49

<b>County Tenants &amp; Programs</b>	
<b>Other Tenants and Programs</b>	
Janus Youth Program	



**Taylor House**

**Five Year Capital Plan**

<b>Project List</b>	<b>FY94-95</b>	<b>FY95-96</b>	<b>FY96-97</b>	<b>FY97-98</b>	<b>FY98-99</b>	<b>TOTAL</b>
<b>Major Maintenance</b>						
Repair & Painting Walls & Railings	\$0	\$5,000	\$0	\$0	\$0	\$5,000
Roof Drains & Basement Leaks	\$4,000	\$0	\$0	\$0	\$0	\$4,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$4,000	\$5,000	\$0	\$0	\$0	\$9,000
<b>BUILDING TOTAL</b>	<b>\$4,000</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,000</b>

<b>Funding Sources</b>						
<b>General Fund</b>	<b>\$4,000</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,000</b>

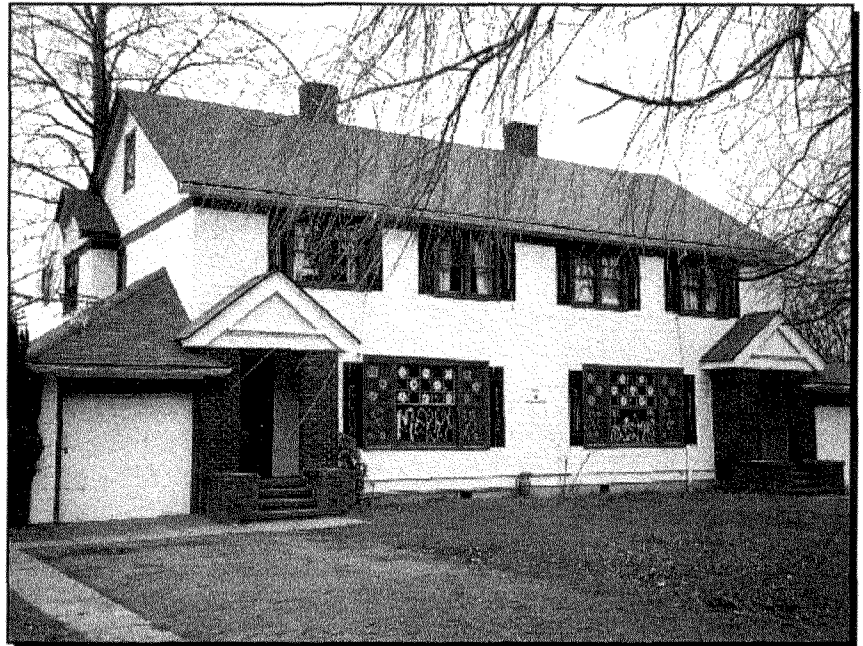
Multnomah County Facilities and Property Management Division  
Capital Improvement Program - Five Year Capital Plan

Building Profile - Capital Projects By Building

Building Profile	
<b>Willow Lane</b>	
2126 SW Halsey, Troutdale	
Date Built	*Unknown
Date Acquired	1940
Square Ft	5,102
Assessed Value	*See Note
Replacement Cost	\$500,000
Facility Condition Assessment Grade	= D

Annual Operating Costs	
Maintenance Costs	\$5,199
Maintenance per Sq Ft	\$1.02
Utility Costs	\$0
Utility Cost per Sq Ft	\$0.00
Annual Lease Payment	\$0.00
Total Operating Costs	\$5,199
Operating Costs per Sq Ft	\$1.02

County Tenants & Programs	
Other Tenants and Programs	
Janus Youth Program	



Willow Lane

Five Year Capital Plan

Project List	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	TOTAL
<b>Major Maintenance</b>						
Phase II Remodel	\$32,000	\$0	\$0	\$0	\$0	\$32,000
Window Replacement	\$0	\$0	\$6,000	\$0	\$0	\$6,000
Subtotal - Funded Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Unfunded Projects	\$32,000	\$0	\$6,000	\$0	\$0	\$38,000
<b>BUILDING TOTAL</b>	<b>\$32,000</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,000</b>

**Funding Sources**

<b>General Fund</b>	<b>\$32,000</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,000</b>
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\* Note: Willow Lane is part of a larger parcel of property; Edgefield. Date built and assessed value are unknown.



***Multnomah County***

Data Processing Management Committee

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# **INFORMATION SYSTEMS PLAN**

**FY 1994-95**





***Multnomah County***

Data Processing Management Committee

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# **INFORMATION SYSTEMS PLAN**

**FY 1994-95**

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## **PREFACE**

This document is the annual update of the Strategic Information Systems Plan for Information Systems Development. The Plan documented in this report will provide the basis for meeting Multnomah County's long-range information system needs. This report is organized into four sections.

- I. Description of the Methodology
- II. Senior Management Interview Findings
  - A. Mission Statement
  - B. Strategic Planning Process
- III. Long Range Plan
- IV. Portfolio of Potential Information Systems

## INTRODUCTION

Multnomah County Ordinance 511 directs the Data Processing Management Committee to submit to the Board of Commissioners an updated Data Processing Plan each year.

In 1985, the Data Processing Management Committee adopted a Methodology for developing this plan called Strategic Information Systems Planning. The Strategic Information System Plan (SISP) which results is based on an assessment of the critical information needed to support the mission of Multnomah County. The Plan documents the necessary information systems, resources, projects schedules, and budgets based on the County's business goals.

The task of developing the Plan was delegated to the Operating Staff of the Data Processing Management Committee. This Committee is composed of County management staff and a representative from the Information Services Division.

### OPERATING STAFF

David Boyer  
Jann Brown  
Lance Duncan  
Margaret Epting  
Jim Munz  
Tim Rowan  
Tom Shepard  
Tom Simpson  
Chris Swiberg  
Sherrill Whittemore

The work of the Staff was divided into two phases: Phase I focused on surveying existing computer applications and interviewing operational managers to identify potential information systems needs. Phase II applied the methodology adopted by the Data Processing Management Committee for prioritizing the potential information needs into a strategic and tactical Information Systems Plan.

The Ordinance which created the Data Processing Management Committee and which defines its composition and responsibilities is included. In 1990, the ordinance was expanded to include teleprocessing activities.

BEFORE THE BOARD OF COUNTY COMMISSIONERS

MULTNOMAH COUNTY, OREGON

ORDINANCE NO. 511

An ordinance establishing committees to assist in data processing planning, funding and project management.

Multnomah County ordains as follows:

SECTION I. FINDINGS

1. The Board finds that a need exists for ongoing planning and management in the area of data processing.
2. There is a need to clearly define the goals and objectives of data processing planning and funding.
3. Committees should be established to provide for the organization and management of data processing planning, funding and project management.

SECTION II. ESTABLISHMENT OF MANAGEMENT COMMITTEE

There is hereby established a Data Processing Management Committee, which shall function as described below.

1. The purpose of the Management Committee shall be to:
  - A. Act as the policy setting body for all County data processing.
    - 1) Authorize, monitor, and annually approve a Data Processing Plan.
    - 2) Authorize funding levels for new systems development and establish a funding mechanism necessary to finance the development of those applications set forth in the Plan.
    - 3) Review and approve data processing service objective, and the Capital Replacement Plan.
  - B. Provide management control for all County data processing.
    - 1) Review and approve the County annual budget request for all data processing needs.
    - 2) Review and approve requests for data processing support and determine the method by which projects will be monitored.
  - C. Monitor all County data processing activity.
    - 1) Review quarterly DP spending for compliance with the budget.

- 2) Review progress on major projects for schedule and budget compliance.
2. Membership: The membership of the Management Committee shall consist of each County Department Head, the Sheriff, the District Attorney, and a private sector business executive appointed in accordance with charter provisions who shall be appointed for a two-year term.
3. Organization and Support: The chair person shall be chosen by committee members for a term that is mutually acceptable to all members. The Management Committee shall meet monthly the first year and no less than quarterly thereafter. The Director of Information Services shall be responsible to staff the committee.

### SECTION III. ESTABLISHMENT OF USER STEERING COMMITTEE

There is hereby established a Data Processing User Steering Committee for each County department, which shall function as described below:

1. Purpose: For each department, a User Steering Committee is established to:
  - A. Identify and define new systems opportunities and monitor the progress of ongoing systems development efforts within the Department.
  - B. Develop a long-term data processing development plan for the Department which will subsequently be incorporated into the Data Processing Plan for the County.
  - C. Assume responsibilities for the specifications of DP systems and the justification for such systems as may be required for planning, budgeting, or other purposes.
2. Membership: Members shall be user representatives from each functional organization affected by data processing systems. Each Department Head shall appoint the members to serve on the Steering Committee for his/her department. The Sheriff and the District Attorney shall appoint members from the respective organizations to serve on the Justice Services User Steering Committee.

### SECTION IV. ANNUAL REPORTS

The Management Committee shall submit to the Board of County Commissioners an updated Data Processing Plan as set forth in Section II above, no later than November 30 of each year.



ADOPTED this 17th day of April 1986, being the date of its second reading before the Board of County Commissioners of Multnomah County, Oregon.

BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

(SEAL)

By Gretchen Kefauver  
Gretchen Kefauver  
Presiding Officer

AUTHENTICATED by the County Executive on the 21st day of April, 1986.

Dennis Buchanan  
Dennis Buchanan  
County Executive

APPROVED AS TO FORM:

JOHN B. LEAHY, COUNTY COUNSEL  
FOR MULTNOMAH COUNTY, OREGON

By Peter Keating  
Assistant County Counsel

2411E/KB/js

1                   BEFORE THE BOARD OF COUNTY COMMISSIONERS

2                   FOR THE MULTNOMAH COUNTY, OREGON

3                   ORDINANCE NO. 671

4  
5  
6       An ordinance amending Ordinance No. 511 by adding provisions  
7       for telecommunications planning, funding and project management.

8  
9       Multnomah County ordains as follows:

10  
11       SECTION I. FINDINGS

- 12  
13       1. Ordinance No. 511 established a Data Processing Management  
14       Committee, provided for membership and assigned functions.  
15  
16       2. The assigned functions related entirely to data processing  
17       and did not include reference to telecommunications.  
18  
19       3. The Board wishes to expand the assigned functions of the  
20       Data Processing Committee to include management review for  
21       all County telecommunications.

22  
23       SECTION II. AMENDMENTS

- 24  
25       1. Section I, Findings, of Ordinance No. 511 is amended to  
26       read as follows:

1 A. The Board finds that a need exists for ongoing  
2 planning and management in the area of data processing  
3 and telecommunications.

4  
5 B. There is need to clearly define the goals and  
6 objectives of data processing and telecommunications  
7 planning and funding.

8  
9 C. Committees should be established to provide for the  
10 organization and management of data processing and  
11 telecommunications planning, funding and project  
12 management.

13  
14 2. Section II A of Ordinance No. 511 is amended by adding the  
15 following:

16  
17 4. Provide management review for all County  
18 telecommunications.

19  
20 a) Review the County annual telecommunications needs  
21 and budget.

22  
23 b) Review telecommunications projects prior to  
24 initiation for conformance with County  
25 telecommunications policies.  
26

1 3. Section IV, Annual Reports, of Ordinance No. 511 is amended  
2 to read as follows:

3  
4 The Management Committee shall submit to the Board of  
5 County Commissioners an updated Data Processing Plan as set  
6 forth in Section I above, no later than February 15  
7 [November 30] of each year.

8  
9 ADOPTED this 13th day of December, 1990, being the  
10 date of its second reading before the Board of County  
11 Commissioners of Multnomah County, Oregon.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

17  
18 By Gladys McCoy  
19 Gladys McCoy  
20 Multnomah County Chair

21 REVIEWED:

22 LARRY KRESSEL, COUNTY COUNSEL  
23 FOR MULTNOMAH COUNTY, OREGON

24 By Larry Kessel  
25 Deputy County Counsel  
26

## **I. METHODOLOGY**

This Plan identifies the Information Systems Projects that should be accomplished in order to support the current and future business needs of Multnomah County. It was developed using the methodology which was adopted by the Data Processing Management in 1985. The methodology provides for an annual update to the plan in order to align the plan with the management priorities of the County. The methodology which is used to maintain the Strategic Information System Plan is described below.

### **BENEFITS OF INFORMATION SYSTEMS PLANNING**

Implementing effective information systems in today's sophisticated hardware and software environment is inherently a complex activity. The need to integrate information maintained by individual application processes further complicates the task. Truly useful systems cannot be developed in a timely manner and at reasonable costs without careful and deliberate planning. At a minimum, a good Information Systems Plan that is kept up to date will:

- Improve communications between executive management, the information systems managers, and users. The Plan provides a common basis for understanding and measuring the contribution of the information systems function.
- Identify and provide a sound basis for allocating scarce resources to the information systems function.
- Identify priority projects that help to achieve the organization's most critical goals and objectives and satisfy its most important information requirements.
- Consider the impact that current and future technological developments are likely to have on the organization's data processing environment.
- Provide tools that will enable management to monitor progress against the plan, and update the plan in a systematic manner.

- Coordinate the various elements of the information systems function-- data processing, communications, office systems, and end-user computing.

## **OVERALL APPROACH TO STRATEGIC INFORMATION SYSTEMS PLANNING**

The SISP Methodology used to develop this document is based on a simple concept: Information systems can and should be planned and managed to support the strategic direction of the organization. In practice, this concept puts control of information systems planning and implementation where it belongs-- in the hands of management.

### **PHASE I - IDENTIFYING POTENTIAL APPLICATIONS**

The first phase of the planning process focuses on identifying computer system applications which address critical information needs of the organization. The process is divided into two parts. In the first part, information requirements are defined by stepping downward through the business process in a hierarchical fashion. In the second part, potential computer applications systems which satisfy the information requirements are defined.

### **TOP-DOWN IDENTIFICATION OF INFORMATION NEEDS**

The primary functions of management are planning, organizing, communicating, and evaluating. The ability to carry out these management functions effectively is dependent upon a clear statement of objectives, understanding of interrelations among objectives, establishing a good match between objectives and the resources with which to implement them, and setting priorities on objectives based on consideration of their relative merit and the constraints acting on the organization. In many areas of the county, written objectives are available to guide the work of the project team. In other areas, the project team relied on interviews with top management and input from the Data Processing Management Committee to identify objectives and establish priorities. This information was then used to formulate a general philosophy to guide them in identifying the value system and strategic direction of the organization.



The information systems planners then define the business functions (and specific processes and activities performed in conjunction therewith) which are directed at positively impacting the work of the County. Each of these activities, in turn, use and/or produce information needed to support that activity effectively. Thus, information requirements are not defined by guess work or supposition--they are systematically derived through a thorough understanding of how and by whom the information will be used and, more importantly, for what purposes. This is the essence of the "top-down" planning.

Once the information needs are known, the existing information systems are examined to identify the extent to which they provide a foundation for further system development or redevelopment efforts. This activity will determine not only the nature and services of existing data, but also how well the existing information systems environment supports the business functions defined earlier.

Based on the foregoing activities, the planning team identifies basic classes or logical groupings of data used by the organization. Data classes are defined for each business function and its various support activities. Data classes represent types of information related by a single purpose. They can consist of one or a collection of data attributes.

The next step is to construct the data model by aggregating data classes into related groups based on expected usage. The data model also illustrates the various inter-relationships among the organization's data classes. It shows, in the clearest possible way, what data is necessary to support the organization's generic operating function and how it should be arranged for maximum efficiency and utility.

## BOTTOM-UP DEFINITION OF POTENTIAL APPLICATIONS

The next group of activities are also performed in hierarchical fashion. In comparison to the planning phase, however, it is performed in the opposite direction, i.e., from the "bottom up." Stated another way, the planning first proceeds from the general to the specific, while the subsequent detailed activities proceed from the specific to the general.

The data model becomes the basis for system definition and is used from the

"bottom up" to determine future, requirements. The model is segmented into subject areas (data bases) and compared to the current system profile. Needs versus capability assessments are performed to produce recommendations for specific categories, projects, and system configurations. These recommendations will cover topics such as applications development versus purchase, new technology assessments, and software tools for in-house development.

Next, the potential Information Systems Plan is defined. This plan is a conceptualization of the systems which will be required to support the organization's operating functions and, in turn, its Critical Success Factors and goals. In addition, it depicts the data classes that have to move among the various systems it encompasses. The plan represents an "ideal" data support system. It provides a benchmark- for determining what will be required to migrate from the organization's present position to the future systems environment. Depending upon cost/benefit considerations, that environment may represent a subset of the ideal.

## **PHASE II - CRITERIA**

The second phase of the work is the construction of a criteria for prioritizing the potential information needs. In order to be successful, the information system needs must be aligned with the strategic direction of the organization. In this phase, the project team is called upon to develop a criteria for ranking or prioritizing the information system needs so they align with the strategic direction of the organization.

In August of 1991, the County passed a resolution; which identified long-term policy goals and directions for Multnomah County. The goal of this resolution is to provide the County with the ability to plan and manage for the future. It is anticipated that this will allow comparison of difficult program activities, priority setting that cuts across organizational lines, and much greater emphasis on productivity and efficiency in all operational areas.

Using this resolution, the project team developed a criteria which assigns points based the contribution that each application will make to achieving the strategic direction. An underlying concept of all planning processes is the need to allocate scarce resources. The resolution which was used to develop the criteria identifies a number of assumptions or areas which the Board of County Commissioners feels

needs to be addressed if citizens of the county are to be appropriately served. Applications which receive the largest number of points are those which make the greatest contribution to providing services to the citizens of the county.

## ASSEMBLING THE PLAN

The remaining steps of the SISP process produce the actual information systems development plans. This involves the following types of activities:

- Describing and prioritizing the applications that can be developed (or acquired) over the planning period, assuming alternate resource levels.
- Estimating the EDP resource requirements (with their corresponding costs) that need to be available to develop, maintain, support, and operate the designated computer applications.
- Defining an approach and schedule for applying the resources to develop and operate the designated computer applications.

The plan that results identifies the major projects to be undertaken during the next three-to-five years.

## **II. PORTFOLIO OF POTENTIAL INFORMATION SYSTEMS**

This section provides an executive overview of the major applications systems that were proposed. They are in alphabetical order by department and within a department in the order in which they were presented to the Operating Staff. A complete description is provided in the Appendix to this report.

1. **Aging Services, ASD/State Data Integration.** This system would allow local collection and verification of data using PC/LAN technology and then transmit the data to Salem for processing.
2. **Library.** This proposal would enhance access from the County to Library resources such as:
  1. Multnomah County Library Catalogs and Databases
  2. Internet
  3. Portland Libraries Catalogs and Databases
  4. Other Libraries in the Northern Oregon Region
  5. Add a link from the Library to the County ISD for resources such as Assessment and Taxation, Animal Control, LGFS, etc.
3. **Juvenile Justice Division, Juvenile Information System.** This system would replace an existing system that no longer serves the needs of the division. This project was approved by the DPMC three years ago and money has been requested each of the last three years; only to be removed during the budget process.
4. **Sheriff's Office, Inmate and Warrant System.** This system functionally integrate the clients in the warrant's system with the clients who are currently in County detention facilities. It also collects data needed to support procedures and legal requirements for the Sheriff.
5. **Assessment and Taxation, Situs Address Reference System.** This system would provide a property address index for use by County and non-County Agencies. This index would include address, census data,

location data, zoning data, school, election, fire, neighborhood, commissioner and other district information. It would also store the location coordinates for Geographic Information System use.

6. **Sheriff's Office, Bar Coding.X-Image Interface.** This system would allow inmates to be tracked through the facility using bar-coded wrist bracelets on identification badges and would tie the inmates to the mug-shot imaging system.
7. **Youth and Family Services, Mental Health.** This system would purchase a local area network (LAN) for the division. Initially it would provide access to word processing and County electronic mail. It is anticipated that several of the basic business functions in the division would be automated using LAN technology. The money to automate these functions is not included in the request.
8. **Office of the Chair, Applicant Management.** This system would replace the applicant processing system which supports the work of Employee Services. This system currently runs on the WANG VS 100 computer in the Portland Building. The machine is technologically obsolete. The air conditioning in the room failed several weeks ago and the machine had to be repaired with used parts since new replacement parts are no longer available.
9. **Environmental Services, Animal Control.** This system would integrate the three separate data systems which support the work of Animal Control.
10. **Assessment and Taxation, Commercial Computer Assisted Appraisal.** This system would provide the computer assisted means to generate market related cost approach and income approach values, as well as maintaining property characteristic data for all commercial properties within the County.

### III. SURVEY OF EXISTING APPLICATIONS AND SENIOR MANAGEMENT INTERVIEWS

The survey and interviews are conducted for two purposes: first to identify how well the information needs necessary for managers to make informed decisions about the operational activities of the County are being satisfied. These information needs provide input to the process of identifying potential information system projects. The second purpose of management interviews is to discover the assumptions upon which the organization is based. It is through these assumptions that the underlying value system of the organization is identified and a criteria for evaluating or ranking the potential information system projects can be developed.

The first task of the project team was to review the criteria for ranking or ordering the potential information system projects. The list was refined and then presented to the Data Processing Management Committee for review. The criteria on the following page is the output of this process.

**EVALUATION CRITERIA:** *This evaluation score will be used to rank projects which are included in the plan.*

#### **Excellence**

All work we choose to do will be done well. (This includes on-going monitoring and evaluation.)

Proposed computer systems which improve the quality of work done by the County will receive 10 (ten) points in this category.      Score

#### **Administrative and Support Services**

Administrative and support services will be provided to all services and functions

Proposed computer systems which improve the work of administrative and support services will receive 10 (ten) points in this category.      Score



## **Partnerships**

We will work with other governments, foundations, non-profits, and the private sector to increase the increase impact and effectiveness of our services and programs.

Proposed computer systems which increase our ability to work jointly will receive 10 (ten) points in this category. Score

## **Values and Philosophy**

Our VALUES AND PHILOSOPHY stress the increasing importance of:

- a) PREVENTION (orientation and focus);
- b) INTEGRATION AND COORDINATION of services;
- c) Foster INDEPENDENCE in individuals we serve; and
- d) DECENTRALIZED/COMMUNITY-BASED services.

Proposed computer systems which support the values and philosophy defined above will receive 10 (ten) points in this category. Score

## **Collaboration**

We are committed to the idea of COLLABORATION on the division of responsibilities and services involving local cities, Metro, and the state (streamlining).

