

### Department Overview

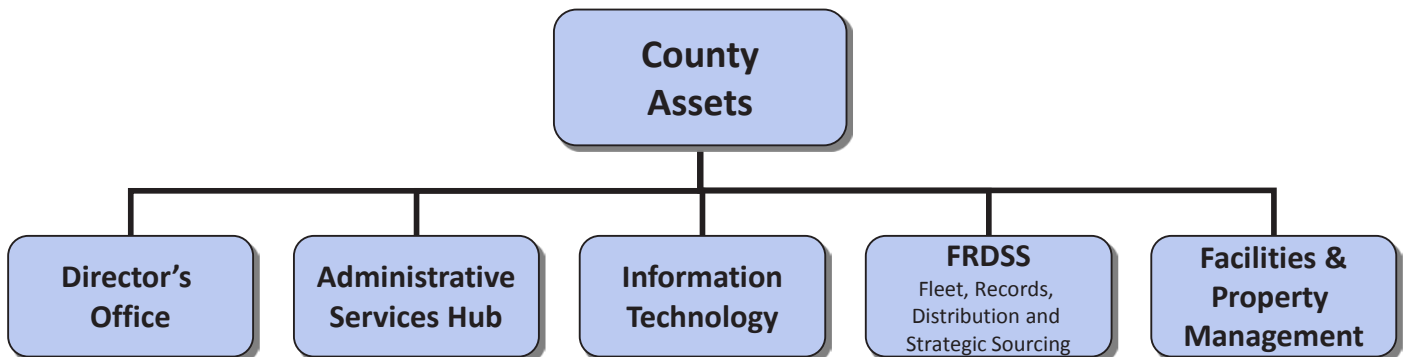
The Department of County Assets (DCA) plans for, acquires, maintains and manages County assets. DCA coordinates the use of the tools and infrastructure that County employees and programs require to provide critical community services efficiently and effectively.

Divisions in the department include:

- Facilities and Property Management (FPM) manages capital improvements to over 3.5 million gross square feet of offices, libraries, courts, detention centers, shops, clinics, and other types of leased and owned space in over 140 locations.
- Information Technology provides telecommunication, network, and hardware support, manages over 8,500 PCs, laptops, and tablets, 8,200 phone numbers, 123 network circuits, 529 virtual servers and approximately 285 business applications.
- Fleet, Motor Pool, Records, Distribution maintains and manages fleet and motor pool vehicles, maintains and archives County records, provides pickup and delivery of mail and other items.
- Administrative Services Hub provides human resources, procurement and contracting, finance, budget, rate-setting, capital planning, accounts payable, initiates and manages the County’s strategic sourcing initiatives, respectively and other administrative services to DCA, and a subset of these services to the Department of County Management (DCM) and the non-departmental agencies and offices.

DCA continually evaluates opportunities to implement best practices, integrate service delivery, streamline and improve internal accounting functions, and promote innovative County business tools and processes. The long-range goals for DCA are driven by the County’s efforts to focus scarce financial resources on the delivery of direct services, and include:

- Creating financial accountability for the County’s assets;
- Streamlining business processes and implementing best practices for asset portfolio management; and
- Providing cost-effective, client-focused infrastructure and business services.



### Budget Overview

The FY 2019 Department of County Assets (DCA) adopted budget is \$453.2 million, a \$82.2 million decrease from the FY 2018 budget. It includes: \$7.8 million in the General Fund, \$131 million from Internal Service funds and \$314.2 million in Capital funds. Internal Service funds are primarily facilities, information technology and fleet related and are funded by charges to all departments.

Overall, the department’s budget decreased by \$82.2 million from FY 2018. Decreases include the following: \$28.5 million (11.8%) for construction of the Downtown Courthouse, \$47 million (59.7%) for the construction of the new Health Department Headquarters, and \$22.6 million (54.7%) for the ERP replacement. These capital funds include expenditures that are expected to be incurred beyond FY 2019, and are reduced as projects move closer to completion. Increases include \$3.5 million in the Information Technology (IT) Fund and \$11.2 million in the Facilities Fund. The Information Technology Fund and the Facilities Fund are both internal service funds.

Decreases in contractual services primarily relate to the Downtown Courthouse (\$26.4 million), Health Headquarters (\$47 million) and the ERP Project (\$19.1 million) funds. Debt service increases by \$3 million for County facilities.