Proposed computer systems which improve our ability to divide services eliminating duplication of effort will receive 10 (ten) points in this category.

## **Stable Long-Term Funding**

We are committed to developing a STABLE LONG-TERM FUNDING/RESOURCE base for county government services.

Proposed computer systems which increase the resources available to the county will receive 10 (ten) points in this category.      Score

## **Policy Goals and Directions**

The policy goals and directions for Multnomah County are:

- Assure that children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these **CHILDREN AND THEIR FAMILIES**.
- Build partnerships that provide services to **SENIORS** that maximize their independence, health, and safety.
- Provide services located in the **COMMUNITY** through multi-service centers accountable to community leaders.
- Provide **PROACTIVE CORRECTIONS SERVICES** which include alternatives to jail and a continuum of rehabilitation services to get and keep people out of the justice system.
- In order to explicitly define the County's role in the justice system, work with out partners in the justice community to develop a plan for an **EFFECTIVE JUSTICE** system that clearly identifies each participant's role in the system.
- Assure stable funding for a **QUALITY LIBRARY SYSTEM** in the community.

Proposed computer system applications which address one or more of these policy goals will receive 10 (ten) points.      Score

## **Department Priority**

Each department (including those divisions in the "NON-department") provides a unique set of services. Each department has developed a department mission or vision statement and each department allocates resources to provide effective and efficient services to their clients. The category of department priority

provides an opportunity for each department to add points to those computer applications which will most benefit the department.

Each department may assign a total of 10 (ten) points to those computer system projects which will most benefit their department.

## **Cost Effectiveness**

Effective use of scarce resources is an important aspect of the decision making process in any local government. The decision to develop a computer application system represents an investment of time and resources. An important aspect of this decision is the return on investment which the new system will generate. Return on investment is the ratio which is formed by dividing the cost of data processing into the sum of the value of the system benefits.

The costs of data processing include the anticipated or actual expenditures for personnel, materials and services, capital outlay, and data processing needed to develop implement, and maintain a system. These costs generally fall into two categories:

- New development costs which includes the following items:
  - 1) Equipment Costs: the total cost of equipment purchased or leased, including associated communications hardware.
  - 2) Software Costs: the cost purchased software or costs of development personnel, cost of outside services, training, consultants, etc., other costs such as parallel operation temporary help, etc.
- Operational DP cost which includes the operational costs of the system and the systems support.
  - 1) Personnel Costs: the cost of programmers, analysts, and other personnel required to support and maintain the system after it is installed.

- 2) **Operation and Communications Costs:** the cost of computer time, communications costs, and other costs of operating the system after it is installed.

Benefits of a new computer application include the advantage or helpful results which are identifiable because of the actual or planned implementation of the system. These are usually broken into three categories:

- 1) **Cost displacement.** An identifiable current expenditure, normally for personnel and/or equipment which will no longer represent a recurring expense, or an increase in revenue which occurs because of the implementation of a system or a component of a system.
- 2) **Cost Avoidance.** An identifiable planned or future expenditure, normally for personnel and/or equipment, that will not be expended because of the increased productivity or efficiency resulting from a system or a component of a system.
- 3) **Value Added.** A dollar value placed on those less tangible gains normally illustrated through improvement in services delivered, planning and forecasting capability, or response to fluctuations in volume, available because of the application of a system or a component of a system.

The instructions for collecting the cost/benefit information are on pages 10-12. The form on page 13 should be completed. Scoring will be done by the operating staff.

Proposed computer systems applications which are cost effective may receive up to 20 (twenty) points in this category. Score

#### IV. LONG-RANGE PLAN

This plan provides a road map. It identifies potential information systems applications and suggests an order in which they could be evaluated for potential contribution to or support of County goals and critical success factors. This Information Systems Plan is intended to be a dynamic plan; one that can be revised and updated as future needs dictate. It is also a plan that can only be accomplished through a reasonable commitment of resources and support of top management.

#### FY 1994-95 PROPOSED PROJECTS

Dept	Project	Score	Cost
NON	ASD/State Data Integration	80	\$24,000
LIB	Library	60	\$50,000
NON	Juvenile Information System	60	\$413,550
MCSO	Inmate and Warrant System	51	\$366,500
DES	Situs Address Reference System	50	\$417,600
MCSO	X-Image Interface/Bar Coding	44	\$65,000
NON	Mental Health System	33	\$125,000
NON	Applicant Management	30	\$74,190
DES	Animal Control	21	\$65,000
DES	Commercial Computer Assisted Appraisal	20	\$208,500

# FY 1994-95 Proposed Projects

## Evaluation Criteria Score Sheet

Dept	Project	Excellence Max 10	Admin Max 10	Partner Max 10	Values Max 10	Collaboratn Max 10	Funding Max 10	Policy Goals Max 10	Dept Pri Max 10	Cost Effect Max 20	Total Max 100
NON	Aging Services	10	0	10	10	10	0	10	10	20	80
LIBRARY	Library	10	0	10	10	10	0	10	10	0	60
NON	Juvenile Inforamtion System	10	0	10	10	10	0	10	10	0	60
MCSO	Inmate and Warrant System	10	0	10	10	0	0	10	10	1	51
DES	A & T Property Address Index	10	0	10	10	10	0	0	10	0	50
MCSO	Bar Code/X-Image Interface	10	0	10	0	10	0	10	0	4	44
NON	Youth and Family Services	10	0	0	0	0	0	10	10	3	33
NON	Applicant Management	10	10	0	0	0	0	0	10	0	30
DES	Animal Control	10	0	10	0	0	0	0	0	1	21
DES	A & T Computer Assisted Appraisal	10	0	0	0	0	10	0	0	0	20





***Multnomah County***

Data Processing Management Committee

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# **INFORMATION SYSTEMS PLAN**

**FY 1994-95  
Appendix**



# PROJECT DESCRIPTION FORM

Department/Division/Agency Aging Services Division

Name of System ASD/State Data Integration

**PROBLEM DEFINITION:** *Describe the problem area or issue that the project will attempt to resolve. Provide enough detail to identify the major organizational issues involved.*

(1) Current state and federal requirements for authorizing service to aging service clients involves considerable data collection and entry into state databases. There is in general a separate data entry task for each program that a client may be eligible for. In most cases much of the same data is entered into each database, resulting in a substantial duplication of effort. Each state system presents a unique set of screens and requires a steep learning curve to gain efficiency (relatively). An increasing client base and decreasing resources may place service delivery at risk in favor of administrative data entry.

(2) The above data that is collected and entered into state systems by aging services staff is continually needed in its raw form in order to perform statistical analysis for targeting and program effectiveness evaluation; however, to date, the raw data has not been available from the state. In view of the state fiscal situation the outlook is not encouraging.

**PROJECT DESCRIPTION:** *Describe the proposed solution to the problem(s) identified above in non-technical terms.*

Both of the above problems can be solved by entering data one time into a local database system on a PC or local area network, using a graphical user interface (windows type). The local database system would then FEED the various state database screens. At the same time the data needed for targeting and analysis would exist on the local database.

An additional benefit would be that applications developed for this project could be utilized by other senior service agencies in the state.

This proposal is intended to fund an initial two workstation project development site and five workstation implementation proving site. There is a one time only cost of the software development package. Development will be performed by already full time ASD staff at no additional cost.

**STRATEGIC CONTRIBUTION:** *Describe how the project would support the mission and/or strategic direction of the division or section.*

Minimizing duplication of data entry reduces staff time in regard to clerical tasks. This allows more of the agency's resources to be directed to services for elderly clients. Accuracy of data is also increased, leading the right services being delivered only to eligible clients.

Further, having client data available immediately, instead of being dependent on the State of Oregon to deliver client information, will enable Aging Services Division to target clients, including frail, minority, and those vulnerable to abuse or neglect.

**RISK ASSESSMENT:** *Factors which impact project risk include the project's length, level of technology, organizational impact, and whether the application is a replacement system or if it is entirely new. The higher the score, the lower the risk associated with a proposed project. The assessment on the next page is based on F. Warren McFarlan's book Corporate Information Systems Management: The Issues Facing Senior Executives.*



# RISK ASSESSMENT DOCUMENT

**System Name:** ASD/State Data Integration

<b>TECHNICAL FACTORS</b>	<b>WEIGHING FACTOR</b>	<b>WEIGHT EVALUATION</b>	<b>VALUE</b>
Type of Project Enhancement = 10, Package = 5, New System = 0	.7	<u>10</u>	<u>7</u>
Technology Assessment Range: Proven/Familiar = 10, Theoretical/Unknown = 0	1.5	<u>10</u>	<u>15</u>
New Resources Required None = 10, Hardware = 8, People Skills = 5, System Software = 0	1.0	<u>7</u>	<u>7</u>
Developmental Time 0-3 MO = 10, 3-6 MO = 8, 6-9 MO = 5, 9-12 MO = 2, 12+ MO = 0	1.4	<u>8</u>	<u>11.2</u>
Developmental Cost \$0-25,000 = 10, \$25,000-50,000 = 7, \$50,000-100,000 = 4, \$100,000-250,000 = 2, Over \$250,000 = 0	2.0	<u>10</u>	<u>20</u>
<b>BUSINESS FACTORS</b>			
Impact on Management Decisions None = 10, Low = 8, Decision Support = 4, Automated Decisions = 0	.7	<u>10</u>	<u>7</u>
ISD Judgement of Business Requirements in Design Low = 10, Medium = 5, High = 0	1.0	<u>10</u>	<u>10</u>
Stability of Business Environment Static = 10, Some Change = 6, Rapid Change = 3, Dynamic Change = 0	.7	<u>6</u>	<u>4.2</u>
Impact of Implementation Moderate Changes = 10, Divisional = 8, Departmental = 6, County-wide = 4, External to County = 0	1.0	<u>8</u>	<u>8</u>
<div> <div>0 ----- 50 ----- 100</div> <div>HIGH LOW</div> </div>			
<b>RISK SCORE <u>89.4</u></b>			

**EVALUATION CRITERIA:** *This evaluation score will be used to rank projects which are included in the plan.*

### **Excellence**

All work we choose to do will be done well. (This includes on-going monitoring and evaluation.)

Proposed computer systems which improve the quality of work done by the County will receive 10 (ten) points in this category.

Score 10

### **Administrative and Support Services**

Administrative and support services will be provided to all services and functions

Proposed computer systems which improve the work of administrative and support services will receive 10 (ten) points in this category.

Score 0

### **Partnerships**

We will work with other governments, foundations, non-profits, and the private sector to increase the increase impact and effectiveness of our services and programs.

Proposed computer systems which increase our ability to work jointly will receive 10 (ten) points in this category.

Score 10

### **Values and Philosophy**

Our VALUES AND PHILOSOPHY stress the increasing importance of:

- a) PREVENTION (orientation and focus);
- b) INTEGRATION AND COORDINATION of services;
- c) Foster INDEPENDENCE in individuals we serve; and
- d) DECENTRALIZED/COMMUNITY-BASED services.

Proposed computer systems which support the values and philosophy defined above

will receive 10 (ten) points in this category.

Score 10

## **Collaboration**

We are committed to the idea of COLLABORATION on the division of responsibilities and services involving local cities, Metro, and the state (streamlining).

Proposed computer systems which improve our ability to divide services eliminating duplication of effort will receive 10 (ten) points in this category.

Score 10

## **Stable Long-Term Funding**

We are committed to developing a STABLE LONG-TERM FUNDING/RESOURCE base for county government services.

Proposed computer systems which increase the resources available to the county will receive 10 (ten) points in this category.

Score 0

## **Policy Goals and Directions**

The policy goals and directions for Multnomah County are:

- Assure that children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these CHILDREN AND THEIR FAMILIES.
- Build partnerships that provide services to SENIORS that maximize their independence, health, and safety.
- Provide services located in the COMMUNITY through multi-service centers accountable to community leaders.
- Provide PROACTIVE CORRECTIONS SERVICES which include alternatives to jail and a continuum of rehabilitation services to get and keep people out of the justice system.
- In order to explicitly define the County's role in the justice system, work with out partners in the justice community to develop a plan for an EFFECTIVE JUSTICE system that clearly identifies each participant's role in the system.

- Assure stable funding for a QUALITY LIBRARY SYSTEM in the community.

Proposed computer system applications which address one or more of these policy goals will receive 10 (ten) points.

Score 10

## **Department Priority**

Each department (including those divisions in the "NON-department") provides a unique set of services. Each department has developed a department mission or vision statement and each department allocates resources to provide effective and efficient services to their clients. The category of department priority provides an opportunity for each department to add points to those computer applications which will most benefit the department.

Each department may assign a total of 10 (ten) points to those computer system projects which will most benefit their department.

Score 10

## **Cost Effectiveness**

Effective use of scarce resources is an important aspect of the decision making process in any local government. The decision to develop a computer application system represents an investment of time and resources. An important aspect of this decision is the return on investment which the new system will generate. Return on investment is the ratio which is formed by dividing the cost of data processing into the sum of the value of the system benefits.

The costs of data processing include the anticipated or actual expenditures for personnel, materials and services, capital outlay, and data processing needed to develop implement, and maintain a system. These costs generally fall into two categories:

- New development costs which includes the following items:
  - 1) Equipment Costs: the total cost of equipment purchased or leased, including associated communications hardware.
  - 2) Software Costs: the cost purchased software or costs of development personnel, cost of outside services, training, consultants, etc., other costs such as parallel operation temporary help, etc.
- Operational DP cost which includes the operational costs of the system and

the systems support.

- 1) **Personnel Costs:** the cost of programmers, analysts, and other personnel required to support and maintain the system after it is installed.
- 2) **Operation and Communications Costs:** the cost of computer time, communications costs, and other costs of operating the system after it is installed.

Benefits of a new computer application include the advantage or helpful results which are identifiable because of the actual or planned implementation of the system. These are usually broken into three categories:

- 1) **Cost displacement.** An identifiable current expenditure, normally for personnel and/or equipment which will no longer represent a recurring expense, or an increase in revenue which occurs because of the implementation of a system or a component of a system.
- 2) **Cost Avoidance.** An identifiable planned or future expenditure, normally for personnel and/or equipment, that will not be expended because of the increased productivity or efficiency resulting from a system or a component of a system.
- 3) **Value Added.** A dollar value placed on those less tangible gains normally illustrated through improvement in services delivered, planning and forecasting capability, or response to fluctuations in volume, available because of the application of a system or a component of a system.

The instructions for collecting the cost/benefit information are on pages 10-12. The form on page 13 should be completed. Scoring will be done by the operating staff.

Proposed computer systems applications which are cost effective may receive up to 20 (twenty) points in this category.

Score 20

**DETAILED COSTS AND BENEFITS:** *The information requested on the next form will serve to identify the tangible or measurable costs and benefits. If you do not feel comfortable assigning a specific value to a benefit or cost, provide a range of values.*

### **Costs**

**Equipment Costs:** Enter the total cost of equipment purchased, including communications hardware (e.g. controllers, remote terminals, printers, etc.) in any year on line 1. For a capital lease, enter the purchase price or the lease payments as a lump sum (monthly lease charges times total months in life of lease) in the year the lease is signed on line 2. On line 3, enter the yearly cost associated with equipment installed on operating leases.

**Personnel Costs:** Enter the cost of application programmers, system programmers, analysts and other personnel required to operationally support the project on line 4. As a rule of thumb, one dollar budgeted for equipment spending requires about two dollars in supporting personnel costs (MIS/Telecommunications Budgets and Key indicators, 1984, The Diebold Group, Inc.).

**Communications Costs:** On line 5, enter the costs for lines, voice (PBX), communications software, or other communications expenditures not included in the equipment costs above.

**Development Costs:** Development costs are by far the most difficult to estimate. It is best to subdivide this category into its principal components:

- cost of purchased software.
- cost of outside services, consultants, etc.
- cost of development personnel.
- other costs such as parallel operation, temporary help, etc.

Enter development costs on line 6.

**Other Expenses:** This category is the catch all for items not previously entered. It includes equipment maintenance, education and training, travel, administrative support, and other miscellaneous expenses. Enter other expenses on line 7.

### **Benefits**

For some projects, benefit quantification is easy; for others, difficult. Four sources of data which are frequently used in developing specific dollar estimates of a particular project's benefits include:

- 1) **Past Experience:** The proposed new I/S project replaces an existing obsolescent system. The obsolescent system has allowed operations to get out of control. The benefits resulting from correcting this out-of-line asses are easily quantifiable.
- 2) **Peer Comparison:** Lagging revenue and excessive costs are easily quantifiable from publications comparing peer group performance. Inadequate I/S support may be the reason.
- 3) **Published Data:** Data from previous studies is publicly available from U.S. Government agencies, universities, and industry associations, etc.
- 4) **In-Departmental Studies:** This method is frequently used; however, it remains the most time consuming and expensive method of estimating benefits. If you are interested in this type of effort, ISD has considerable expertise in preparing detailed cost-benefit studies.

Benefits fall into two general categories:

- increased revenue
- reduced cost.

Enter benefit values, or a range of values on the form.

#### **Increased Revenue**

**I/S Products or Services:** Will the implementation of the new application allow you to sell an I/S based product or value added service? Enter the incremental revenue resulting from the new I/S product on line 8.

**Increased Fees:** Will the successful completion of this project allow you to collect increased fees for services? Enter incremental revenue from increased fees on line 9.

**Revenue Increases without Incremental Cost:** Will the project enable you to obtain additional funding or revenue without additional cost or expense? Enter incremental revenue on line 10.

**Volume:** Will the application enable you to process more volume, thereby generating additional revenue?

- Without incremental Cost: Increased volumes wit existing resources. Enter incremental revenue on line 11.



- With incremental Cost: Increased volumes requiring additional resources. Enter incremental revenue on line 12.

### **Reduced Cost of Doing Business**

**Cost Savings, Cost Avoidance, or Value Added:** Major costs associated with government units are personnel, equipment and others. If there is a value added which can be given a dollar value, it should be included. Will the application reduce or avoid costs in these areas? Enter cost savings on line 13.

### DETAILED COSTS AND BENEFITS

<i>Costs</i>	FYE:	1994/1995	1995/96	1996/97	1997/98	1998/99	1999/2000	<i>Estimated six year total</i>
Equipment	1. Purchase	\$8,400						\$8,400
Costs	2. Capital Lease (lump sum, year signed)							
	3. Operating Lease							
Other	4. Personnel Costs							
Costs	5. Communication Costs							
	6. Development Costs	\$15,600						\$15,600
	7. Other Expenses							

<i>Benefits</i>	FYE:	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	<i>Estimated six year total</i>
Revenue	8. I/S Products or Services							
	9. Increased Fees							
	10. Revenue Increases without Cost							
	11. Volume Increases without Cost							
	12. Volume Increases with Cost							

<i>Cost Savings</i>	FYE:	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	<i>Estimated six year total</i>
	13. Cost Savings or Avoidance		\$71,346	\$75,627	\$80,164	\$84,974	\$90,073	\$402,184



# PROJECT DESCRIPTION FORM

Department/Division/Agency Multnomah County Library

Name of System Multnomah County Division Resource Sharing

**PROBLEM DEFINITION:** *Describe the problem area or issue that the project will attempt to resolve. Provide enough detail to identify the major organizational issues involved.*

There is no effective networked sharing of library information resources and other County Division resources at this time.

This proposal requests aid to enhance access from the County to Library resources such as:

- (1) Multnomah County Library Catalogs and Databases
- (2) The Internet
- (3) Portland Libraries Catalogs and databases (PORTALS)
- (4) Other Libraries in the Northern Oregon Region (NVLL)

And from the Library to the County ISD for such resources as:

- (5) Assessment and Taxation Databases
  - (6) Animal Control
  - (7) LGFS
- 
- (1) The Multnomah County Library Dyna Catalog has the Multnomah County Library's books and materials which can be placed on hold via electronic access and mailed to a registered user. In addition, the library also has a database of Oregon's nonprofit organizations, an electronic dictionary, and a calendar of Portland and Library events. The library is currently developing a Novell network to make several CD-ROM files available, including various census databases.
  - (2) The Multnomah County Library, as part of the PORTALS project, is a member of the NorthWestNet giving us a dedicated 56KB data line to the Internet. the Internet is a worldwide super network of over 6,000 networks using the TCP/IP communication protocols. Most of the major universities and colleges are on the Internet, along with their libraries. the Internet has many resources

available: Including over 300 library catalogs and countless specialized databases, electronic newsletters, and information resources. Connections can be made to remote resources and files transferred between them at extremely high speeds.

- (3) PORTALS is a consortium of Portland area libraries including Multnomah County Library, PSU, Reed, Lewis & Clark, OHSU, University of Portland, Oregon Historical Society, Oregon Graduate Institute, PCC, and Washington State University at Fort Vancouver. The automated catalogs of these libraries are available through the Internet. At this time there are also available the UNCOVER database, an index to general periodicals; MEDLINE, a database of medical journal articles; ERIC, a database of educational journal articles; and several University of Washington resources. PORTALS plans on adding additional databases.
- (4) North Valley Library Link (NVLL) is an existing network of local libraries which allows users access to the collections of the Oregon State Library in Salem, the Washington County Library System, Chemeketa Cooperative Regional Library Service, Clackamas County Cooperative System, Portland Community College, and Multnomah County. The Washington County system has mounted the United Way database of human service providers.
- (5) Assessment and Taxation Databases would be available from terminals in all 14 branches of the Library system and the Central Library.
- (6) Anima Control databases would be available from terminals in all 14 branches of the Library system and the Central Library.
- (7) LGFS files would be available to library staff at selected sites.

**PROJECT DESCRIPTION:** *Describe the proposed solution to the problem(s) identified above in non-technical terms.*

The project would connect the network at Multnomah County Library with the network at ISD. Library resources, and the Internet, would be available via ISD and ISD resources, such as the Assessment and Taxation records, would be available to the public from library terminals in all the branches.

**STRATEGIC CONTRIBUTION:** *Describe how the project would support the mission and/or strategic direction of the division or section.*

The project directly supports the library's mission:

**Providing the highest quality information resources to the public of Multnomah County.**

The addition of the Assessment and Taxation information to the Multnomah County Library clients would be a valuable asset to the library and the community.

**RISK ASSESSMENT:** *Factors which impact project risk include the project's length, level of technology, organizational impact, and whether the application is a replacement system or if it is entirely new. The higher the score, the lower the risk associated with a proposed project. The assessment on the next page is based on F. Warren McFarlan's book Corporate Information Systems Management: The Issues Facing Senior Executives.*



## RISK ASSESSMENT DOCUMENT

**System Name:** Multnomah County Division Resource Sharing

<b>TECHNICAL FACTORS</b>	<b>WEIGHING FACTOR</b>	<b>WEIGHT EVALUATION</b>	<b>VALUE</b>
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Type of Project Enhancement = 10, Package = 5, New System = 0	.7	<u>10</u>	<u>7</u>
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Technology Assessment Range: Proven/Familiar = 10, Theoretical/Unknown = 0	1.5	<u>10</u>	<u>15</u>
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New Resources Required None = 10, Hardware = 8, People Skills = 5, System Software = 0	1.0	<u>8</u>	<u>8</u>
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Developmental Time 0-3 MO = 10, 3-6 MO = 8, 6-9 MO = 5, 9-12 MO = 2, 12+ MO = 0	1.4	<u>10</u>	<u>14</u>
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Developmental Cost \$0-25,000 = 10, \$25,000-50,000 = 7, \$50,000-100,000 = 4, \$100,000-250,000 = 2, Over \$250,000 = 0	2.0	<u>7</u>	<u>14</u>
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### BUSINESS FACTORS

Impact on Management Decisions None = 10, Low = 8, Decision Support = 4, Automated Decisions = 0	.7	<u>10</u>	<u>7.0</u>
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ISD Judgement of Business Requirements in Design Low = 10, Medium = 5, High = 0	1.0	<u>10</u>	<u>10</u>
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Stability of Business Environment Static = 10, Some Change = 6, Rapid Change = 3, Dynamic Change = 0	.7	<u>10</u>	<u>7.0</u>
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Impact of Implementation Moderate Changes = 10, Divisional = 8, Departmental = 6, County-wide = 4, External to County = 0	1.0	<u>10</u>	<u>10</u>
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0 ----- 50 ----- 100  
HIGH LOW

**RISK SCORE** 92.0

**EVALUATION CRITERIA:** *This evaluation score will be used to rank projects which are included in the plan.*

### **Excellence**

All work we choose to do will be done well. (This includes on-going monitoring and evaluation.)

Proposed computer systems which improve the quality of work done by the County will receive 10 (ten) points in this category.

Score 10

### **Administrative and Support Services**

Administrative and support services will be provided to all services and functions

Proposed computer systems which improve the work of administrative and support services will receive 10 (ten) points in this category.

Score 0

### **Partnerships**

We will work with other governments, foundations, non-profits, and the private sector to increase the increase impact and effectiveness of our services and programs.

Proposed computer systems which increase our ability to work jointly will receive 10 (ten) points in this category.

Score 10

### **Values and Philosophy**

Our VALUES AND PHILOSOPHY stress the increasing importance of:

- a) PREVENTION (orientation and focus);
- b) INTEGRATION AND COORDINATION of services;
- c) Foster INDEPENDENCE in individuals we serve; and
- d) DECENTRALIZED/COMMUNITY-BASED services.

Proposed computer systems which support the values and philosophy defined above

will receive 10 (ten) points in this category.

Score 10

## **Collaboration**

We are committed to the idea of COLLABORATION on the division of responsibilities and services involving local cities, Metro, and the state (streamlining).

Proposed computer systems which improve our ability to divide services eliminating duplication of effort will receive 10 (ten) points in this category.

Score 10

## **Stable Long-Term Funding**

We are committed to developing a STABLE LONG-TERM FUNDING/RESOURCE base for county government services.

Proposed computer systems which increase the resources available to the county will receive 10 (ten) points in this category.

Score 0

## **Policy Goals and Directions**

The policy goals and directions for Multnomah County are:

- Assure that children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these CHILDREN AND THEIR FAMILIES.
- Build partnerships that provide services to SENIORS that maximize their independence, health, and safety.
- Provide services located in the COMMUNITY through multi-service centers accountable to community leaders.
- Provide PROACTIVE CORRECTIONS SERVICES which include alternatives to jail and a continuum of rehabilitation services to get and keep people out of the justice system.
- In order to explicitly define the County's role in the justice system, work with out partners in the justice community to develop a plan for an EFFECTIVE JUSTICE system that clearly identifies each participant's role in the system.

- Assure stable funding for a QUALITY LIBRARY SYSTEM in the community.

Proposed computer system applications which address one or more of these policy goals will receive 10 (ten) points.

Score 10

## **Department Priority**

Each department (including those divisions in the "NON-department") provides a unique set of services. Each department has developed a department mission or vision statement and each department allocates resources to provide effective and efficient services to their clients. The category of department priority provides an opportunity for each department to add points to those computer applications which will most benefit the department.

Each department may assign a total of 10 (ten) points to those computer system projects which will most benefit their department.

Score 10

## **Cost Effectiveness**

Effective use of scarce resources is an important aspect of the decision making process in any local government. The decision to develop a computer application system represents an investment of time and resources. An important aspect of this decision is the return on investment which the new system will generate. Return on investment is the ratio which is formed by dividing the cost of data processing into the sum of the value of the system benefits.

The costs of data processing include the anticipated or actual expenditures for personnel, materials and services, capital outlay, and data processing needed to develop implement, and maintain a system. These costs generally fall into two categories:

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- Operational DP cost which includes the operational costs of the system and the systems support.
  - 1) **Personnel Costs:** the cost of programmers, analysts, and other personnel required to support and maintain the system after it is installed.
  - 2) **Operation and Communications Costs:** the cost of computer time, communications costs, and other costs of operating the system after it is installed.

Benefits of a new computer application include the advantage or helpful results which are identifiable because of the actual or planned implementation of the system. These are usually broken into three categories:

- 1) **Cost displacement.** An identifiable current expenditure, normally for personnel and/or equipment which will no longer represent a recurring expense, or an increase in revenue which occurs because of the implementation of a system or a component of a system.
- 2) **Cost Avoidance.** An identifiable planned or future expenditure, normally for personnel and/or equipment, that will not be expended because of the increased productivity or efficiency resulting from a system or a component of a system.
- 3) **Value Added.** A dollar value placed on those less tangible gains normally illustrated through improvement in services delivered, planning and forecasting capability, or response to fluctuations in volume, available because of the application of a system or a component of a system.

The instructions for collecting the cost/benefit information are on pages 10-12. The form on page 13 should be completed. Scoring will be done by the operating staff.

Proposed computer systems applications which are cost effective may receive up to 20 (twenty) points in this category.

Score 0

**DETAILED COSTS AND BENEFITS:** *The information requested on the next form will serve to identify the tangible or measurable costs and benefits. If you do not feel comfortable assigning a specific value to a benefit or cost, provide a range of values.*

### **Costs**

**Equipment Costs:** Enter the total cost of equipment purchased, including communications hardware (e.g. controllers, remote terminals, printers, etc.) in any year on line 1. For a capital lease, enter the purchase price or the lease payments as a lump sum (monthly lease charges times total months in life of lease) in the year the lease is signed on line 2. On line 3, enter the yearly cost associated with equipment installed on operating leases.

**Personnel Costs:** Enter the cost of application programmers, system programmers, analysts and other personnel required to operationally support the project on line 4. As a rule of thumb, one dollar budgeted for equipment spending requires about two dollars in supporting personnel costs (MIS/Telecommunications Budgets and Key indicators, 1984, The Diebold Group, Inc.).

**Communications Costs:** On line 5, enter the costs for lines, voice (PBX), communications software, or other communications expenditures not included in the equipment costs above.

**Development Costs:** Development costs are by far the most difficult to estimate. It is best to subdivide this category into its principal components:

- cost of purchased software.
- cost of outside services, consultants, etc.
- cost of development personnel.
- other costs such as parallel operation, temporary help, etc.

Enter development costs on line 6.

**Other Expenses:** This category is the catch all for items not previously entered. It includes equipment maintenance, education and training, travel, administrative support, and other miscellaneous expenses. Enter other expenses on line 7.

## Benefits

For some projects, benefit quantification is easy; for others, difficult. Four sources of data which are frequently used in developing specific dollar estimates of a particular project's benefits include:

- 1) *Past Experience:* The proposed new I/S project replaces an existing obsolescent system. The obsolescent system has allowed operations to get out of control. The benefits resulting from correcting this out-of-line asses are easily quantifiable.
- 2) *Peer Comparison:* Lagging revenue and excessive costs are easily quantifiable from publications comparing peer group performance. Inadequate I/S support may be the reason.
- 3) *Published Data:* Data from previous studies is publicly available from U.S. Government agencies, universities, and industry associations, etc.
- 4) *In-Departmental Studies:* This method is frequently used; however, it remains the most time consuming and expensive method of estimating benefits. If you are interested in this type of effort, ISD has considerable expertise in preparing detailed cost-benefit studies.

Benefits fall into two general categories:

- increased revenue
- reduced cost.

Enter benefit values, or a range of values on the form.

### Increased Revenue

**I/S Products or Services:** Will the implementation of the new application allow you to sell an I/S based product or value added service? Enter the incremental revenue resulting from the new I/S product on line 8.

**Increased Fees:** Will the successful completion of this project allow you to collect increased fees for services? Enter incremental revenue from increased fees on line 9.

**Revenue Increases without Incremental Cost:** Will the project enable you to obtain additional funding or revenue without additional cost or expense? Enter incremental revenue on line 10.

**Volume:** Will the application enable you to process more volume, thereby generating

additional revenue?

- Without incremental Cost: Increased volumes wit existing resources. Enter incremental revenue on line 11.
- With incremental Cost: Increased volumes requiring additional resources. Enter incremental revenue on line 12.

### **Reduced Cost of Doing Business**

**Cost Savings, Cost Avoidance, or Value Added:** Major costs associated with government units are personnel, equipment and others. If there is a value added which can be given a dollar value, it should be included. Will the application reduce or avoid costs in these areas? Enter cost savings on line 13.



### DETAILED COSTS AND BENEFITS

<i>Costs</i>	FYE:	1994/1995	1995/96	1996/97	1997/98	1998/99	1999/2000	<i>Estimated six year total</i>
Equipment	1. Purchase	\$45,800						\$45,800
Costs	2. Capital Lease (lump sum, year signed)							
	3. Operating Lease							
Other	4. Personnel Costs							
Costs	5. Communication Costs	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$7,200
	6. Development Costs	\$2,000						\$2,000
	7. Other Expenses	\$1,000						\$1,000

<i>Benefits</i>	FYE:	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	<i>Estimated six year total</i>
Revenue	8. I/S Products or Services							
	9. Increased Fees							
	10. Revenue Increases without Cost							
	11. Volume Increases without Cost							
	12. Volume Increases with Cost							

<i>Cost Savings</i>	FYE:	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	<i>Estimated six year total</i>
	13. Cost Savings or Avoidance							



# PROJECT DESCRIPTION FORM

Department/Division/Agency Juvenile Justice Division

Name of System Juvenile Information System

**PROBLEM DEFINITION:** *Describe the problem area or issue that the project will attempt to resolve. Provide enough detail to identify the major organizational issues involved.*

In 1982, the Tri-County Juvenile Information System (TJIS) was developed by the Multnomah County Information Services Division (ISD) for use by Multnomah, Clackamas and Washington Counties. Since 1982, the data processing needs of the Multnomah County Juvenile Justice Division (JJD) have expanded, stretching the ability of TJIS to support these needs.

Typically, when new demands are required of an existing system, the software is enhanced. However, TJIS is an aging system, using system software tools no longer supported. The system does not lend itself to accessible management information and the system lacks flexibility.

**PROJECT DESCRIPTION:** *Describe the proposed solution to the problem(s) identified above in non-technical terms.*

The Juvenile Justice Division asked for ISD's help in 1990 to define the current data processing needs of the Division, identify alternative solutions to meet those needs, and recommend a solution. In 1990 funding was provided by the Data Processing Management Committee (DPMC) for a requirements analysis. The study was completed by ISD in July 1990 per ISD's methodology.

The alternative recommended by the study at that time was for ISD to develop a system modeled after the Juvenile On-Line Tracking System (JOLTS) used by Maricopa County in Phoenix, Arizona and install a Local Area Network (LAN) in the Juvenile Justice Division.

On September 26, 1990 the DPMC approved this recommendation and authorized funding of the project which had two phases. Phase I was to purchase and install a Local Area Network and Phase II was to design, develop, and implement a new juvenile information system. Phase I has been completed.

A total of \$413,550 is requested from the DPMC for FY 1994/1995 to fund Phase II and the completion of this project. This includes a review and update of the July 1990 requirements analysis, a review of current applications and hardware and software alternatives, design, construction and implementation of a new juvenile information system.

**SUMMARY OF ESTIMATED PROJECT COSTS:**

Review and modify requirements	\$ 24,000	
Design	198,450	
Construction	166,950	
Implementation	<u>24,150</u>	
	\$413,550	TOTAL

**STRATEGIC CONTRIBUTION:** *Describe how the project would support the mission and/or strategic direction of the division or section.*

The Juvenile Justice Division requires a variety of information, easily retrievable by staff upon demand. This information is needed to provide secure custody detention services and programs for youth, to provide probation services and youth skill development activities and training and to provide Court services and probation support programs.

Effective program development and implementation of services to clients is dependent on the ability to obtain case specific, statistical and evaluative information. Access to information to monitor and evaluate the Division's programs and services is essential to ensure efficient and effective use of program dollars.

The ability of this system to interface with other information systems is critical to the mission of the Division. The interface with other Multnomah County systems and other information systems that have relevant data on the youth served by the Division is necessary to provide effective services.

**RISK ASSESSMENT:** *Factors which impact project risk include the project's length, level of technology, organizational impact, and whether the application is a replacement system or if it is entirely new. The higher the score, the lower the risk associated with a proposed project. The assessment on the next page is based on F. Warren McFarlan's book Corporate Information Systems Management: The Issues Facing Senior Executives.*

## RISK ASSESSMENT DOCUMENT

**System Name:** Juvenile Information System

TECHNICAL FACTORS	WEIGHING FACTOR	WEIGHT EVALUATION	VALUE
Type of Project Enhancement = 10, Package = 5, New System = 0	.7	<u>2</u>	<u>1.4</u>
Technology Assessment Range: Proven/Familiar = 10, Theoretical/Unknown = 0	1.5	<u>8</u>	<u>12</u>
New Resources Required None = 10, Hardware = 8, People Skills = 5, System Software = 0	1.0	<u>0</u>	<u>0</u>
Developmental Time 0-3 MO = 10, 3-6 MO = 8, 6-9 MO = 5, 9-12 MO = 2, 12+ MO = 0	1.4	<u>5</u>	<u>7</u>
Developmental Cost \$0-25,000 = 10, \$25,000-50,000 = 7, \$50,000-100,000 = 4, \$100,000-250,000 = 2, Over \$250,000 = 0	2.0	<u>2</u>	<u>4</u>
<b>BUSINESS FACTORS</b>			
Impact on Management Decisions None = 10, Low = 8, Decision Support = 4, Automated Decisions = 0	.7	<u>4</u>	<u>2.8</u>
ISD Judgement of Business Requirements in Design Low = 10, Medium = 5, High = 0	1.0	<u>7</u>	<u>7</u>
Stability of Business Environment Static = 10, Some Change = 6, Rapid Change = 3, Dynamic Change = 0	.7	<u>0</u>	<u>0</u>
Impact of Implementation Moderate Changes = 10, Divisional = 8, Departmental = 6, County-wide = 4, External to County = 0	1.0	<u>8</u>	<u>8</u>
0 ----- 50 ----- 100 HIGH LOW			RISK SCORE <u>42.2</u>

**EVALUATION CRITERIA:** *This evaluation score will be used to rank projects which are included in the plan.*

### **Excellence**

All work we choose to do will be done well. (This includes on-going monitoring and evaluation.)

Proposed computer systems which improve the quality of work done by the County will receive 10 (ten) points in this category.

Score 10

### **Administrative and Support Services**

Administrative and support services will be provided to all services and functions

Proposed computer systems which improve the work of administrative and support services will receive 10 (ten) points in this category.

Score 0

### **Partnerships**

We will work with other governments, foundations, non-profits, and the private sector to increase the increase impact and effectiveness of our services and programs.

Proposed computer systems which increase our ability to work jointly will receive 10 (ten) points in this category.

Score 10

### **Values and Philosophy**

Our VALUES AND PHILOSOPHY stress the increasing importance of:

- a) PREVENTION (orientation and focus);
- b) INTEGRATION AND COORDINATION of services;
- c) Foster INDEPENDENCE in individuals we serve; and
- d) DECENTRALIZED/COMMUNITY-BASED services.

Proposed computer systems which support the values and philosophy defined above



will receive 10 (ten) points in this category.

Score 10

## **Collaboration**

We are committed to the idea of COLLABORATION on the division of responsibilities and services involving local cities, Metro, and the state (streamlining).

Proposed computer systems which improve our ability to divide services eliminating duplication of effort will receive 10 (ten) points in this category.

Score 10

## **Stable Long-Term Funding**

We are committed to developing a STABLE LONG-TERM FUNDING/RESOURCE base for county government services.

Proposed computer systems which increase the resources available to the county will receive 10 (ten) points in this category.

Score 0

## **Policy Goals and Directions**

The policy goals and directions for Multnomah County are:

- Assure that children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these CHILDREN AND THEIR FAMILIES.
- Build partnerships that provide services to SENIORS that maximize their independence, health, and safety.
- Provide services located in the COMMUNITY through multi-service centers accountable to community leaders.
- Provide PROACTIVE CORRECTIONS SERVICES which include alternatives to jail and a continuum of rehabilitation services to get and keep people out of the justice system.
- In order to explicitly define the County's role in the justice system, work with out partners in the justice community to develop a plan for an EFFECTIVE JUSTICE system that clearly identifies each participant's role in the system.

- Assure stable funding for a QUALITY LIBRARY SYSTEM in the community.

Proposed computer system applications which address one or more of these policy goals will receive 10 (ten) points.

Score 10

### **Department Priority**

Each department (including those divisions in the "NON-department") provides a unique set of services. Each department has developed a department mission or vision statement and each department allocates resources to provide effective and efficient services to their clients. The category of department priority provides an opportunity for each department to add points to those computer applications which will most benefit the department.

Each department may assign a total of 10 (ten) points to those computer system projects which will most benefit their department.

Score 10

### **Cost Effectiveness**

Effective use of scarce resources is an important aspect of the decision making process in any local government. The decision to develop a computer application system represents an investment of time and resources. An important aspect of this decision is the return on investment which the new system will generate. Return on investment is the ratio which is formed by dividing the cost of data processing into the sum of the value of the system benefits.

The costs of data processing include the anticipated or actual expenditures for personnel, materials and services, capital outlay, and data processing needed to develop implement, and maintain a system. These costs generally fall into two categories:

- New development costs which includes the following items:
  - 1) Equipment Costs: the total cost of equipment purchased or leased, including associated communications hardware.
  - 2) Software Costs: the cost purchased software or costs of development personnel, cost of outside services, training, consultants, etc., other costs such as parallel operation temporary help, etc.
- Operational DP cost which includes the operational costs of the system and the systems support.

- 1) **Personnel Costs:** the cost of programmers, analysts, and other personnel required to support and maintain the system after it is installed.
- 2) **Operation and Communications Costs:** the cost of computer time, communications costs, and other costs of operating the system after it is installed.

Benefits of a new computer application include the advantage or helpful results which are identifiable because of the actual or planned implementation of the system. These are usually broken into three categories:

- 1) **Cost displacement.** An identifiable current expenditure, normally for personnel and/or equipment which will no longer represent a recurring expense, or an increase in revenue which occurs because of the implementation of a system or a component of a system.
- 2) **Cost Avoidance.** An identifiable planned or future expenditure, normally for personnel and/or equipment, that will not be expended because of the increased productivity or efficiency resulting from a system or a component of a system.
- 3) **Value Added.** A dollar value placed on those less tangible gains normally illustrated through improvement in services delivered, planning and forecasting capability, or response to fluctuations in volume, available because of the application of a system or a component of a system.

The instructions for collecting the cost/benefit information are on pages 10-12. The form on page 13 should be completed. Scoring will be done by the operating staff.

Proposed computer systems applications which are cost effective may receive up to 20 (twenty) points in this category.

Score 0

**EVALUATION SCORE JUSTIFICATION:** *The following are justifications for the evaluation score given.*

**Excellence**

A new juvenile information system will improve the quality of work done in the Juvenile Justice Division because a variety of information and relevant data about youth we serve will be more easily retrievable by all staff on demand. The ability to obtain statistical and evaluative information will provide more effective program development and implementation of services to clients and ensure efficient and effective distribution of program dollars. The proposed computer system will improve the quality of secure custody detention services and programs, probation services and youth skill development activities, and probation support programs such as employment and community service.

**Administrative and Support Services**

The proposed computer system will improve the work of administrative and support services in the areas of contract monitoring, program evaluation, statistical reports, data entry, word and document processing, records management, and responding to community requests for information.

**Partnerships**

The ability of the proposed computer system to interface with other government (including Multnomah County) systems and other information systems that have relevant data on the youth we serve will increase our ability to work jointly with them. The new system will give us the ability to provide meaningful information to other government, foundation, non-profits, and the private sector to increase the impact and effectiveness of our services and programs.

**Values and Philosophy**

The proposed juvenile information system will support and assist the Juvenile Justice Division in carrying out its stated mission and values which include: "to provide programs and intervention that will assist youth and families to prevent further juvenile delinquency and abuse and neglect"; "to assist youth in developing skills to become contributing members of the community"; and "to establish and maintain a visionary environment that encourages the opportunity for accomplishment....and challenges each individual to strive for perfection". The ability of the proposed system to interface with other systems will support the integration and coordination of services. Our community providers currently use a common client tracking system which will be integrated with the new juvenile information system.

## **Collaboration**

The proposed system will track individuals and programs and be able to interface and communicate with other information systems, so it will allow flexibility for collaboration.

## **Stable Long-Term Funding**

The ability of the new juvenile information system to provide quantitative, statistical and evaluative data provides the Division with an information base to use for applying for grants and funding from the State and Federal governments for new programs/services and to enhance the current programs/services.

## **Policy Goals and Directions**

The proposed computer system addresses four of the six policy goals for Multnomah County: Children and Their Families, Community, Proactive Corrections Services, and Effective Justice System.

**DETAILED COSTS AND BENEFITS:** *The information requested on the next form will serve to identify the tangible or measurable costs and benefits. If you do not feel comfortable assigning a specific value to a benefit or cost, provide a range of values.*

### **Costs**

**Equipment Costs:** Enter the total cost of equipment purchased, including communications hardware (e.g. controllers, remote terminals, printers, etc.) in any year on line 1. For a capital lease, enter the purchase price or the lease payments as a lump sum (monthly lease charges times total months in life of lease) in the year the lease is signed on line 2. On line 3, enter the yearly cost associated with equipment installed on operating leases.

**Personnel Costs:** Enter the cost of application programmers, system programmers, analysts and other personnel required to operationally support the project on line 4. As a rule of thumb, one dollar budgeted for equipment spending requires about two dollars in supporting personnel costs (MIS/Telecommunications Budgets and Key indicators, 1984, The Diebold Group, Inc.).

**Communications Costs:** On line 5, enter the costs for lines, voice (PBX), communications software, or other communications expenditures not included in the equipment costs above.

**Development Costs:** Development costs are by far the most difficult to estimate. It is best to subdivide this category into its principal components:

- cost of purchased software.
- cost of outside services, consultants, etc.
- cost of development personnel.
- other costs such as parallel operation, temporary help, etc.

Enter development costs on line 6.

**Other Expenses:** This category is the catch all for items not previously entered. It includes equipment maintenance, education and training, travel, administrative support, and other miscellaneous expenses. Enter other expenses on line 7.

### **Benefits**

For some projects, benefit quantification is easy; for others, difficult. Four sources of data which are frequently used in developing specific dollar estimates of a particular project's benefits include:

- 1) *Past Experience:* The proposed new I/S project replaces an existing obsolescent system. The obsolescent system has allowed operations to get out of control. The benefits resulting from correcting this are easily quantifiable.
- 2) *Peer Comparison:* Lagging revenue and excessive costs are easily quantifiable from publications comparing peer group performance. Inadequate I/S support may be the reason.
- 3) *Published Data:* Data from previous studies is publicly available from U.S. Government agencies, universities, and industry associations, etc.
- 4) *In-Departmental Studies:* This method is frequently used; however, it remains the most time consuming and expensive method of estimating benefits. If you are interested in this type of effort, ISD has considerable expertise in preparing detailed cost-benefit studies.

Benefits fall into two general categories:

- increased revenue
- reduced cost.

Enter benefit values, or a range of values on the form.

#### **Increased Revenue**

**I/S Products or Services:** Will the implementation of the new application allow you to sell an I/S based product or value added service? Enter the incremental revenue resulting from the new I/S product on line 8.

**Increased Fees:** Will the successful completion of this project allow you to collect increased fees for services? Enter incremental revenue from increased fees on line 9.

**Revenue Increases without Incremental Cost:** Will the project enable you to obtain additional funding or revenue without additional cost or expense? Enter incremental revenue on line 10.

**Volume:** Will the application enable you to process more volume, thereby generating additional revenue?

- Without incremental Cost: Increased volumes wit existing resources. Enter incremental revenue on line 11.
- With incremental Cost: Increased volumes requiring additional resources.

Enter incremental revenue on line 12.

**Reduced Cost of Doing Business**

**Cost Savings or Avoidance:** Major costs associated with government units are personnel, equipment and others. Will the application reduce or avoid costs in these areas? Enter cost savings on line 13.



### DETAILED COSTS AND BENEFITS

<i>Costs</i>	FYE:	1994/1995	19	19	19	19	19	<i>Estimated six year total</i>
Equipment	1. Purchase							
Costs	2. Capital Lease (lump sum, year signed)							
	3. Operating Lease							
Other	4. Personnel Costs							
Costs	5. Communication Costs							
	6. Development Costs	\$413,550						\$413,550
	7. Other Expenses							

<i>Benefits</i>	FYE:	19	19	19	19	19	19	<i>Estimated six year total</i>
Revenue	8. I/S Products or Services							
	9. Increased Fees							
	10. Revenue Increases without Cost							
	11. Volume Increases without Cost							
	12. Volume Increases with Cost							

<i>Cost Savings</i>	FYE:	19	19	19	19	19	19	<i>Estimated six year total</i>
	13. Cost Savings or Avoidance							



# PROJECT DESCRIPTION FORM

Department/Division/Agency    Multnomah County Sheriff's Office

Name of System                    Multnomah County Sheriffs Warrant and Inmate System (SWIS)

**PROBLEM DEFINITION:** *Describe the problem area or issue that the project will attempt to resolve. Provide enough detail to identify the major organizational issues involved.*

The Corrections records unit of the Multnomah County Sheriff's Office is currently responsible for two automated data systems: the Justice Automated Warrant System (JAWS) and the Corrections Population Management System (CPMS). JAWS tracks person and warrant information prior to an arrest while CPMS tracks inmate information throughout an incarceration period. Although the same records unit is responsible for both systems, there is a tremendous amount of duplicate data being captured, especially in the areas of person and warrant information.

The current CPMS and JAWS systems were developed thirteen years ago to meet the management, tracking, and reporting requirements of the Sheriff's Office. Since their development, procedures and practices have changed within the Sheriff's Office. Because of the changes, both CPMS and JAWS have had major modifications. With each additional modification, CPMS and JAWS become more difficult and costly to maintain.

To address the problems with the CPMS and JAWS systems, we propose to develop the Multnomah County Sheriffs Warrant and Inmate System (SWIS) system. Current problem areas to be addressed within the project are:

1.     Modifications to the existing systems have not kept pace with changes in procedures, facilities and legal requirements. Those modifications that have been made are often made to one system, without good integration into the other Sheriff's Office systems.
2.     Case/warrant data is currently captured as multiple charges against a person. These charges may be related to a common case. There is no way to show the relationship between the charges against a person to the cases associated with the charges.
3.     There is no shared data entry interface into the multiple Sheriff's Office

systems. The same data must be entered independently into each system, resulting in a duplication of effort.

4. Information needed from the Sheriff's Office information systems by the Courts:
  - 4.1 Has no direct, reliable process to insure that required information is received in a timely and correct manner. Often, the intervention of a records clerk or a telephone call from one office or the other is needed to insure that the information is transmitted and received.
  - 4.2 Relies on hard copy paper routed between the Sheriff's Office and the Courts. This dependency on paper produces a high risk that vital information may be delayed or lost.
  - 4.3 Is difficult to directly access from current systems. Since the information is separated into distinct systems, anyone requiring a piece of information must know in what system it resides as well as how to retrieve it from that system.
5. Information used to identify a person is kept separately in CPMS and JAWS. A person who is entered in CPMS may be unknown to JAWS and vice versa. When the records unit is looking for past history on a person, they may assume that the person is new to the system because they look only in CPMS or only in JAWS.
6. Existing satellite systems such as Corrections Health and Inmate Accounting need to share information with CPMS and JAWS. This would insure that all records for an individual can be tracked back to the person's identification number.
7. The current Sheriff's system does not maintain and record all information that is now necessary due to court findings and new laws. Changes and improvements are needed to reduce the legal liability that now exists.

**PROJECT DESCRIPTION:** *Describe the proposed solution to the problem(s) identified above in non-technical terms.*

Rewrite and enhance the current Sheriff's Office information systems to provide the following capabilities.

1. Reduce cost of future modification and maintenance by rewriting the system in Natural 2, the County's standard programming language.
2. Eliminate duplicate data entry by sharing a common data base between the Sheriff's Office functions.
3. Enhance data sharing between the Sheriff's Office and Courts by automating the transfer and access of information between the two information systems.
4. Improve the ability to identify suspects and integrate case histories by developing a common name file used by all Sheriff's Office and Courts systems.
5. Develop additional screens, reports and interfaces to track prisoner transfers through Multnomah County jails.
6. Correct errors in current data and eliminate obsolete data.
7. Develop interfaces between existing Corrections Health and Inmate Accounting systems to validate person identification numbers.

**STRATEGIC CONTRIBUTION:** *Describe how the project would support the mission and/or strategic direction of the division or section.*

Development of this system would greatly improve the Corrections Branch's ability to manage the jail population.

The system assists us to meet legal requirements and reduce liability by automating current manual functions and revising out of date system processes. Without an accurate and up to date information, the County could be subject to lawsuits and fines for violation of legal requirements. Some of these legal requirements include:

- Tracking inmate arraignments
- Monitoring and calculating time for probation and parole violation sanctions
- Monitoring length of stay in the Courthouse Jail to insure inmates stay no longer than 30 days

By improving the quality of the information and the system processes, the Corrections Branch can also improve service to their clients and community by

- Keeping track of pre-trial case information on clients on Close Street supervision
- Improving program tracking to record into which programs a person has been enrolled
- Monitoring US Marshall and Immigration services
- Improving methods used to classify inmates into an appropriate facility
- Tracking whether or not an inmate needs to be kept separate from the general jail population

Another major benefit of the system is its ability to streamline current procedures and make them much more efficient and effective. With the development of the SWIS system, the Corrections Branch operations could be streamlined because

- The use of the video arraignment equipment can be integrated into the overall process. Where now inmates are scheduled with manual changes, they could be automatically scheduled based on housing facility, court type and charges.

- The booking process could be expedited by allowing the system to automatically handle all required LEDS transactions. Currently, the Corrections personnel must enter information into Multnomah County systems and also manually enter information into the LEDS system.
- The corrections officers could locate an individual within the jail system more quickly and efficiently. In the new system, the corrections officer could ask for an inmate in several different ways, for example, by person ID, by name, by social security number, or by drivers license number.
- The Law Enforcement and Community Corrections Programs will have more information available to them through the new system. This will allow them to provide better supervision in the community and will allow for an easier transition from jail supervision to community supervision. Community protection will be enhanced.

By removing obsolete information from the system and redesigning the user and system interfaces, the mechanics of entering, retrieving and sharing information is improved. Corrections expects to see substantial time savings and reduction of error rates in retrieving and entering person and warrant information. The new system will improve the integration of the Sheriff's Office systems by providing automatic interfaces into existing systems such as COJIN, KAR and Inmate Accounting.

Finally, the system provides Corrections with the ability to do ad-hoc reporting. This ad-hoc reporting should enable the division to get the information that they need in a more timely manner.

**RISK ASSESSMENT:** *Factors which impact project risk include the project's length, level of technology, organizational impact, and whether the application is a replacement system or if it is entirely new. The higher the score, the lower the risk associated with a proposed project. The assessment on the next page is based on F. Warren McFarlan's book Corporate Information Systems Management: The Issues Facing Senior Executives.*

Development of the SWIS system is a medium risk project. The system directly impacts the Corrections Branch, but interfaces to some systems outside the County, such as LEDS. The technology used in the system is proven and has been used in other systems at the County, but we expect the development time line to be at least a year.

The biggest risk of this system is in not developing it. The legal liability and potential risk of lawsuits from inmates and the public as well as fines for non-compliance with legal requirements could cost the County much more in the long run than the cost of developing the system.



## RISK ASSESSMENT DOCUMENT

System Name: Multnomah County Sheriff's Warrant and Inmate System

### TECHNICAL FACTORS

WEIGHING FACTOR    WEIGHT EVALUATION    VALUE

Type of Project Enhancement = 10, Package = 5, New System = 0	.7	<u>0</u>	<u>0</u>
Technology Assessment Range: Proven/Familiar = 10, Theoretical/Unknown = 0	1.5	<u>10</u>	<u>15</u>
New Resources Required None = 10, Hardware = 8, People Skills = 5, System Software = 0	1.0	<u>10</u>	<u>10</u>
Developmental Time 0-3 MO = 10, 3-6 MO = 8, 6-9 MO = 5, 9-12 MO = 2, 12+ MO = 0	1.4	<u>2</u>	<u>2.8</u>
Developmental Cost \$0-25,000 = 10, \$25,000-50,000 = 7, \$50,000-100,000 = 4, \$100,000-250,000 = 2, Over \$250,000 = 0	2.0	<u>0</u>	<u>0</u>

### BUSINESS FACTORS

Impact on Management Decisions None = 10, Low = 8, Decision Support = 4, Automated Decisions = 0	.7	<u>4</u>	<u>2.8</u>
ISD Judgement of Business Requirements in Design Low = 10, Medium = 5, High = 0	1.0	<u>5</u>	<u>5</u>
Stability of Business Environment Static = 10, Some Change = 6, Rapid Change = 3, Dynamic Change = 0	.7	<u>6</u>	<u>4.2</u>
Impact of Implementation Moderate Changes = 10, Divisional = 8, Departmental = 6, County-wide = 4, External to County = 0	1.0	<u>8</u>	<u>8</u>

0 ----- 50 ----- 100  
HIGH                      LOW

RISK SCORE 47.8

**EVALUATION CRITERIA:** *This evaluation score will be used to rank projects which are included in the plan.*

### **Excellence**

All work we choose to do will be done well. (This includes on-going monitoring and evaluation.)

Proposed computer systems which improve the quality of work done by the County will receive 10 (ten) points in this category.

Score 10

### **Administrative and Support Services**

Administrative and support services will be provided to all services and functions

Proposed computer systems which improve the work of administrative and support services will receive 10 (ten) points in this category.

Score 0

### **Partnerships**

We will work with other governments, foundations, non-profits, and the private sector to increase the increase impact and effectiveness of our services and programs.

Proposed computer systems which increase our ability to work jointly will receive 10 (ten) points in this category.

Score 10

### **Values and Philosophy**

Our VALUES AND PHILOSOPHY stress the increasing importance of:

- a) PREVENTION (orientation and focus);
- b) INTEGRATION AND COORDINATION of services;
- c) Foster INDEPENDENCE in individuals we serve; and
- d) DECENTRALIZED/COMMUNITY-BASED services.

Proposed computer systems which support the values and philosophy defined above will

receive 10 (ten) points in this category.

Score 10

## **Collaboration**

We are committed to the idea of COLLABORATION on the division of responsibilities and services involving local cities, Metro, and the state (streamlining).

Proposed computer systems which improve our ability to divide services eliminating duplication of effort will receive 10 (ten) points in this category.

Score 0

## **Stable Long-Term Funding**

We are committed to developing a STABLE LONG-TERM FUNDING/RESOURCE base for county government services.

Proposed computer systems which increase the resources available to the county will receive 10 (ten) points in this category.

Score 0

## **Policy Goals and Directions**

The policy goals and directions for Multnomah County are:

- Assure that children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these CHILDREN AND THEIR FAMILIES.
- Build partnerships that provide services to SENIORS that maximize their independence, health, and safety.
- Provide services located in the COMMUNITY through multi-service centers accountable to community leaders.
- Provide PROACTIVE CORRECTIONS SERVICES which include alternatives to jail and a continuum of rehabilitation services to get and keep people out of the justice system.
- In order to explicitly define the County's role in the justice system, work with out partners in the justice community to develop a plan for an EFFECTIVE JUSTICE system that clearly identifies each participant's role in the system.

- Assure stable funding for a QUALITY LIBRARY SYSTEM in the community.

Proposed computer system applications which address one or more of these policy goals will receive 10 (ten) points.

Score 10

## **Department Priority**

Each department (including those divisions in the "NON-department") provides a unique set of services. Each department has developed a department mission or vision statement and each department allocates resources to provide effective and efficient services to their clients. The category of department priority provides an opportunity for each department to add points to those computer applications which will most benefit the department.

Each department may assign a total of 10 (ten) points to those computer system projects which will most benefit their department.

Score 10

## **Cost Effectiveness**

Effective use of scarce resources is an important aspect of the decision making process in any local government. The decision to develop a computer application system represents an investment of time and resources. An important aspect of this decision is the return on investment which the new system will generate. Return on investment is the ratio which is formed by dividing the cost of data processing into the sum of the value of the system benefits.

The costs of data processing include the anticipated or actual expenditures for personnel, materials and services, capital outlay, and data processing needed to develop implement, and maintain a system. These costs generally fall into two categories:

- New development costs which includes the following items:
  - 1) Equipment Costs: the total cost of equipment purchased or leased, including associated communications hardware.
  - 2) Software Costs: the cost purchased software or costs of development personnel, cost of outside services, training, consultants, etc., other costs such as parallel operation temporary help, etc.
- Operational DP cost which includes the operational costs of the system and

the systems support.

- 1) **Personnel Costs:** the cost of programmers, analysts, and other personnel required to support and maintain the system after it is installed.
- 2) **Operation and Communications Costs:** the cost of computer time, communications costs, and other costs of operating the system after it is installed.

Benefits of a new computer application include the advantage or helpful results which are identifiable because of the actual or planned implementation of the system. These are usually broken into three categories:

- 1) **Cost displacement.** An identifiable current expenditure, normally for personnel and/or equipment which will no longer represent a recurring expense, or an increase in revenue which occurs because of the implementation of a system or a component of a system.
- 2) **Cost Avoidance.** An identifiable planned or future expenditure, normally for personnel and/or equipment, that will not be expended because of the increased productivity or efficiency resulting from a system or a component of a system.
- 3) **Value Added.** A dollar value placed on those less tangible gains normally illustrated through improvement in services delivered, planning and forecasting capability, or response to fluctuations in volume, available because of the application of a system or a component of a system.

The instructions for collecting the cost/benefit information are on pages 10-12. The form on page 13 should be completed. Scoring will be done by the operating staff.

Proposed computer systems applications which are cost effective may receive up to 20 (twenty) points in this category.

Score 1

**DETAILED COSTS AND BENEFITS:** *The information requested on the next form will serve to identify the tangible or measurable costs and benefits. If you do not feel comfortable assigning a specific value to a benefit or cost, provide a range of values.*

### **Costs**

**Equipment Costs:** Enter the total cost of equipment purchased, including communications hardware (e.g. controllers, remote terminals, printers, etc.) in any year on line 1. For a capital lease, enter the purchase price or the lease payments as a lump sum (monthly lease charges times total months in life of lease) in the year the lease is signed on line 2. On line 3, enter the yearly cost associated with equipment installed on operating leases.

**Personnel Costs:** Enter the cost of application programmers, system programmers, analysts and other personnel required to operationally support the project on line 4. As a rule of thumb, one dollar budgeted for equipment spending requires about two dollars in supporting personnel costs (MIS/Telecommunications Budgets and Key indicators, 1984, The Diebold Group, Inc.).

**Communications Costs:** On line 5, enter the costs for lines, voice (PBX), communications software, or other communications expenditures not included in the equipment costs above.

**Development Costs:** Development costs are by far the most difficult to estimate. It is best to subdivide this category into its principal components:

- cost of purchased software.
- cost of outside services, consultants, etc.
- cost of development personnel.
- other costs such as parallel operation, temporary help, etc.

Enter development costs on line 6.

**Other Expenses:** This category is the catch all for items not previously entered. It includes equipment maintenance, education and training, travel, administrative support, and other miscellaneous expenses. Enter other expenses on line 7.

### **Benefits**

For some projects, benefit quantification is easy; for others, difficult. Four sources of data which are frequently used in developing specific dollar estimates of a particular project's benefits include:

- 1) *Past Experience:* The proposed new I/S project replaces an existing obsolescent system. The obsolescent system has allowed operations to get out of control. The benefits resulting from correcting this out-of-line asset are easily quantifiable.
- 2) *Peer Comparison:* Lagging revenue and excessive costs are easily quantifiable from publications comparing peer group performance. Inadequate I/S support may be the reason.
- 3) *Published Data:* Data from previous studies is publicly available from U.S. Government agencies, universities, and industry associations, etc.
- 4) *In-Departmental Studies:* This method is frequently used; however, it remains the most time consuming and expensive method of estimating benefits. If you are interested in this type of effort, ISD has considerable expertise in preparing detailed cost-benefit studies.

Benefits fall into two general categories:

- increased revenue
- reduced cost.

Enter benefit values, or a range of values on the form.

#### **Increased Revenue**

**I/S Products or Services:** Will the implementation of the new application allow you to sell an I/S based product or value added service? Enter the incremental revenue resulting from the new I/S product on line 8.

**Increased Fees:** Will the successful completion of this project allow you to collect increased fees for services? Enter incremental revenue from increased fees on line 9.

**Revenue Increases without Incremental Cost:** Will the project enable you to obtain additional funding or revenue without additional cost or expense? Enter incremental revenue on line 10.

**Volume:** Will the application enable you to process more volume, thereby generating additional revenue?

- Without incremental Cost: Increased volumes with existing resources. Enter incremental revenue on line 11.

- With incremental Cost: Increased volumes requiring additional resources. Enter incremental revenue on line 12.

### **Reduced Cost of Doing Business**

**Cost Savings, Cost Avoidance, or Value Added:** Major costs associated with government units are personnel, equipment and others. If there is a value added which can be given a dollar value, it should be included. Will the application reduce or avoid costs in these areas? Enter cost savings on line 13.



### DETAILED COSTS AND BENEFITS

<i>Costs</i>	FYE:	1994/1995	19	19	19	19	19	<i>Estimated six year total</i>
Equipment	1. Purchase							
Costs	2. Capital Lease (lump sum, year signed)							
	3. Operating Lease							
Other	4. Personnel Costs							
Costs	5. Communication Costs							
	6. Development Costs	\$ 366,500						
	7. Other Expenses							

<i>Benefits</i>	FYE:	19	19	19	19	19	19	<i>Estimated six year total</i>
Revenue	8. I/S Products or Services							
	9. Increased Fees							
	10. Revenue Increases without Cost							
	11. Volume Increases without Cost							
	12. Volume Increases with Cost							

<i>Cost Savings</i>	FYE:	1994/1995	1995/1996	1996/1997	1997/1998	1998/1999	1999/2000	<i>Estimated six year total</i>
	13. Cost Savings or Avoidance	\$ 0	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 300,000

Address

# PROJECT DESCRIPTION FORM

Department/Division/Agency     Environmental Services/Assessment & Taxation  
Name of System                      Situs Address Reference System

**PROBLEM DEFINITION:** *Describe the problem area or issue that the project will attempt to resolve. Provide enough detail to identify the major organizational issues involved.*

In 1983, the Situs address file was developed for Assessment and Taxation. The address file contains all property addresses within Multnomah County. This file is the most complete file for addresses within the County. We need to develop a Situs Address Reference System for use by all agencies Multnomah County.

This system would provide benefits in the following way:

- Valid address reference verification for all agencies who store address data.
- Any computer or non-computer application could locate valid addresses using soundex or alias addresses
- System would provide location coordinates for all parcels in the County.
- Criminal Justices Agencies would have a complete accurate address location file with additional indicators (now use dime file)
- Additional agencies that especially would benefit from having access to accurate address location include: fire districts, school districts, water districts, etc.
- Commissioner and city council districts would be accessible
- Accurate ZIP + 4 code data would be available for mailings for all agencies

**PROJECT DESCRIPTION:** *Describe the proposed solution to the problem(s) identified above in non-technical terms.*

The Address File contains basic address elements like: house number, street direction, street type, and city. We need to expand the data elements to include non-address elements like centroid coordinates, land use code, zip plus-4, Urban growth boundaries, Commissioner district numbers, election precinct, and other data elements which would make this file useful to other County agencies and non-county agencies, etc.

Make this file the master source for storage and maintenance of accurate address data.

Develop and implement systems and procedures for maintenance of the file for file integrity and security, so that users access and update only data that is appropriate for them.

Create the ability to access accurate address data by soundex or alias retrieval methods.

Convert and replace existing data files with the new master file.

Develop easy access to the data for creating labels or downloading for word processing mail merge or other agency uses.

**STRATEGIC CONTRIBUTION:** *Describe how the project would support the mission and/or strategic direction of the division or section.*

1. The proposed system would serve the business needs of the entire county, providing a single, accurate source of address information for all agencies.
2. Today county agencies use a variety of sources for address data that are incomplete, inconsistent, inaccurate, inaccessible and fragmented. This system would provide a master file to overcome these problems.

**RISK ASSESSMENT:** *Factors which impact project risk include the project's length, level of technology, organizational impact, and whether the application is a replacement system or if it is entirely new. The higher the score, the lower the risk associated with a proposed project. The assessment on the next page is based on F. Warren McFarlan's book Corporate Information Systems Management: The Issues Facing Senior Executives.*

# RISK ASSESSMENT DOCUMENT

System Name: \_\_\_\_\_

WEIGHT

WEIGHING

## TECHNICAL FACTORS

FACTOR EVALUATION VALUE

Type of Project	.7	<u>10</u>	<u>7.0</u>
Enhancement = 10, Package = 5, New System = 0			

Technology Assessment	1.5	<u>10</u>	<u>15</u>
Range: Proven/Familiar = 10, Theoretical/Unknown = 0			

New Resources Required	1.0	<u>10</u>	<u>10</u>
None = 10, Hardware = 8, People Skills = 5, System Software = 0			

Developmental Time	1.4	<u>2</u>	<u>2.8</u>
0-3 MO = 10, 3-6 MO = 8, 6-9 MO = 5, 9-12 MO = 2, 12+ MO = 0			

Developmental Cost	2.0	<u>0</u>	<u>0</u>
\$0-25,000 = 10, \$25,000-50,000 = 7, \$50,000-100,000 = 4, \$100,000-250,000 = 2, Over \$250,000 = 0			

## BUSINESS FACTORS

Impact on Management Decisions	.7	<u>8</u>	<u>5.6</u>
None = 10, Low = 8, Decision Support = 4, Automated Decisions = 0			

ISD Judgement of Business Requirements in Design			
Low = 10, Medium = 5, High = 0	1.0	<u>10</u>	<u>10</u>

Stability of Business Environment	.7	<u>6</u>	<u>4.2</u>
Static = 10, Some Change = 6, Rapid Change = 3, Dynamic Change = 0			

Impact of Implementation	1.0	<u>4</u>	<u>4</u>
Moderate Changes = 10, Divisional = 8, Departmental = 6, County-wide = 4, External to County = 0			

0 ----- 50 ----- 100  
HIGH LOW

RISK SCORE 66.6

**EVALUATION CRITERIA:** *This evaluation score will be used to rank projects which are included in the plan.*

### **Excellence**

All work we choose to do will be done well. (This includes on-going monitoring and evaluation.)

Proposed computer systems which improve the quality of work done by the County will receive 10 (ten) points in this category.

Score 10

### **Administrative and Support Services**

Administrative and support services will be provided to all services and functions

Proposed computer systems which improve the work of administrative and support services will receive 10 (ten) points in this category.

Score 0

### **Partnerships**

We will work with other governments, foundations, non-profits, and the private sector to increase the increase impact and effectiveness of our services and programs.

Proposed computer systems which increase our ability to work jointly will receive 10 (ten) points in this category.

Score 10

### **Values and Philosophy**

Our VALUES AND PHILOSOPHY stress the increasing importance of:

- a) PREVENTION (orientation and focus);
- b) INTEGRATION AND COORDINATION of services;
- c) Foster INDEPENDENCE in individuals we serve; and
- d) DECENTRALIZED/COMMUNITY-BASED services.



Proposed computer systems which support the values and philosophy defined above will receive 10 (ten) points in this category.

Score 10

## **Collaboration**

We are committed to the idea of COLLABORATION on the division of responsibilities and services involving local cities, Metro, and the state (streamlining).

Proposed computer systems which improve our ability to divide services eliminating duplication of effort will receive 10 (ten) points in this category.

Score 10

## **Stable Long-Term Funding**

We are committed to developing a STABLE LONG-TERM FUNDING/RESOURCE base for county government services.

Proposed computer systems which increase the resources available to the county will receive 10 (ten) points in this category.

Score 0

## **Policy Goals and Directions**

The policy goals and directions for Multnomah County are:

- Assure that children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these CHILDREN AND THEIR FAMILIES.
- Build partnerships that provide services to SENIORS that maximize their independence, health, and safety.
- Provide services located in the COMMUNITY through multi-service centers accountable to community leaders.
- Provide PROACTIVE CORRECTIONS SERVICES which include alternatives to jail and a continuum of rehabilitation services to get and keep people out of the justice system.
- In order to explicitly define the County's role in the justice system, work with out partners in the justice community to develop a plan for an EFFECTIVE JUSTICE system that clearly identifies each participant's role in

the system.

- Assure stable funding for a QUALITY LIBRARY SYSTEM in the community.

Proposed computer system applications which address one or more of these policy goals will receive 10 (ten) points.

Score 0

## **Department Priority**

Each department (including those divisions in the "NON-department") provides a unique set of services. Each department has developed a department mission or vision statement and each department allocates resources to provide effective and efficient services to their clients. The category of department priority provides an opportunity for each department to add points to those computer applications which will most benefit the department.

Each department may assign a total of 10 (ten) points to those computer system projects which will most benefit their department.

Score 10

## **Cost Effectiveness**

Effective use of scarce resources is an important aspect of the decision making process in any local government. The decision to develop a computer application system represents an investment of time and resources. An important aspect of this decision is the return on investment which the new system will generate. Return on investment is the ratio which is formed by dividing the cost of data processing into the sum of the value of the system benefits.

The costs of data processing include the anticipated or actual expenditures for personnel, materials and services, capital outlay, and data processing needed to develop implement, and maintain a system. These costs generally fall into two categories:

- New development costs which includes the following items:
  - 1) Equipment Costs: the total cost of equipment purchased or leased, including associated communications hardware.
  - 2) Software Costs: the cost purchased software or costs of development personnel, cost of outside services, training, consultants, etc., other costs such as parallel operation temporary help, etc.

- Operational DP cost which includes the operational costs of the system and the systems support.
  - 1) **Personnel Costs:** the cost of programmers, analysts, and other personnel required to support and maintain the system after it is installed.
  - 2) **Operation and Communications Costs:** the cost of computer time, communications costs, and other costs of operating the system after it is installed.

Benefits of a new computer application include the advantage or helpful results which are identifiable because of the actual or planned implementation of the system. These are usually broken into three categories:

- 1) **Cost displacement.** An identifiable current expenditure, normally for personnel and/or equipment which will no longer represent a recurring expense, or an increase in revenue which occurs because of the implementation of a system or a component of a system.
- 2) **Cost Avoidance.** An identifiable planned or future expenditure, normally for personnel and/or equipment, that will not be expended because of the increased productivity or efficiency resulting from a system or a component of a system.
- 3) **Value Added.** A dollar value placed on those less tangible gains normally illustrated through improvement in services delivered, planning and forecasting capability, or response to fluctuations in volume, available because of the application of a system or a component of a system.

The instructions for collecting the cost/benefit information are on pages 10-12. The form on page 13 should be completed. Scoring will be done by the operating staff.

Proposed computer systems applications which are cost effective may receive up to 20 (twenty) points in this category.

Score 0

**DETAILED COSTS AND BENEFITS:** *The information requested on the next form will serve to identify the tangible or measurable costs and benefits. If you do not feel comfortable assigning a specific value to a benefit or cost, provide a range of values.*

### **Costs**

**Equipment Costs:** Enter the total cost of equipment purchased, including communications hardware (e.g. controllers, remote terminals, printers, etc.) in any year on line 1. For a capital lease, enter the purchase price or the lease payments as a lump sum (monthly lease charges times total months in life of lease) in the year the lease is signed on line 2. On line 3, enter the yearly cost associated with equipment installed on operating leases.

**Personnel Costs:** Enter the cost of application programmers, system programmers, analysts and other personnel required to operationally support the project on line 4. As a rule of thumb, one dollar budgeted for equipment spending requires about two dollars in supporting personnel costs (MIS/Telecommunications Budgets and Key indicators, 1984, The Diebold Group, Inc.).

**Communications Costs:** On line 5, enter the costs for lines, voice (PBX), communications software, or other communications expenditures not included in the equipment costs above.

**Development Costs:** Development costs are by far the most difficult to estimate. It is best to subdivide this category into its principal components:

- cost of purchased software.
- cost of outside services, consultants, etc.
- cost of development personnel.
- other costs such as parallel operation, temporary help, etc.

Enter development costs on line 6.

**Other Expenses:** This category is the catch all for items not previously entered. It includes equipment maintenance, education and training, travel, administrative support, and other miscellaneous expenses. Enter other expenses on line 7.

### **Benefits**

For some projects, benefit quantification is easy; for others, difficult. Four sources of data which are frequently used in developing specific dollar estimates of a particular project's benefits include:

- 1) *Past Experience:* The proposed new I/S project replaces an existing obsolescent system. The obsolescent system has allowed operations to get out of control. The benefits resulting from correcting this out-of-line asses are easily quantifiable.
- 2) *Peer Comparison:* Lagging revenue and excessive costs are easily quantifiable from publications comparing peer group performance. Inadequate I/S support may be the reason.
- 3) *Published Data:* Data from previous studies is publicly available from U.S. Government agencies, universities, and industry associations, etc.
- 4) *In-Departmental Studies:* This method is frequently used; however, it remains the most time consuming and expensive method of estimating benefits. If you are interested in this type of effort, ISD has considerable expertise in preparing detailed cost-benefit studies.

Benefits fall into two general categories:

- increased revenue
- reduced cost.

Enter benefit values, or a range of values on the form.

#### **Increased Revenue**

**I/S Products or Services:** Will the implementation of the new application allow you to sell an I/S based product or value added service? Enter the incremental revenue resulting from the new I/S product on line 8.

**Increased Fees:** Will the successful completion of this project allow you to collect increased fees for services? Enter incremental revenue from increased fees on line 9.

**Revenue Increases without Incremental Cost:** Will the project enable you to obtain additional funding or revenue without additional cost or expense? Enter incremental revenue on line 10.

**Volume:** Will the application enable you to process more volume, thereby generating additional revenue?

- Without incremental Cost: Increased volumes wit existing resources. Enter incremental revenue on line 11.

- With incremental Cost: Increased volumes requiring additional resources. Enter incremental revenue on line 12.

### **Reduced Cost of Doing Business**

**Cost Savings, Cost Avoidance, or Value Added:** Major costs associated with government units are personnel, equipment and others. If there is a value added which can be given a dollar value, it should be included. Will the application reduce or avoid costs in these areas? Enter cost savings on line 13.

# **DETAILED COSTS AND BENEFITS**

<i>Costs</i>	FYE:	1994/1995	19	19	19	19	19	<i>Estimated six year total</i>
Equipment	1. Purchase							
Costs	2. Capital Lease (lump sum, year signed)							
	3. Operating Lease							
Other	4. Personnel Costs							
Costs	5. Communication Costs							
	6. Development Costs	\$417,600						\$417,600
	7. Other Expenses							

<i>Benefits</i>	FYE:	19	19	19	19	19	19	<i>Estimated six year total</i>
Revenue	8. I/S Products or Services							
	9. Increased Fees							
	10. Revenue Increases without Cost							
	11. Volume Increases without Cost							
	12. Volume Increases with Cost							

<i>Cost Savings</i>	FYE:	19	19	19	19	19	19	<i>Estimated six year total</i>
	13. Cost Savings or Avoidance							





# PROJECT DESCRIPTION FORM

Department/Division/Agency: Sheriff's Office

Name of System: MCSO Bar Coding

**PROBLEM DEFINITION:** *Describe the problem area or issue that the project will attempt to resolve. Provide enough detail to identify the major organizational issues involved.*

**INMATE TRACKING:** The Multnomah County Sheriff's Office (MCSO) needs to effectively and efficiently track the inmates who are in custody in Multnomah County's Correctional facilities.

The MCSO is responsible for the booking and housing of over 35,000 inmates every year. All inmates who enter the Multnomah County Correctional system must not only be booked and processed, but while they are in MCSO custody their movements within the system must be continuously tracked.

There are events which necessitate the movement of the inmates from one location or facility to another. Normal movement of inmates is precipitated by court appearances, attorney visits, personal/family visits, medical appointments, classification, counseling, recreation and release.

Because there is a limited number of jail beds at the four secure jail facilities, inmates must be transferred from one facility to another in order to utilize the available beds. Also, MCSO is legally required to maintain the capacity limits imposed by Federal Court Orders. (For example, if the number of inmates housed at the Multnomah County Detention Center <MCDC> exceeds the Federal cap of 476, inmates must be transferred to another facility or released.)

Thus, it is imperative that MCSO personnel know where each inmate is housed or located at any given time. To properly move or transfer inmates from one place to another MCSO personnel need to know where the inmates are.

At the present time, inmate tracking is a complex, convoluted, laborious, and, basically manual procedure. Inmate location information was intended to be maintained in CPMS (Corrections Population Management System). To key-in ever-changing inmate location is time consuming and labor intensive. Thus, inmate location information is updated within CPMS only once a day. The lists generated from CPMS

are not totally accurate and must be updated by hand. These lists also do not reflect "real time" locations. Thus, most of the actual inmate tracking occurs via the inmate management cards which list current location; the management cards physically move with the inmate.

TRACKING OF EQUIPMENT AND SUPPLIES: MCSO needs to systematically maintain a method for tracking equipment, supplies and materials.

As part of the custodial function of the jails, certain supplies such as food, coveralls, plastic sandals, medications, etc., need to be provided to the inmates. Other equipment and supplies (e.g., rubber gloves, masks, uniforms, radios, handcuffs, etc.,) are needed by corrections officers who manage the inmates and run the jails. Equipment such terminals, printers and system controllers are needed to access automated systems such as CPMS. Paper and printer ribbons are needed for the printers to generate alpha lists, booking lists, court lists, management cards, etc.

Deputies provide law enforcement services to unincorporated areas of the County. They also provide Safety Action Team (i.e., community policing) services to areas within Multnomah County. Deputies need equipment such as patrol cars, bicycles, radios, uniforms, flashlights, and flares.

As a means of controlling costs and managing the equipment, supplies and material resources which the MCSO owns and utilizes, it would be beneficial (according to a Services Branch report) if MCSO could maintain:

- a central inventory of equipment and supplies which would provide a complete record of equipment and materials that MCSO currently owns;

- a detailed use and cost list for each of the branches which could provide a detailed account of materials actually used in a fiscal year; ...this would help in the budgeting process.

If an inventory tracking system were in place ...

- the central store would be able to use the data gathered over the fiscal year to project buying and would gain the maximum advantage with "informed buying."

MCSO needs to effectively track inmates, equipment and supplies, and the costs associated with managing Sheriff's Office functions.

**PROJECT DESCRIPTION:** *Describe the proposed solution to the problem(s) identified above in non-technical terms.*

The Sheriff's Office is proposing the purchase and installation of a bar coding system to interface with the ISD mainframe Sheriff's Office systems. The system would first be developed to interface between the XIMAGE system and CPMS.

The proposed bar coding system would be compatible and work with the video imaging (XIMAGE) system which MCSO purchased and installed in 1992.

As inmates are booked into MDCDC, they would be finger printed, have a video image taken and, with the addition of the bar coding system, have a bar coded ID band (probably a bracelet) generated. The ID band with a picture will be attached to the inmate. Additional bar codes will be generated which can be attached to the inmate's property, booking records, commissary records, medical forms, etc.

Bar code readers would be installed at key locations throughout MCSO's facilities. As inmates are moved, their bar coded IDs would be scanned and their current locations would be automatically entered into CPMS.

The advantage of a bar code system for tracking inmates is that the bar code can be scanned and the information entered into CPMS without having to key-in the information manually. A current, timely, and up-to-date location record on every inmate would be available.

This bar coding system could also be used to track MCSO's equipment, supplies, and materials in the future. Information about equipment and supplies would be current and timely and would require a minimal amount of data entry (i.e., the bar code reader would scan the bar code labels attached to all equipment and would automatically input the data into an inventory database).

A bar coding system for equipment and supplies would facilitate ordering, receiving, inventory and distribution. It would provide a check and balance for stock reordering (no duplicate orders just because someone forgot they already ordered a dozen "widgets" and can't find the Central Stores order). It could also trigger routine reordering.

A bar coding system for equipment, materials, and supplies would create more cost effective and cost efficient methods for managing these resources.

**STRATEGIC CONTRIBUTION:** *Describe how the project would support the mission and/or strategic direction of the division or section.*

A bar coding system would enhance MCSO's ability to carry out one of its mandated functions: to manage and run the jails of Multnomah County.

Bar coding would also facilitate "time sensitive" inmates. MCSO is required by court order not to hold an inmate in Reception longer than 72 hours. A bar code which is "time stamped" in the system is more easily checked for time limits than depending on written notations or an officer's memory. Also, inmates are to be adjudicated within 72 hours. A "time stamped" bar code would be flagged for time elapsed and would ensure that inmates would make their initial court appearance within the allotted time.

If MCSO is able to do a better job of tracking inmates, then, when the inmates are required at court, or medical, or need to be transported, MCSO personnel will be able to locate the inmates more readily and consequently, will be able to ensure that the inmates are moved to where they are suppose to be.

(NOTE: MCSO doesn't mistakenly release the wrong inmate very often. However, MCSO doesn't want it to happen. With a bar code ID and a picture attached, the possibility of releasing the wrong inmate would be reduced dramatically.)

The current situation surrounding the movement of inmates within MCSO's facilities can be likened to a New York bus depot during a major holiday. The movement of the court chain, N-S or E-W chain, or even just the movement of inmates out of MCDC to one of the other facilities creates a congested madhouse. That most of the right inmates end up where they are suppose to is attributable to MCSO personnel. This situation is chaos. A bar code system would permit our officers and deputies to do their jobs in a more efficient, organized and timely manner.

A bar coding system used to track equipment and supplies would create cost efficiencies by creating a reduction in the use of human resources by simplifying the methods by which MCSO personnel currently inventory and order equipment.

A bar coding system would assist MCSO in providing better and more cost effective services to its members and to the County.

**RISK ASSESSMENT:** *Factors which impact project risk include the project's length, level of technology, organizational impact, and whether the application is a replacement system or if it is entirely new. The assessment on the next page is based on F. Warren McFarlan's book Corporate Information Systems Management: The Issues Facing Senior Executives.*

This is a very "low risk" project. Bar coding technology has advanced to the state that, based on initial research, everything that would be needed to implement this project already exists.

Most of the software MCSO would need to run the bar coding system would need little if any modification (the systems we have looked at use databases like Paradox).

There would need to be some programming changes to CPMS so that the system can accept the uploaded data. However, these changes would be very minor. There would also need to be Tempest protocols written to allow the scanner/smart terminal interfaces to occur so that the data can be down/up loaded from and to the mainframe. Specific procedures and timings for the transfer of data to CPMS must also be developed.

We estimate that the bar coding system could be operational within six months.

# RISK ASSESSMENT DOCUMENT

**System Name: MCSO BAR CODING**

## TECHNICAL FACTORS

WEIGHING FACTOR    WEIGHT EVALUATION    VALUE

Type of Project Enhancement = 10, Package = 5, New System = 0	.7	<u>10</u>	<u>7</u>
Technology Assessment Range: Proven/Familiar = 10, Theoretical/Unknown = 0	1.5	<u>9</u>	<u>13.5</u>
New Resources Required None = 10, Hardware = 8, People Skills = 5, System Software = 0	1.0	<u>8</u>	<u>8</u>
Developmental Time 0-3 MO = 10, 3-6 MO = 8, 6-9 MO = 5, 9-12 MO = 2, 12+ MO = 0	1.4	<u>8</u>	<u>11.2</u>
Developmental Cost \$0-25,000 = 10, \$25,000-50,000 = 7, \$50,000-100,000 = 4, \$100,000-250,000 = 2, Over \$250,000 = 0	2.0	<u>4</u>	<u>8</u>

## BUSINESS FACTORS

Impact on Management Decisions None = 10, Low = 8, Decision Support = 4, Automated Decisions = 0	.7	<u>8</u>	<u>5.6</u>
ISD Judgement of Business Requirements in Design Low = 10, Medium = 5, High = 0	1.0	<u>10</u>	<u>10</u>
Stability of Business Environment Static = 10, Some Change = 6, Rapid Change = 3, Dynamic Change = 0	.7	<u>6</u>	<u>4.2</u>
Impact of Implementation Moderate Changes = 10, Divisional = 8, Departmental = 6, County-wide = 4, External to County = 0	1.0	<u>8</u>	<u>8</u>

0 ----- 50 ----- 100  
HIGH                      LOW

RISK SCORE 75.5

**EVALUATION CRITERIA:** *This evaluation score will be used to rank projects which are included in the plan.*

### **Excellence**

All work we choose to do will be done well. (This includes on-going monitoring and evaluation.)

Proposed computer systems which improve the quality of work done by the County will receive 10 (ten) points in this category.

Score 10

### **Administrative and Support Services**

Administrative and support services will be provided to all services and functions

Proposed computer systems which improve the work of administrative and support services will receive 10 (ten) points in this category.

Score 0

### **Partnerships**

We will work with other governments, foundations, non-profits, and the private sector to increase the impact and effectiveness of our services and programs.

Proposed computer systems which increase our ability to work jointly will receive 10 (ten) points in this category.

Score 10

### **Values and Philosophy**

Our VALUES AND PHILOSOPHY stress the increasing importance of:

- a) PREVENTION (orientation and focus);
- b) INTEGRATION AND COORDINATION of services;
- c) Foster INDEPENDENCE in individuals we serve; and
- d) DECENTRALIZED/COMMUNITY-BASED services.

Proposed computer systems which support the values and philosophy defined above will receive 10 (ten) points in this category.

Score 0

## **Collaboration**

We are committed to the idea of COLLABORATION on the division of responsibilities and services involving local cities, Metro, and the state (streamlining).

Proposed computer systems which improve our ability to divide services eliminating duplication of effort will receive 10 (ten) points in this category.

Score 10

## **Stable Long-Term Funding**

We are committed to developing a STABLE LONG-TERM FUNDING/RESOURCE base for county government services.

Proposed computer systems which increase the resources available to the county will receive 10 (ten) points in this category.

Score 0

## **Policy Goals and Directions**

The policy goals and directions for Multnomah County are:

- Assure that children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these CHILDREN AND THEIR FAMILIES.
- Build partnerships that provide services to SENIORS that maximize their independence, health, and safety.
- Provide services located in the COMMUNITY through multi-service centers accountable to community leaders.
- Provide PROACTIVE CORRECTIONS SERVICES which include alternatives to jail and a continuum of rehabilitation services to get and keep people out of the justice system.



- In order to explicitly define the County's role in the justice system, work with our partners in the justice community to develop a plan for an EFFECTIVE JUSTICE system that clearly identifies each participant's role in the system.
- Assure stable funding for a QUALITY LIBRARY SYSTEM in the community.

Proposed computer system applications which address one or more of these policy goals will receive 10 (ten) points.

Score 10

### **Department Priority**

Each department (including those divisions in the "NON-department") provides a unique set of services. Each department has developed a department mission or vision statement and each department allocates resources to provide effective and efficient services to their clients. The category of department priority provides an opportunity for each department to add points to those computer applications which will most benefit the department.

Each department may assign a total of 10 (ten) points to those computer system projects which will most benefit their department.

Score 0

### **Cost Effectiveness**

Effective use of scarce resources is an important aspect of the decision making process in any local government. The decision to develop a computer application system represents an investment of time and resources. An important aspect of this decision is the return on investment which the new system will generate. Return on investment is the ratio which is formed by dividing the cost of data processing into the sum of the value of the system benefits.

The costs of data processing include the anticipated or actual expenditures for personnel, materials and services, capital outlay, and data processing needed to develop implement, and maintain a system. These costs generally fall into two categories:

- New development costs which includes the following items:
  - 1) Equipment Costs: the total cost of equipment purchased or leased, including associated communications hardware.

- 2) **Software Costs:** the cost purchased software or costs of development personnel, cost of outside services, training, consultants, etc., other costs such as parallel operation temporary help, etc.
- **Operational DP cost** which includes the operational costs of the system and the systems support.
  - 1) **Personnel Costs:** the cost of programmers, analysts, and other personnel required to support and maintain the system after it is installed.
  - 2) **Operation and Communications Costs:** the cost of computer time, communications costs, and other costs of operating the system after it is installed.

Benefits of a new computer application include the advantage or helpful results which are identifiable because of the actual or planned implementation of the system. These are usually broken into three categories:

- 1) **Cost displacement.** An identifiable current expenditure, normally for personnel and/or equipment which will no longer represent a recurring expense, or an increase in revenue which occurs because of the implementation of a system or a component of a system.
- 2) **Cost Avoidance.** An identifiable planned or future expenditure, normally for personnel and/or equipment, that will not be expended because of the increased productivity or efficiency resulting from a system or a component of a system.
- 3) **Value Added.** A dollar value placed on those less tangible gains normally illustrated through improvement in services delivered, planning and forecasting capability, or response to fluctuations in volume, available because of the application of a system or a component of a system.

The instructions for collecting the cost/benefit information are on pages 10-12. The form on page 13 should be completed. Scoring will be done by the operating staff.

Proposed computer systems applications which are cost effective may receive up to 20 (twenty) points in this category.

Score 4

**DETAILED COSTS AND BENEFITS:** *The information requested on the next form will serve to identify the tangible or measurable costs and benefits. If you do not feel comfortable assigning a specific value to a benefit or cost, provide a range of values.*

### **Costs**

**Equipment Costs:** Enter the total cost of equipment purchased, including communications hardware (e.g. controllers, remote terminals, printers, etc.) in any year on line 1. For a capital lease, enter the purchase price or the lease payments as a lump sum (monthly lease charges times total months in life of lease) in the year the lease is signed on line 2. On line 3, enter the yearly cost associated with equipment installed on operating leases.

**Personnel Costs:** Enter the cost of application programmers, system programmers, analysts and other personnel required to operationally support the project on line 4. As a rule of thumb, one dollar budgeted for equipment spending requires about two dollars in supporting personnel costs (MIS/Telecommunications Budgets and Key indicators, 1984, The Diebold Group, Inc.).

**Communications Costs:** On line 5, enter the costs for lines, voice (PBX), communications software, or other communications expenditures not included in the equipment costs above.

**Development Costs:** Development costs are by far the most difficult to estimate. It is best to subdivide this category into its principal components:

- cost of purchased software.
- cost of outside services, consultants, etc.
- cost of development personnel.
- other costs such as parallel operation, temporary help, etc.

Enter development costs on line 6.

**Other Expenses:** This category is the catch all for items not previously entered. It includes equipment maintenance, education and training, travel, administrative support, and other miscellaneous expenses. Enter other expenses on line 7.

## Benefits

For some projects, benefit quantification is easy; for others, difficult. Four sources of data which are frequently used in developing specific dollar estimates of a particular project's benefits include:

- 1) *Past Experience:* The proposed new I/S project replaces an existing obsolescent system. The obsolescent system has allowed operations to get out of control. The benefits resulting from correcting this out-of-line asset are easily quantifiable.
- 2) *Peer Comparison:* Lagging revenue and excessive costs are easily quantifiable from publications comparing peer group performance. Inadequate I/S support may be the reason.
- 3) *Published Data:* Data from previous studies is publicly available from U.S. Government agencies, universities, and industry associations, etc.
- 4) *In-Departmental Studies:* This method is frequently used; however, it remains the most time consuming and expensive method of estimating benefits. If you are interested in this type of effort, ISD has considerable expertise in preparing detailed cost-benefit studies.

Benefits fall into two general categories:

- increased revenue
- reduced cost.

Enter benefit values, or a range of values on the form.

### Increased Revenue

**I/S Products or Services:** Will the implementation of the new application allow you to sell an I/S based product or value added service? Enter the incremental revenue resulting from the new I/S product on line 8.

**Increased Fees:** Will the successful completion of this project allow you to collect increased fees for services? Enter incremental revenue from increased fees on line 9.

**Revenue Increases without Incremental Cost:** Will the project enable you to obtain additional funding or revenue without additional cost or expense? Enter incremental revenue on line 10.

**Volume:** Will the application enable you to process more volume, thereby generating

additional revenue?

- Without incremental Cost: Increased volumes with existing resources. Enter incremental revenue on line 11.
- With incremental Cost: Increased volumes requiring additional resources. Enter incremental revenue on line 12.

### **Reduced Cost of Doing Business**

**Cost Savings, Cost Avoidance, or Value Added:** Major costs associated with government units are personnel, equipment and others. If there is a value added which can be given a dollar value, it should be included. Will the application reduce or avoid costs in these areas? Enter cost savings on line 13.

If the bar coding system were installed and implemented MCSO could more efficiently manage its duties. The bar coding system is an automated system which would actually help reduce personnel costs by helping to utilize existing personnel, save on overtime costs, and reduce the need to hire additional staff to perform inmate tracking and inventory analysis and tracking.

### DETAILED COSTS AND BENEFITS

<i>Costs</i>	<i>FY:</i>	1994/1995	19	19	19	19	19	<i>Estimated six year total</i>
Equipment	1. Purchase	\$ 28,600						\$ 22,000
Costs	2. Capital Lease (lump sum, year signed)							
	3. Operating Lease							
Other	4. Personnel Costs	\$ 36,400						\$28,000
Costs	5. Communication Costs							
	6. Development Costs							
	7. Other Expenses							

<i>Benefits</i>	<i>FY:</i>	19	19	19	19	19	19	<i>Estimated six year total</i>
Revenue	8. I/S Products or Services							
	9. Increased Fees							
	10. Revenue Increases without Cost							
	11. Volume Increases without Cost							
	12. Volume Increases with Cost							

<i>Cost Savings</i>	<i>FY:</i>	19	19	19	19	19	19	<i>Estimated six year total</i>
	13. Cost Savings or Avoidance	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000



# PROJECT DESCRIPTION FORM

Department/Division/Agency    Mental Health, Youth and Family Services (MHYFS)

Name of System                    MHYFSD Local Area Network

**PROBLEM DEFINITION:** *Describe the problem area or issue that the project will attempt to resolve. Provide enough detail to identify the major organizational issues involved.*

Several factors are going to have an immediate impact on the data processing services of the Mental Health, Youth & Family Services Division:

- The division is merging with the Division of Housing and Community Development and re-locating by June 30, 1995 per order of the County Chair
- The WANG VS5000, which handles the majority of the Division's processing needs, is to be eliminated by January 1, 1994

MHYFS depends on the WANG to directly support critical County "Bench Mark" programs:

- Access to the State of Oregon Client Process Monitoring System (CPMS)
- Word processing
- County electronic mail
- Access to the ISD mainframe
- Oregon Judicial Information Network (OJIN)

The elimination of the WANG will force the division to join the Developmental Disabilities Program LAN. This network already has over 100 users, utilizes 386 processors for file servers, and is running at capacity currently. The LAN topology is based on ArcNet which is not the County standard and not designed for very large networks. Spending significant amounts of money to upgrade this LAN to handle the increased load would be unwise.

The Housing and Community Development Division also has a small ArcNet LAN (25 users). It also was never designed for multi-division loads and is unsuitable for the added needs of MHYFS.



**PROJECT DESCRIPTION:** *Describe the proposed solution to the problem(s) identified above in non-technical terms.*

This proposal requests funding to purchase hardware and software to install a MHYFS LAN by June 30, 1995, meeting County standards, that would include:

- An SAA Gateway to the ISD Mainframe to facilitate access to CPMS, OJIN, and LANs outside the MHYFS physical location.
- Provide future capability to retain valuable division information locally and electronically transmit data to the state
- An interface to the Target Cities Alcohol and Drug Treatment Tracking System
- An interface to the Developmental Disabilities Program LAN
- An interface to the Housing and Community Development LAN
- An interface to the Juvenile Justice LAN
- Word processing
- County electronic mail

**STRATEGIC CONTRIBUTION:** *Describe how the project would support the mission and/or strategic direction of the division or section.*

**Business Needs Addressed**

1. The division manually processes nearly one million dollars of Title 19 (Medicaid) bills for MHYFS and Juvenile Justice services. The average time to process a bill is 2-4 months. Additional time is taken as the state validates the services before reimbursing the County. All of this delay results in 98% of billings arriving after the end of the fiscal year. Just the interest of the subsidy that the County has to put to cover these funds is over \$50,000 per year. The LAN would enable the division to put in place a system that would reduce the time needed to bill the state resulting in timely reimbursement. The Juvenile LAN Interface would significantly enhance the division's ability to bill for services earlier.
2. The County was recently awarded the Target Cities Grant which is going to provide an automated system to track Alcohol and Drug Treatment Programs. This system will highly focused on the needs of the grant, but will contain valuable information that would help the County in it's critical "Bench Mark" programs. The proposed LAN would provide a platform to access this data for analysis.
3. Division personnel spend many hours on the State of Oregon's Client Process Monitoring System (CPMS) entering information on the daily events of the division's case load. The County has been attempting to gain access to this data for management reporting and trending purposes. The state has been reluctant to share this information with the Counties. This LAN would provide a platform where the division could share the information with the state, retain it for analysis, and eliminate duplicate entry into local systems.
4. The proposed LAN would serve the needs of the current MHYFS staff and provide capacity for further division growth under the merger plan. The MHYFS LAN would reduce demand on the DD and H&CD LANs allowing them to concentrate their efforts to specific program demands.
5. The proposed LAN would include word processing and County electronic mail capability.
6. The Mental Health, Youth and Family Services Division, after merging with H&CD, administers and supports over 400 contracts, a \$71 million budget, and 244 employees. The need to coordinate the contracting, budgeting, personnel, and client-based applications is critical to the division.

**RISK ASSESSMENT:** *Factors which impact project risk include the project's length, level of technology, organizational impact, and whether the application is a replacement system or if it is entirely new. The higher the score, the lower the risk associated with a proposed project. The assessment on the next page is based on F. Warren McFarlan's book Corporate Information Systems Management: The Issues Facing Senior Executives.*

This project involves very low risk as LAN technology is currently in place throughout Multnomah County. The County's Information Processing Plan supports the development of LAN systems and application development that interfaces Countywide MIS and with department/divisional MIS.

Another low-risk factor of this project is that the Division has a LAN in place and administrator personnel on staff.

# RISK ASSESSMENT DOCUMENT

System Name: MHYFSD Local Area Network request

## WEIGHING

### WEIGHT

#### TECHNICAL FACTORS

#### FACTOR EVALUATION VALUE

Type of Project Enhancement = 10, Package = 5, New System = 0	.7	<u>10</u>	<u>7</u>
Technology Assessment Range: Proven/Familiar = 10, Theoretical/Unknown = 0	1.5	<u>10</u>	<u>15</u>
New Resources Required None = 10, Hardware = 8, People Skills = 5, System Software = 0	1.0	<u>8</u>	<u>8</u>
Developmental Time 0-3 MO = 10, 3-6 MO = 8, 6-9 MO = 5, 9-12 MO = 2, 12+ MO = 0	1.4	<u>8</u>	<u>11.2</u>
Developmental Cost \$0-25,000 = 10, \$25,000-50,000 = 7, \$50,000-100,000 = 4, \$100,000-250,000 = 2, Over \$250,000 = 0	2.0	<u>2</u>	<u>4</u>

#### BUSINESS FACTORS

Impact on Management Decisions None = 10, Low = 8, Decision Support = 4, Automated Decisions = 0	.7	<u>8</u>	<u>5.6</u>
ISD Judgement of Business Requirements in Design Low = 10, Medium = 5, High = 0	1.0	<u>10</u>	<u>10</u>
Stability of Business Environment Static = 10, Some Change = 6, Rapid Change = 3, Dynamic Change = 0	.7	<u>6</u>	<u>4.2</u>
Impact of Implementation Moderate Changes = 10, Divisional = 8, Departmental = 6, County-wide = 4, External to County = 0	1.0	<u>8</u>	<u>8</u>

0 ----- 50 ----- 100  
HIGH LOW

RISK SCORE 73.0

**EVALUATION CRITERIA:** *This evaluation score will be used to rank projects which are included in the plan.*

### **Excellence**

All work we choose to do will be done well. (This includes on-going monitoring and evaluation.)

Proposed computer systems which improve the quality of work done by the County will receive 10 (ten) points in this category.

Score 10

### **Administrative and Support Services**

Administrative and support services will be provided to all services and functions

Proposed computer systems which improve the work of administrative and support services will receive 10 (ten) points in this category.

Score 0

### **Partnerships**

We will work with other governments, foundations, non-profits, and the private sector to increase the increase impact and effectiveness of our services and programs.

Proposed computer systems which increase our ability to work jointly will receive 10 (ten) points in this category.

Score 0

### **Values and Philosophy**

Our VALUES AND PHILOSOPHY stress the increasing importance of:

- a) PREVENTION (orientation and focus);
- b) INTEGRATION AND COORDINATION of services;
- c) Foster INDEPENDENCE in individuals we serve; and
- d) DECENTRALIZED/COMMUNITY-BASED services.

Proposed computer systems which support the values and philosophy defined above

will receive 10 (ten) points in this category.

Score 0

## **Collaboration**

We are committed to the idea of COLLABORATION on the division of responsibilities and services involving local cities, Metro, and the state (streamlining).

Proposed computer systems which improve our ability to divide services eliminating duplication of effort will receive 10 (ten) points in this category.

Score 0

## **Stable Long-Term Funding**

We are committed to developing a STABLE LONG-TERM FUNDING/RESOURCE base for county government services.

Proposed computer systems which increase the resources available to the county will receive 10 (ten) points in this category.

Score 0

## **Policy Goals and Directions**

The policy goals and directions for Multnomah County are:

- Assure that children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these CHILDREN AND THEIR FAMILIES.
- Build partnerships that provide services to SENIORS that maximize their independence, health, and safety.
- Provide services located in the COMMUNITY through multi-service centers accountable to community leaders.
- Provide PROACTIVE CORRECTIONS SERVICES which include alternatives to jail and a continuum of rehabilitation services to get and keep people out of the justice system.
- In order to explicitly define the County's role in the justice system, work with out partners in the justice community to develop a plan for an EFFECTIVE JUSTICE system that clearly identifies each participant's role in the system.

- Assure stable funding for a QUALITY LIBRARY SYSTEM in the community.

Proposed computer system applications which address one or more of these policy goals will receive 10 (ten) points.

Score 10

### **Department Priority**

Each department (including those divisions in the "NON-department") provides a unique set of services. Each department has developed a department mission or vision statement and each department allocates resources to provide effective and efficient services to their clients. The category of department priority provides an opportunity for each department to add points to those computer applications which will most benefit the department.

Each department may assign a total of 10 (ten) points to those computer system projects which will most benefit their department.

Score 10

### **Cost Effectiveness**

Effective use of scarce resources is an important aspect of the decision making process in any local government. The decision to develop a computer application system represents an investment of time and resources. An important aspect of this decision is the return on investment which the new system will generate. Return on investment is the ratio which is formed by dividing the cost of data processing into the sum of the value of the system benefits.

The costs of data processing include the anticipated or actual expenditures for personnel, materials and services, capital outlay, and data processing needed to develop implement, and maintain a system. These costs generally fall into two categories:

- New development costs which includes the following items:
  - 1) **Equipment Costs:** the total cost of equipment purchased or leased, including associated communications hardware.
  - 2) **Software Costs:** the cost purchased software or costs of development personnel, cost of outside services, training, consultants, etc., other costs such as parallel operation temporary help, etc.

- Operational DP cost which includes the operational costs of the system and the systems support.
  - 1) **Personnel Costs:** the cost of programmers, analysts, and other personnel required to support and maintain the system after it is installed.
  - 2) **Operation and Communications Costs:** the cost of computer time, communications costs, and other costs of operating the system after it is installed.

Benefits of a new computer application include the advantage or helpful results which are identifiable because of the actual or planned implementation of the system. These are usually broken into three categories:

- 1) **Cost displacement.** An identifiable current expenditure, normally for personnel and/or equipment which will no longer represent a recurring expense, or an increase in revenue which occurs because of the implementation of a system or a component of a system.
- 2) **Cost Avoidance.** An identifiable planned or future expenditure, normally for personnel and/or equipment, that will not be expended because of the increased productivity or efficiency resulting from a system or a component of a system.
- 3) **Value Added.** A dollar value placed on those less tangible gains normally illustrated through improvement in services delivered, planning and forecasting capability, or response to fluctuations in volume, available because of the application of a system or a component of a system.

The instructions for collecting the cost/benefit information are on pages 10-12. The form on page 13 should be completed. Scoring will be done by the operating staff.

Proposed computer systems applications which are cost effective may receive up to 20 (twenty) points in this category.

Score 3



**DETAILED COSTS AND BENEFITS:** *The information requested on the next form will serve to identify the tangible or measurable costs and benefits. If you do not feel comfortable assigning a specific value to a benefit or cost, provide a range of values.*

## **Costs**

**Equipment Costs:** Enter the total cost of equipment purchased, including communications hardware (e.g. controllers, remote terminals, printers, etc.) in any year on line 1. For a capital lease, enter the purchase price or the lease payments as a lump sum (monthly lease charges times total months in life of lease) in the year the lease is signed on line 2. On line 3, enter the yearly cost associated with equipment installed on operating leases.

**Personnel Costs:** Enter the cost of application programmers, system programmers, analysts and other personnel required to operationally support the project on line 4. As a rule of thumb, one dollar budgeted for equipment spending requires about two dollars in supporting personnel costs (MIS/Telecommunications Budgets and Key indicators, 1984, The Diebold Group, Inc.).

**Communications Costs:** On line 5, enter the costs for lines, voice (PBX), communications software, or other communications expenditures not included in the equipment costs above.

**Development Costs:** Development costs are by far the most difficult to estimate. It is best to subdivide this category into its principal components:

- cost of purchased software.
- cost of outside services, consultants, etc.
- cost of development personnel.
- other costs such as parallel operation, temporary help, etc.

Enter development costs on line 6.

**Other Expenses:** This category is the catch all for items not previously entered. It includes equipment maintenance, education and training, travel, administrative support, and other miscellaneous expenses. Enter other expenses on line 7.

## Benefits

For some projects, benefit quantification is easy; for others, difficult. Four sources of data which are frequently used in developing specific dollar estimates of a particular project's benefits include:

- 1) *Past Experience:* The proposed new I/S project replaces an existing obsolescent system. The obsolescent system has allowed operations to get out of control. The benefits resulting from correcting this out-of-line asses are easily quantifiable.
- 2) *Peer Comparison:* Lagging revenue and excessive costs are easily quantifiable from publications comparing peer group performance. Inadequate I/S support may be the reason.
- 3) *Published Data:* Data from previous studies is publicly available from U.S. Government agencies, universities, and industry associations, etc.
- 4) *In-Departmental Studies:* This method is frequently used; however, it remains the most time consuming and expensive method of estimating benefits. If you are interested in this type of effort, ISD has considerable expertise in preparing detailed cost-benefit studies.

Benefits fall into two general categories:

- increased revenue
- reduced cost.

Enter benefit values, or a range of values on the form.

### Increased Revenue

**I/S Products or Services:** Will the implementation of the new application allow you to sell an I/S based product or value added service? Enter the incremental revenue resulting from the new I/S product on line 8.

**Increased Fees:** Will the successful completion of this project allow you to collect increased fees for services? Enter incremental revenue from increased fees on line 9.

**Revenue Increases without Incremental Cost:** Will the project enable you to obtain additional funding or revenue without additional cost or expense? Enter incremental revenue on line 10.

**Volume:** Will the application enable you to process more volume, thereby generating

additional revenue?

- Without incremental Cost: Increased volumes wit existing resources. Enter incremental revenue on line 11.
- With incremental Cost: Increased volumes requiring additional resources. Enter incremental revenue on line 12.

#### **Reduced Cost of Doing Business**

**Cost Savings, Cost Avoidance, or Value Added:** Major costs associated with government units are personnel, equipment and others. If there is a value added which can be given a dollar value, it should be included. Will the application reduce or avoid costs in these areas? Enter cost savings on line 13.

### DETAILED COSTS AND BENEFITS

<i>Costs</i>	FYE:	1994/1995	19	19	19	19	19	<i>Estimated six year total</i>
Equipment	1. Purchase	\$75,000						\$75,000
Costs	2. Capital Lease (lump sum, year signed)							
	3. Operating Lease							
Other	4. Personnel Costs							
Costs	5. Communication Costs	\$25,000						\$25,000
	6. Development Costs	\$25,000						\$25,000
	7. Other Expenses							

<i>Benefits</i>	FYE:	19	19	19	19	19	19	<i>Estimated six year total</i>
Revenue	8. I/S Products or Services							
	9. Increased Fees							
	10. Revenue Increases without Cost							
	11. Volume Increases without Cost							
	12. Volume Increases with Cost							

<i>Cost Savings</i>	FYE:	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	<i>Estimated six year total</i>
	13. Cost Savings or Avoidance	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000

Applicant

# PROJECT DESCRIPTION FORM

Department/Division/Agency     Office of the Chair/Management Support  
Services/Employee Services

Name of System                     Applicant Management

**PROBLEM DEFINITION:** *Describe the problem area or issue that the project will attempt to resolve. Provide enough detail to identify the major organizational issues involved.*

The current applicant processing system is an in-house system written for the Wang VS100. It has the following shortcomings and limitations:

- Wang VS 100 is slated to be removed; a replacement system will be necessary.
- No reporting capabilities; causes manual systems to be maintained to produce needed information.
- System maintenance is difficult due to the software language utilized by the Wang VS100.
- Limited flexibility.
- Merely replicates the manual process it replaced; does not take advantage of automation opportunities.

**PROJECT DESCRIPTION:** *Describe the proposed solution to the problem(s) identified above in non-technical terms.*

The problem can be solved by purchasing an applicant management software package that includes exam processing, applicant tracking and referral, statistical analysis and management reporting. This system can be run on the existing 14th floor LAN.

**STRATEGIC CONTRIBUTION:** *Describe how the project would support the mission and/or strategic direction of the division or section.*

Mission Statement: To provide professional human resources services to Multnomah County employees and the public in order to develop and maintain a quality workforce.

- Provide better management information to enable ESD to manage applicant processing more efficiently, fairly and legally.
- Allow ESD to process applicants more quickly and efficiently and thus provide applicant information to hiring managers more quickly.
- Allow ESD to serve applicants better by processing them more quickly and providing them more information as the exam progresses.
- Allow ESD to provide automatically, rather than manually, applicant flow statistics to support the EEO/AA program.



**RISK ASSESSMENT:** *Factors which impact project risk include the project's length, level of technology, organizational impact, and whether the application is a replacement system or if it is entirely new. The higher the score, the lower the risk associated with a proposed project. The assessment on the next page is based on F. Warren McFarlan's book Corporate Information Systems Management: The Issues Facing Senior Executives.*

## RISK ASSESSMENT DOCUMENT

**System Name:** Multnomah County Division Resource Sharing

### TECHNICAL FACTORS

WEIGHING FACTOR    WEIGHT  
EVALUATION VALUE

Type of Project Enhancement = 10, Package = 5, New System = 0	.7	<u>5</u>	<u>3.5</u>
Technology Assessment Range: Proven/Familiar = 10, Theoretical/Unknown = 0	1.5	<u>10</u>	<u>15.0</u>
New Resources Required None = 10, Hardware = 8, People Skills = 5, System Software = 0	1.0	<u>10</u>	<u>10.0</u>
Developmental Time 0-3 MO = 10, 3-6 MO = 8, 6-9 MO = 5, 9-12 MO = 2, 12+ MO = 0	1.4	<u>10</u>	<u>14.0</u>
Developmental Cost \$0-25,000 = 10, \$25,000-50,000 = 7, \$50,000-100,000 = 4, \$100,000-250,000 = 2, Over \$250,000 = 0	2.0	<u>10</u>	<u>20.0</u>

### BUSINESS FACTORS

Impact on Management Decisions None = 10, Low = 8, Decision Support = 4, Automated Decisions = 0	.7	<u>4</u>	<u>2.8</u>
ISD Judgement of Business Requirements in Design Low = 10, Medium = 5, High = 0	1.0	<u>10</u>	<u>10.0</u>
Stability of Business Environment Static = 10, Some Change = 6, Rapid Change = 3, Dynamic Change = 0	.7	<u>10</u>	<u>7.0</u>
Impact of Implementation Moderate Changes = 10, Divisional = 8, Departmental = 6, County-wide = 4, External to County = 0	1.0	<u>10</u>	<u>10.0</u>

0 ----- 50 ----- 100  
HIGH                      LOW

**RISK SCORE** 92.3

**EVALUATION CRITERIA:** *This evaluation score will be used to rank projects which are included in the plan.*

### **Excellence**

All work we choose to do will be done well. (This includes on-going monitoring and evaluation.)

Proposed computer systems which improve the quality of work done by the County will receive 10 (ten) points in this category.

Score 10

### **Administrative and Support Services**

Administrative and support services will be provided to all services and functions

Proposed computer systems which improve the work of administrative and support services will receive 10 (ten) points in this category.

Score 10

### **Partnerships**

We will work with other governments, foundations, non-profits, and the private sector to increase the increase impact and effectiveness of our services and programs.

Proposed computer systems which increase our ability to work jointly will receive 10 (ten) points in this category.

Score 0

### **Values and Philosophy**

Our VALUES AND PHILOSOPHY stress the increasing importance of:

- a) PREVENTION (orientation and focus);
- b) INTEGRATION AND COORDINATION of services;
- c) Foster INDEPENDENCE in individuals we serve; and
- d) DECENTRALIZED/COMMUNITY-BASED services.

Proposed computer systems which support the values and philosophy defined above

will receive 10 (ten) points in this category.

Score 0

## **Collaboration**

We are committed to the idea of COLLABORATION on the division of responsibilities and services involving local cities, Metro, and the state (streamlining).

Proposed computer systems which improve our ability to divide services eliminating duplication of effort will receive 10 (ten) points in this category.

Score 0

## **Stable Long-Term Funding**

We are committed to developing a STABLE LONG-TERM FUNDING/RESOURCE base for county government services.

Proposed computer systems which increase the resources available to the county will receive 10 (ten) points in this category.

Score 0

## **Policy Goals and Directions**

The policy goals and directions for Multnomah County are:

- Assure that children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these CHILDREN AND THEIR FAMILIES.
- Build partnerships that provide services to SENIORS that maximize their independence, health, and safety.
- Provide services located in the COMMUNITY through multi-service centers accountable to community leaders.
- Provide PROACTIVE CORRECTIONS SERVICES which include alternatives to jail and a continuum of rehabilitation services to get and keep people out of the justice system.
- In order to explicitly define the County's role in the justice system, work with out partners in the justice community to develop a plan for an EFFECTIVE JUSTICE system that clearly identifies each participant's role in the system.

- Assure stable funding for a QUALITY LIBRARY SYSTEM in the community.

Proposed computer system applications which address one or more of these policy goals will receive 10 (ten) points.

Score 0

## **Department Priority**

Each department (including those divisions in the "NON-department") provides a unique set of services. Each department has developed a department mission or vision statement and each department allocates resources to provide effective and efficient services to their clients. The category of department priority provides an opportunity for each department to add points to those computer applications which will most benefit the department.

Each department may assign a total of 10 (ten) points to those computer system projects which will most benefit their department.

Score 10

## **Cost Effectiveness**

Effective use of scarce resources is an important aspect of the decision making process in any local government. The decision to develop a computer application system represents an investment of time and resources. An important aspect of this decision is the return on investment which the new system will generate. Return on investment is the ratio which is formed by dividing the cost of data processing into the sum of the value of the system benefits.

The costs of data processing include the anticipated or actual expenditures for personnel, materials and services, capital outlay, and data processing needed to develop implement, and maintain a system. These costs generally fall into two categories:

- New development costs which includes the following items:
  - 1) Equipment Costs: the total cost of equipment purchased or leased, including associated communications hardware.
  - 2) Software Costs: the cost purchased software or costs of development personnel, cost of outside services, training, consultants, etc., other costs such as parallel operation temporary help, etc.

- Operational DP cost which includes the operational costs of the system and the systems support.
  - 1) Personnel Costs: the cost of programmers, analysts, and other personnel required to support and maintain the system after it is installed.
  - 2) Operation and Communications Costs: the cost of computer time, communications costs, and other costs of operating the system after it is installed.

Benefits of a new computer application include the advantage or helpful results which are identifiable because of the actual or planned implementation of the system. These are usually broken into three categories:

- 1) **Cost displacement.** An identifiable current expenditure, normally for personnel and/or equipment which will no longer represent a recurring expense, or an increase in revenue which occurs because of the implementation of a system or a component of a system.
- 2) **Cost Avoidance.** An identifiable planned or future expenditure, normally for personnel and/or equipment, that will not be expended because of the increased productivity or efficiency resulting from a system or a component of a system.
- 3) **Value Added.** A dollar value placed on those less tangible gains normally illustrated through improvement in services delivered, planning and forecasting capability, or response to fluctuations in volume, available because of the application of a system or a component of a system.

The instructions for collecting the cost/benefit information are on pages 10-12. The form on page 13 should be completed. Scoring will be done by the operating staff.

Proposed computer systems applications which are cost effective may receive up to 20 (twenty) points in this category.

Score 0

**DETAILED COSTS AND BENEFITS:** *The information requested on the next form will serve to identify the tangible or measurable costs and benefits. If you do not feel comfortable assigning a specific value to a benefit or cost, provide a range of values.*

### **Costs**

**Equipment Costs:** Enter the total cost of equipment purchased, including communications hardware (e.g. controllers, remote terminals, printers, etc.) in any year on line 1. For a capital lease, enter the purchase price or the lease payments as a lump sum (monthly lease charges times total months in life of lease) in the year the lease is signed on line 2. On line 3, enter the yearly cost associated with equipment installed on operating leases.

**Personnel Costs:** Enter the cost of application programmers, system programmers, analysts and other personnel required to operationally support the project on line 4. As a rule of thumb, one dollar budgeted for equipment spending requires about two dollars in supporting personnel costs (MIS/Telecommunications Budgets and Key indicators, 1984, The Diebold Group, Inc.).

**Communications Costs:** On line 5, enter the costs for lines, voice (PBX), communications software, or other communications expenditures not included in the equipment costs above.

**Development Costs:** Development costs are by far the most difficult to estimate. It is best to subdivide this category into its principal components:

- cost of purchased software.
- cost of outside services, consultants, etc.
- cost of development personnel.
- other costs such as parallel operation, temporary help, etc.

Enter development costs on line 6.

**Other Expenses:** This category is the catch all for items not previously entered. It includes equipment maintenance, education and training, travel, administrative support, and other miscellaneous expenses. Enter other expenses on line 7.

## Benefits

For some projects, benefit quantification is easy; for others, difficult. Four sources of data which are frequently used in developing specific dollar estimates of a particular project's benefits include:

- 1) *Past Experience:* The proposed new I/S project replaces an existing obsolescent system. The obsolescent system has allowed operations to get out of control. The benefits resulting from correcting this out-of-line asses are easily quantifiable.
- 2) *Peer Comparison:* Lagging revenue and excessive costs are easily quantifiable from publications comparing peer group performance. Inadequate I/S support may be the reason.
- 3) *Published Data:* Data from previous studies is publicly available from U.S. Government agencies, universities, and industry associations, etc.
- 4) *In-Departmental Studies:* This method is frequently used; however, it remains the most time consuming and expensive method of estimating benefits. If you are interested in this type of effort, ISD has considerable expertise in preparing detailed cost-benefit studies.

Benefits fall into two general categories:

- increased revenue
- reduced cost.

Enter benefit values, or a range of values on the form.

### Increased Revenue

**I/S Products or Services:** Will the implementation of the new application allow you to sell an I/S based product or value added service? Enter the incremental revenue resulting from the new I/S product on line 8.

**Increased Fees:** Will the successful completion of this project allow you to collect increased fees for services? Enter incremental revenue from increased fees on line 9.

**Revenue Increases without Incremental Cost:** Will the project enable you to obtain additional funding or revenue without additional cost or expense? Enter incremental revenue on line 10.

**Volume:** Will the application enable you to process more volume, thereby generating



additional revenue?

- Without incremental Cost: Increased volumes wit existing resources. Enter incremental revenue on line 11.
- With incremental Cost: Increased volumes requiring additional resources. Enter incremental revenue on line 12.

### **Reduced Cost of Doing Business**

**Cost Savings, Cost Avoidance, or Value Added:** Major costs associated with government units are personnel, equipment and others. If there is a value added which can be given a dollar value, it should be included. Will the application reduce or avoid costs in these areas? Enter cost savings on line 13.

### DETAILED COSTS AND BENEFITS

<i>Costs</i>	FYE:	1994/1995	1995/96	1996/97	1997/98	1998/99	1999/2000	<i>Estimated six year total</i>
Equipment	1. Purchase	\$31,590						\$31,590
Costs	2. Capital Lease (lump sum, year signed)							
	3. Operating Lease							
Other	4. Personnel Costs	\$30,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$40,000
Costs	5. Communication Costs							
	6. Development Costs							
	7. Other Expenses	\$12,600						\$12,600

<i>Benefits</i>	FYE:	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	<i>Estimated six year total</i>
Revenue	8. I/S Products or Services							
	9. Increased Fees							
	10. Revenue Increases without Cost							
	11. Volume Increases without Cost							
	12. Volume Increases with Cost							

<i>Cost Savings</i>	FYE:	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	<i>Estimated six year total</i>
	13. Cost Savings or Avoidance							



# PROJECT DESCRIPTION FORM

Department/Division/Agency DES - Animal Control Division

Name of System Animal Control

**PROBLEM DEFINITION:** *Describe the problem area or issue that the project will attempt to resolve. Provide enough detail to identify the major organizational issues involved.*

The Animal Control Division receives 1,000 phone inquiries for assistance and information from the public each work day. In order to better serve the customer needs of the public concerning animal services, we have worked with ISD to develop three major on-line programs over the past ten years. The programs are: 1) Pet Licensing; 2) Animal Tracking (shelter population management); and, 3) Field Services Tracking. The purpose for these information systems is to provide responsive, competent and effective service to the public.

Each program was developed independently. Each program has separate data base files for names (people), animals, and addresses. Each system was written using different program language.

The operation of three separate systems creates the following operational problems:

- Time management Duplication of efforts in data entry and system queries.
- Maintenance costs Trouble shooting three systems written in different program language.
- Mainframe access time Duplication of efforts in data entry and system queries increases mainframe access time and costs.
- Data storage Multiple, duplicate data base files takes up valuable disk storage space.
- Poor service to the public.  
Time delays and poor information quality.

Division personnel must access each system independent of the other systems. For example, staff can be working in the Field Services system on an animal problem at a particular address. If the staff person wants to know if the animal in question is licensed, they must exit the Field system, enter the license system, and then return to the Field system to complete their work. The TPX software does facilitate quicker movement between systems. However, it does not help in coordinating data. Time is required to move between programs to verify information that resides in one, two, or three data bases. Division/County competence and effectiveness in assisting the public is compromised.

**PROJECT DESCRIPTION:** *Describe the proposed solution to the problem(s) identified above in non-technical terms.*

The proposed solution to these problems is to integrate the existing three systems into one system. Data would reside in one data base by name, address, and animal. This would address the problems of time management, maintenance costs, mainframe access time, data storage, and improve service to the public.

**Objectives:**

- Provide more accurate, timely information to the public.
- Reduce staff time and operational costs in data entry and queries.
- Improve the quality of information in order to provide better service.

**STRATEGIC CONTRIBUTION:** *Describe how the project would support the mission and/or strategic direction of the division or section.*

The purpose of Multnomah County Animal Control is to

- Protect human life and health from animals;
- Protect animals from human neglect, abuse and mistreatment
- Protect property, livestock, and the environment from the annoyances and hazards caused by companion animals;
- Promote responsible pet ownership.

The Division's goals are to:

- Operate a full service animal shelter that meets national standards of excellence in providing humane care to stray, lost and unwanted animals.
- Mediate effective and innovative solutions to neighborhood animal problems through community involvement.
- Provide responsive and accessible services and programs to residents of all jurisdictions of Multnomah county.
- Increase the community's commitment to responsible pet ownership using effective education and marketing programs for adults, children and the media.

The project would improve the Division's ability to meet the above stated goals. Specifically, the goal to provide responsive and accessible services and programs to the public is enhanced by better information management. In addition, the division's ability to mediate effective and innovative solutions to neighborhood animal problems is dependent upon the quality of information on the history of problems and problem pet owners.

**RISK ASSESSMENT:** *Factors which impact project risk include the project's length, level of technology, organizational impact, and whether the application is a replacement system or if it is entirely new. The higher the score, the lower the risk associated with a proposed project. The assessment on the next page is based on F. Warren McFarlan's book Corporate Information Systems Management: The Issues Facing Senior Executives.*

# RISK ASSESSMENT DOCUMENT

System Name: \_\_\_\_\_

	WEIGHING FACTOR	WEIGHT EVALUATION	VALUE
<b>TECHNICAL FACTORS</b>			
Type of Project Enhancement = 10, Package = 5, New System = 0	.7	<u>10</u>	<u>7</u>
Technology Assessment Range: Proven/Familiar = 10, Theoretical/Unknown = 0	1.5	<u>10</u>	<u>15</u>
New Resources Required None = 10, Hardware = 8, People Skills = 5, System Software = 0	1.0	<u>10</u>	<u>10</u>
Developmental Time  0-3 MO = 10, 3-6 MO = 8, 6-9 MO = 5, 9-12 MO = 2, 12+ MO = 0	1.4	<u>8</u>	<u>11.2</u>
Developmental Cost \$0-25,000 = 10, \$25,000-50,000 = 7, \$50,000-100,000 = 4, \$100,000-250,000 = 2, Over \$250,000 = 0	2.0	<u>4</u>	<u>8</u>
<b>BUSINESS FACTORS</b>			
Impact on Management Decisions None = 10, Low = 8, Decision Support = 4, Automated Decisions = 0	.7	<u>8</u>	<u>5.6</u>
ISD Judgement of Business Requirements in Design Low = 10, Medium = 5, High = 0	1.0	<u>10</u>	<u>10</u>
Stability of Business Environment Static = 10, Some Change = 6, Rapid Change = 3, Dynamic Change = 0	.7	<u>10</u>	<u>7</u>
Impact of Implementation Moderate Changes = 10, Divisional = 8, Departmental = 6, County-wide = 4, External to County = 0	1.0	<u>10</u>	<u>10</u>
0 ----- 50 ----- 100 HIGH LOW			
		<b>RISK SCORE</b>	<u>83.8</u>



**EVALUATION CRITERIA:** *This evaluation score will be used to rank projects which are included in the plan.*

## **Excellence**

All work we choose to do will be done well. (This includes on-going monitoring and evaluation.)

Proposed computer systems which improve the quality of work done by the County will receive 10 (ten) points in this category.

Score 10

## **Administrative and Support Services**

Administrative and support services will be provided to all services and functions

Proposed computer systems which improve the work of administrative and support services will receive 10 (ten) points in this category.

Score 0

## **Partnerships**

We will work with other governments, foundations, non-profits, and the private sector to increase the increase impact and effectiveness of our services and programs.

Proposed computer systems which increase our ability to work jointly will receive 10 (ten) points in this category.

Score 10

## **Values and Philosophy**

Our VALUES AND PHILOSOPHY stress the increasing importance of:

- a) PREVENTION (orientation and focus);
- b) INTEGRATION AND COORDINATION of services;
- c) Foster INDEPENDENCE in individuals we serve; and
- d) DECENTRALIZED/COMMUNITY-BASED services.

Proposed computer systems which support the values and philosophy defined above will receive 10 (ten) points in this category.

Score 0

## **Collaboration**

We are committed to the idea of COLLABORATION on the division of responsibilities and services involving local cities, Metro, and the state (streamlining).

Proposed computer systems which improve our ability to divide services eliminating duplication of effort will receive 10 (ten) points in this category.

Score 0

## **Stable Long-Term Funding**

We are committed to developing a STABLE LONG-TERM FUNDING/RESOURCE base for county government services.

Proposed computer systems which increase the resources available to the county will receive 10 (ten) points in this category.

Score 0

## **Policy Goals and Directions**

The policy goals and directions for Multnomah County are:

- Assure that children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these CHILDREN AND THEIR FAMILIES.
- Build partnerships that provide services to SENIORS that maximize their independence, health, and safety.
- Provide services located in the COMMUNITY through multi-service centers accountable to community leaders.
- Provide PROACTIVE CORRECTIONS SERVICES which include alternatives to jail and a continuum of rehabilitation services to get and keep people out of the justice system.
- In order to explicitly define the County's role in the justice system, work with out partners in the justice community to develop a plan for an

EFFECTIVE JUSTICE system that clearly identifies each participant's role in the system.

- Assure stable funding for a QUALITY LIBRARY SYSTEM in the community.

Proposed computer system applications which address one or more of these policy goals will receive 10 (ten) points.

Score 0

### **Department Priority**

Each department (including those divisions in the "NON-department") provides a unique set of services. Each department has developed a department mission or vision statement and each department allocates resources to provide effective and efficient services to their clients. The category of department priority provides an opportunity for each department to add points to those computer applications which will most benefit the department.

Each department may assign a total of 10 (ten) points to those computer system projects which will most benefit their department.

Score 0

### **Cost Effectiveness**

Effective use of scarce resources is an important aspect of the decision making process in any local government. The decision to develop a computer application system represents an investment of time and resources. An important aspect of this decision is the return on investment which the new system will generate. Return on investment is the ratio which is formed by dividing the cost of data processing into the sum of the value of the system benefits.

The costs of data processing include the anticipated or actual expenditures for personnel, materials and services, capital outlay, and data processing needed to develop implement, and maintain a system. These costs generally fall into two categories:

- New development costs which includes the following items:
  - 1) Equipment Costs: the total cost of equipment purchased or leased, including associated communications hardware.
  - 2) Software Costs: the cost purchased software or costs of development personnel, cost of outside services, training,

consultants, etc., other costs such as parallel operation temporary help, etc.

- Operational DP cost which includes the operational costs of the system and the systems support.
  - 1) Personnel Costs: the cost of programmers, analysts, and other personnel required to support and maintain the system after it is installed.
  - 2) Operation and Communications Costs: the cost of computer time, communications costs, and other costs of operating the system after it is installed.

Benefits of a new computer application include the advantage or helpful results which are identifiable because of the actual or planned implementation of the system. These are usually broken into three categories:

- 1) **Cost displacement.** An identifiable current expenditure, normally for personnel and/or equipment which will no longer represent a recurring expense, or an increase in revenue which occurs because of the implementation of a system or a component of a system.
- 2) **Cost Avoidance.** An identifiable planned or future expenditure, normally for personnel and/or equipment, that will not be expended because of the increased productivity or efficiency resulting from a system or a component of a system.
- 3) **Value Added.** A dollar value placed on those less tangible gains normally illustrated through improvement in services delivered, planning and forecasting capability, or response to fluctuations in volume, available because of the application of a system or a component of a system.

The instructions for collecting the cost/benefit information are on pages 10-12. The form on page 13 should be completed. Scoring will be done by the operating staff.

Proposed computer systems applications which are cost effective may receive up to 20 (twenty) points in this category.

Score 1

**DETAILED COSTS AND BENEFITS:** *The information requested on the next form will serve to identify the tangible or measurable costs and benefits. If you do not feel comfortable assigning a specific value to a benefit or cost, provide a range of values.*

### **Costs**

**Equipment Costs:** Enter the total cost of equipment purchased, including communications hardware (e.g. controllers, remote terminals, printers, etc.) in any year on line 1. For a capital lease, enter the purchase price or the lease payments as a lump sum (monthly lease charges times total months in life of lease) in the year the lease is signed on line 2. On line 3, enter the yearly cost associated with equipment installed on operating leases.

**Personnel Costs:** Enter the cost of application programmers, system programmers, analysts and other personnel required to operationally support the project on line 4. As a rule of thumb, one dollar budgeted for equipment spending requires about two dollars in supporting personnel costs (MIS/Telecommunications Budgets and Key indicators, 1984, The Diebold Group, Inc.).

**Communications Costs:** On line 5, enter the costs for lines, voice (PBX), communications software, or other communications expenditures not included in the equipment costs above.

**Development Costs:** Development costs are by far the most difficult to estimate. It is best to subdivide this category into its principal components:

- cost of purchased software.
- cost of outside services, consultants, etc.
- cost of development personnel.
- other costs such as parallel operation, temporary help, etc.

Enter development costs on line 6.

**Other Expenses:** This category is the catch all for items not previously entered. It includes equipment maintenance, education and training, travel, administrative support, and other miscellaneous expenses. Enter other expenses on line 7.

### **Benefits**

For some projects, benefit quantification is easy; for others, difficult. Four sources of data which are frequently used in developing specific dollar estimates of a particular project's benefits include:

- 1) *Past Experience:* The proposed new I/S project replaces an existing obsolescent system. The obsolescent system has allowed operations to get out of control. The benefits resulting from correcting this out-of-line asses are easily quantifiable.
- 2) *Peer Comparison:* Lagging revenue and excessive costs are easily quantifiable from publications comparing peer group performance. Inadequate I/S support may be the reason.
- 3) *Published Data:* Data from previous studies is publicly available from U.S. Government agencies, universities, and industry associations, etc.
- 4) *In-Departmental Studies:* This method is frequently used; however, it remains the most time consuming and expensive method of estimating benefits. If you are interested in this type of effort, ISD has considerable expertise in preparing detailed cost-benefit studies.

Benefits fall into two general categories:

- increased revenue
- reduced cost.

Enter benefit values, or a range of values on the form.

#### **Increased Revenue**

**I/S Products or Services:** Will the implementation of the new application allow you to sell an I/S based product or value added service? Enter the incremental revenue resulting from the new I/S product on line 8.

**Increased Fees:** Will the successful completion of this project allow you to collect increased fees for services? Enter incremental revenue from increased fees on line 9.

**Revenue Increases without Incremental Cost:** Will the project enable you to obtain additional funding or revenue without additional cost or expense? Enter incremental revenue on line 10.

**Volume:** Will the application enable you to process more volume, thereby generating additional revenue?

- Without incremental Cost: Increased volumes wit existing resources. Enter incremental revenue on line 11.

- With incremental Cost: Increased volumes requiring additional resources. Enter incremental revenue on line 12.

### **Reduced Cost of Doing Business**

**Cost Savings, Cost Avoidance, or Value Added:** Major costs associated with government units are personnel, equipment and others. If there is a value added which can be given a dollar value, it should be included. Will the application reduce or avoid costs in these areas? Enter cost savings on line 13.

# DETAILED COSTS AND BENEFITS

<i>Costs</i>	<i>FYE:</i>	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	<i>Estimated six year total</i>
Equipment	1. Purchase							
Costs	2. Capital Lease (lump sum, year signed)							
	3. Operating Lease							
Other	4. Personnel Costs	65,000						65,000
Costs	5. Communication Costs							
	6. Development Costs							
	7. Other Expenses							

<i>Benefits</i>	<i>FYE:</i>	19	19	19	19	19	19	<i>Estimated six year total</i>
Revenue	8. I/S Products or Services							
	9. Increased Fees							
	10. Revenue Increases without Cost							
	11. Volume Increases without Cost							
	12. Volume Increases with Cost							

<i>Cost Savings</i>	<i>FYE:</i>	19	19	19	19	19	19	<i>Estimated six year total</i>
	13. Cost Savings or Avoidance		11,000	11,000	11,000	11,000	11,000	55,000





# PROJECT DESCRIPTION FORM

Department/Division/Agency     Environmental Services /Assessment & Taxation  
Name of System                      Commercial Computer Assisted Appraisal System

**PROBLEM DEFINITION:** *Describe the problem area or issue that the project will attempt to resolve. Provide enough detail to identify the major organizational issues involved.*

In 1991, the Oregon Department of Revenue performed a performance audit of Assessment and Taxation and identified a requirement to create new appraisal records and cost approach valuations for all commercial property appraisals. Today existing systems and files do not contain this data, nor do county appraisers have the tools needed to perform cost approach valuation. This system would provide the computer assisted means to generate market related cost approach and income approach values, as well as maintaining property characteristic data for all commercial properties within the County.

This system would provide benefits in the following way:

- Avoids cost of hiring 6 additional appraisers to comply with Oregon Department of Revenue requirements by manual means
- Saves the time of about .5 FTE clerk, making it possible to reassign to other work
- Maintains commercial property descriptive data for all agencies and public to use
- Provides computer storage and back-up data for files that are available today only on manually maintained cards
- Makes available to the Board of Equalization more accurate and complete information for hearing value appeals
- Makes valuation of commercial properties more accurate, decreasing the number of lost appeals
- Apply the cost factors more uniformly in all replacement cost calculations

**PROJECT DESCRIPTION:** *Describe the proposed solution to the problem(s) identified above in non-technical terms.*

Develop a computer assisted appraisal program for income producing properties, which considers the three approaches to value.

Implement a computer file to maintain and store valuation data for commercial property

Provide on-line update and access to commercial valuation data from authorized location

Permit printing reports and records on demand

Provide update of related Roll File data on a timely basis

**STRATEGIC CONTRIBUTION:** *Describe how the project would support the mission and/or strategic direction of the division or section.*

1. The proposed system would provide the ability to meet the mandated requirements of compliance with the Oregon Department of Revenue performance audit. Failure to do so will jeopardize continuation of matching funds under HB2338.
2. Furnishes support for computer assisted appraisal of commercial property that matches the level of support provided by the existing computer assisted appraisal system for residential properties.

**RISK ASSESSMENT:** *Factors which impact project risk include the project's length, level of technology, organizational impact, and whether the application is a replacement system or if it is entirely new. The higher the score, the lower the risk associated with a proposed project. The assessment on the next page is based on F. Warren McFarlan's book Corporate Information Systems Management: The Issues Facing Senior Executives.*

# RISK ASSESSMENT DOCUMENT

System Name: \_\_\_\_\_

## WEIGHT

## WEIGHING

### TECHNICAL FACTORS

### FACTOR EVALUATION VALUE

Type of Project Enhancement = 10, Package = 5, New System = 0	.7	<u>10</u>	<u>7</u>
Technology Assessment Range: Proven/Familiar = 10, Theoretical/Unknown = 0	1.5	<u>10</u>	<u>15</u>
New Resources Required None = 10, Hardware = 8, People Skills = 5, System Software = 0	1.0	<u>10</u>	<u>10</u>
Developmental Time 0-3 MO = 10, 3-6 MO = 8, 6-9 MO = 5, 9-12 MO = 2, 12+ MO = 0	1.4	<u>2</u>	<u>2.8</u>
Developmental Cost \$0-25,000 = 10, \$25,000-50,000 = 7, \$50,000-100,000 = 4, \$100,000-250,000 = 2, Over \$250,000 = 0	2.0	<u>2</u>	<u>4</u>

### BUSINESS FACTORS

Impact on Management Decisions None = 10, Low = 8, Decision Support = 4, Automated Decisions = 0	.7	<u>10</u>	<u>7</u>
ISD Judgement of Business Requirements in Design Low = 10, Medium = 5, High = 0	1.0	<u>5</u>	<u>5</u>
Stability of Business Environment Static = 10, Some Change = 6, Rapid Change = 3, Dynamic Change = 0	.7	<u>10</u>	<u>7</u>
Impact of Implementation Moderate Changes = 10, Divisional = 8, Departmental = 6, County-wide = 4, External to County = 0	1.0	<u>10</u>	<u>10</u>

0 ----- 50 ----- 100  
HIGH LOW

RISK SCORE 67.8

**EVALUATION CRITERIA:** *This evaluation score will be used to rank projects which are included in the plan.*

## **Excellence**

All work we choose to do will be done well. (This includes on-going monitoring and evaluation.)

Proposed computer systems which improve the quality of work done by the County will receive 10 (ten) points in this category.

Score 10

## **Administrative and Support Services**

Administrative and support services will be provided to all services and functions

Proposed computer systems which improve the work of administrative and support services will receive 10 (ten) points in this category.

Score 0

## **Partnerships**

We will work with other governments, foundations, non-profits, and the private sector to increase the increase impact and effectiveness of our services and programs.

Proposed computer systems which increase our ability to work jointly will receive 10 (ten) points in this category.

Score 0

## **Values and Philosophy**

Our VALUES AND PHILOSOPHY stress the increasing importance of:

- a) PREVENTION (orientation and focus);
- b) INTEGRATION AND COORDINATION of services;
- c) Foster INDEPENDENCE in individuals we serve; and
- d) DECENTRALIZED/COMMUNITY-BASED services.

Proposed computer systems which support the values and philosophy defined above will receive 10 (ten) points in this category.

Score 0

## **Collaboration**

We are committed to the idea of COLLABORATION on the division of responsibilities and services involving local cities, Metro, and the state (streamlining).

Proposed computer systems which improve our ability to divide services eliminating duplication of effort will receive 10 (ten) points in this category.

Score 0

## **Stable Long-Term Funding**

We are committed to developing a STABLE LONG-TERM FUNDING/RESOURCE base for county government services.

Proposed computer systems which increase the resources available to the county will receive 10 (ten) points in this category.

Score 10

## **Policy Goals and Directions**

The policy goals and directions for Multnomah County are:

- Assure that children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these CHILDREN AND THEIR FAMILIES.
- Build partnerships that provide services to SENIORS that maximize their independence, health, and safety.
- Provide services located in the COMMUNITY through multi-service centers accountable to community leaders.
- Provide PROACTIVE CORRECTIONS SERVICES which include alternatives to jail and a continuum of rehabilitation services to get and keep people out of the justice system.
- In order to explicitly define the County's role in the justice system, work with out partners in the justice community to develop a plan for an EFFECTIVE JUSTICE system that clearly identifies each participant's role in the system.
- Assure stable funding for a QUALITY LIBRARY SYSTEM in the community.



Proposed computer system applications which address one or more of these policy goals will receive 10 (ten) points.

Score 0

### **Department Priority**

Each department (including those divisions in the "NON-department") provides a unique set of services. Each department has developed a department mission or vision statement and each department allocates resources to provide effective and efficient services to their clients. The category of department priority provides an opportunity for each department to add points to those computer applications which will most benefit the department.

Each department may assign a total of 10 (ten) points to those computer system projects which will most benefit their department.

Score 0

### **Cost Effectiveness**

Effective use of scarce resources is an important aspect of the decision making process in any local government. The decision to develop a computer application system represents an investment of time and resources. An important aspect of this decision is the return on investment which the new system will generate. Return on investment is the ratio which is formed by dividing the cost of data processing into the sum of the value of the system benefits.

The costs of data processing include the anticipated or actual expenditures for personnel, materials and services, capital outlay, and data processing needed to develop implement, and maintain a system. These costs generally fall into two categories:

- New development costs which includes the following items:
  - 1) Equipment Costs: the total cost of equipment purchased or leased, including associated communications hardware.
  - 2) Software Costs: the cost purchased software or costs of development personnel, cost of outside services, training, consultants, etc., other costs such as parallel operation temporary help, etc.
- Operational DP cost which includes the operational costs of the system and the systems support.

- 1) **Personnel Costs:** the cost of programmers, analysts, and other personnel required to support and maintain the system after it is installed.
- 2) **Operation and Communications Costs:** the cost of computer time, communications costs, and other costs of operating the system after it is installed.

Benefits of a new computer application include the advantage or helpful results which are identifiable because of the actual or planned implementation of the system. These are usually broken into three categories:

- 1) **Cost displacement.** An identifiable current expenditure, normally for personnel and/or equipment which will no longer represent a recurring expense, or an increase in revenue which occurs because of the implementation of a system or a component of a system.
- 2) **Cost Avoidance.** An identifiable planned or future expenditure, normally for personnel and/or equipment, that will not be expended because of the increased productivity or efficiency resulting from a system or a component of a system.
- 3) **Value Added.** A dollar value placed on those less tangible gains normally illustrated through improvement in services delivered, planning and forecasting capability, or response to fluctuations in volume, available because of the application of a system or a component of a system.

The instructions for collecting the cost/benefit information are on pages 10-12. The form on page 13 should be completed. Scoring will be done by the operating staff.

Proposed computer systems applications which are cost effective may receive up to 20 (twenty) points in this category.

Score 0

**DETAILED COSTS AND BENEFITS:** *The information requested on the next form will serve to identify the tangible or measurable costs and benefits. If you do not feel comfortable assigning a specific value to a benefit or cost, provide a range of values.*

### **Costs**

**Equipment Costs:** Enter the total cost of equipment purchased, including communications hardware (e.g. controllers, remote terminals, printers, etc.) in any year on line 1. For a capital lease, enter the purchase price or the lease payments as a lump sum (monthly lease charges times total months in life of lease) in the year the lease is signed on line 2. On line 3, enter the yearly cost associated with equipment installed on operating leases.

**Personnel Costs:** Enter the cost of application programmers, system programmers, analysts and other personnel required to operationally support the project on line 4. As a rule of thumb, one dollar budgeted for equipment spending requires about two dollars in supporting personnel costs (MIS/Telecommunications Budgets and Key indicators, 1984, The Diebold Group, Inc.).

**Communications Costs:** On line 5, enter the costs for lines, voice (PBX), communications software, or other communications expenditures not included in the equipment costs above.

**Development Costs:** Development costs are by far the most difficult to estimate. It is best to subdivide this category into its principal components:

- cost of purchased software.
- cost of outside services, consultants, etc.
- cost of development personnel.
- other costs such as parallel operation, temporary help, etc.

Enter development costs on line 6.

**Other Expenses:** This category is the catch all for items not previously entered. It includes equipment maintenance, education and training, travel, administrative support, and other miscellaneous expenses. Enter other expenses on line 7.

### **Benefits**

For some projects, benefit quantification is easy; for others, difficult. Four sources of data which are frequently used in developing specific dollar estimates of a particular project's benefits include:

- 1) *Past Experience:* The proposed new I/S project replaces an existing obsolescent system. The obsolescent system has allowed operations to get out of control. The benefits resulting from correcting this out-of-line asses are easily quantifiable.
- 2) *Peer Comparison:* Lagging revenue and excessive costs are easily quantifiable from publications comparing peer group performance. Inadequate I/S support may be the reason.
- 3) *Published Data:* Data from previous studies is publicly available from U.S. Government agencies, universities, and industry associations, etc.
- 4) *In-Departmental Studies:* This method is frequently used; however, it remains the most time consuming and expensive method of estimating benefits. If you are interested in this type of effort, ISD has considerable expertise in preparing detailed cost-benefit studies.

Benefits fall into two general categories:

- increased revenue
- reduced cost.

Enter benefit values, or a range of values on the form.

#### **Increased Revenue**

**I/S Products or Services:** Will the implementation of the new application allow you to sell an I/S based product or value added service? Enter the incremental revenue resulting from the new I/S product on line 8.

**Increased Fees:** Will the successful completion of this project allow you to collect increased fees for services? Enter incremental revenue from increased fees on line 9.

**Revenue Increases without Incremental Cost:** Will the project enable you to obtain additional funding or revenue without additional cost or expense? Enter incremental revenue on line 10.

**Volume:** Will the application enable you to process more volume, thereby generating additional revenue?

- Without incremental Cost: Increased volumes wit existing resources. Enter incremental revenue on line 11.

- With incremental Cost: Increased volumes requiring additional resources. Enter incremental revenue on line 12.

### **Reduced Cost of Doing Business**

**Cost Savings, Cost Avoidance, or Value Added:** Major costs associated with government units are personnel, equipment and others. If there is a value added which can be given a dollar value, it should be included. Will the application reduce or avoid costs in these areas? Enter cost savings on line 13.

# DETAILED COSTS AND BENEFITS

<i>Costs</i>	FYE:	1994/1995	19	19	19	19	19	<i>Estimated six year total</i>
Equipment	1. Purchase							
Costs	2. Capital Lease (lump sum, year signed)							
	3. Operating Lease							
Other	4. Personnel Costs							
Costs	5. Communication Costs							
	6. Development Costs	208,500						208,500
	7. Other Expenses							

<i>Benefits</i>	FYE:	19	19	19	19	19	19	<i>Estimated six year total</i>
Revenue	8. I/S Products or Services							
	9. Increased Fees							
	10. Revenue Increases without Cost							
	11. Volume Increases without Cost							
	12. Volume Increases with Cost							

<i>Cost Savings</i>	FYE:	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	<i>Estimated six year total</i>
	13. Cost Savings or Avoidance	300,000	316,000	316,000	316,000	316,000	316,000	1,896,000



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## **THE NEIGHBORHOOD D.A. PROGRAM**

The Neighborhood D.A. Program is designed to solve community crime problems. The program assigns a deputy district attorney to a specific geographic area with the charge to identify:

- the major public safety problems in the area,
- the key individuals, groups and organizations wanting to improve the area, and
- the existing resources within the community that can be used to resolve the problems.

## **GOAL**

The goal of the program is to improve the "quality of life" within the neighborhood or business district. This is accomplished by developing and implementing long term strategies that attack "maintenance and order" crimes such as theft and vandalism, car prowls, street disorder crimes, and illegal camping.

The program is currently in place in four geographic areas within Multnomah County. The program began in November of 1990 in the Lloyd District. In April of 1991 a second program was put in place in the residential communities of North and Northeast Portland. In January of 1993 the third program was established in the Central Business District of Portland and in November, 1993 the fourth program began in the City of Gresham.

The long term goal is to have a Neighborhood D.A. Program in each of the six districts of the county so that every community has access to the program and services.

## KEY CONCEPTS

Concepts key to establishing an effective Neighborhood D.A. Program include:

- Broker information.  
Cultivate communication links with the groups and organizations focused on the target area.
- Problem solving orientation.  
Clarify the problem.
- Maximize existing resources.  
Redeploy existing resources and build on what is available.
- Promote global view.  
Public safety goes beyond an individual's property line.
- Partnerships.  
Forge new partnerships among the organizations and groups in the target area.
- Prosecution  
Facilitate case processing and monitor case progress.
- Commitment to the long term.  
Plan for maintaining the solution.

## RESULTS

Though in place for varying degrees of time the program is having noticeable effects within communities. In one district with the Neighborhood D.A. Program there was a major problem with illegal camping. Following the development and implementation of a successful interdiction strategy, illegal camping was eliminated along with the need to use expensive criminal justice system resources (arrest, investigation and prosecution) to combat the problem. Similar strategies involving street disorder offenses, illegal dumping and other "quality of life" issues have met with success as well.



# Neighborhood District Attorney Program

<b>Location</b>	<b>Staff</b>	<b>FY93-94</b>	<b>FY94-95</b>
<i>Lloyd Center</i>	DDA 4	\$90,341	\$94,445
<i>Central Business District</i>	DDA 3	65,037	50,011
<i>Gresham</i>	DDA 2 & LA	54,910	121,599
<i>North Portland</i>	DDA 2	58,984	66,903
<i>Southeast (Add Package)</i>	DDA 3 & LA		132,792
<b>Total Expenditures</b>		<b>\$269,272</b>	<b>\$465,750</b>

<b>Revenues</b>	<b>FY93-94</b>	<b>FY94-95</b>
<i>City of Portland</i>	\$50,000	\$50,000
<i>City of Gresham</i>	32,500	68,647
<i>APP</i>	70,000	0
<i>Multnomah County</i>	116,772	347,103
<b>Total Revenues</b>	<b>\$269,272</b>	<b>\$465,750</b>