The following programs appropriated a total of \$16.6 million in one-time-only General Fund funding:

- Facilities Downtown Courthouse (78212) \$14,000,000
- Vance Property Master Plan (78224) \$150,000
- Facilities Specialist for Shelter Transitions(78225) \$137,215
- MCSO River Patrol Boathouses (78227) \$1,036,728
- MCDCC Cell Lighting & Window Covers (78228) \$950,000
- Crimes Replacement (78319) \$300,000

Budget Trends*	FY 2017	FY 2018	FY 2018	FY 2019	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	343.65	346.65	346.65	346.65	0.00
Personnel Services	\$43,995,184	\$47,544,302	\$51,162,535	\$54,321,441	\$3,158,906
Contractual Services	58,445,069	157,165,984	409,403,507	317,710,203	(91,693,304)
Materials & Supplies	34,609,652	35,771,117	41,763,905	38,599,788	(3,164,117)
Internal Services	7,216,087	22,888,350	22,541,375	29,404,066	6,862,691
Debt Service	1,560,872	1,824,440	301,362	3,324,956	3,023,594
Capital Outlay	<u>17,226,271</u>	<u>3,760,576</u>	<u>10,196,857</u>	<u>9,826,605</u>	<u>(370,252)</u>
<b>Total Costs</b>	<b>\$163,053,135</b>	<b>\$268,954,770</b>	<b>\$535,369,541</b>	<b>\$453,187,059</b>	<b>(\$82,182,482)</b>

\*Figures on this page do not include cash transfers, contingencies or unappropriated balances. Division and program offer summary tables on subsequent pages DO contain contingencies, transfers, and unappropriated balances.

## Successes and Challenges

A number of strategic projects were initiated and/or completed in FY 2018:

- Topping out of Health Department Headquarters facility and completion of concrete pours for all floors.
- Completed the new Downtown Courthouse foundation with structural steel nearing completion and concrete pours initiated.
- Partnered with the City of Gresham Fleet Shop to utilize vacant space.
- Executed long term lease for DCHS in the Lincoln Building.
- Executed two long term leases to support the Joint Office of Homeless Services.
- Implemented new Virtual Private Network (VPN) platform increasing the County's capacity for use in an emergency or disaster situations.
- Implemented tools and continued proactive planning for the cybersecurity program.

Several other important projects are in process:

- Multco Align (ERP replacement) project well underway with the completion of the planning, architect and prototype phases and the kick off of the Testing Phase.
- Continued progress implementing tools to support Health Care Transformation including EDIE and Pre-Manage and the initiation of the Service Coordination Portal Engine (ScoPe).
- Continued roll out of the County's Electronic Records Management system providing enhanced record retrieval and archiving capabilities.

DCA considers the County's values and industry best practices, including goals for sustainability and MWSDVESB participation in its construction projects. DCA's continued partnership with CityFleet brings best practices in fleet maintenance. DCA's strategic sourcing efforts are a best practice in procurement and implement the values of sustainability, buying local and equity.

Key challenges include:

- Effectively balancing workloads against competing priorities: The demand for internal service provision continues to out pace the available resources. There is a continuous need to have the appropriate governance structures to re-prioritize the work. This is especially true for FPM and IT.
- Recruitment and retention of management and staff: DCA continues to focus on best practices for retaining excellent staff, recruiting new staff, and providing an equitable, inclusive workplace. DCA is focused on responding to feedback from the current countywide Employee Survey, not just to improve scores but to improve the culture of the workplace.

### Diversity and Equity

The Department of County Assets continues to make a significant investment in equity, diversity, and inclusion by directing resources to fund a senior management position focused on equity and inclusion, the Equity and Inclusion Manager. This position is a active leader of the Senior Management Team and ensures that there is space on every agenda to expand equity and inclusion learning. Equity and inclusion are also explicitly addressed in the DCA mission, vision, values tagline and FY 2019 goals.

The Senior Management team leads the DCA program for equity and inclusion. DCA's ability to model these efforts is key to staff's participation and an overall culture change. In FY 2016, DCA completed a senior manager equity assessment, added structured learning at senior management meetings, and developed a business case to further inform the program. In FY 2017, our Equity and Sustainability Advisory Team (E-SAT) developed a "Think Yes" program that focuses on customer service and inclusion. And the Senior Management Team participated in the county's Shelter Training classes including the hands-on training for setting up a winter shelter.

The DCA Equity and Inclusion Manager is a resource to the entire management and employee base, as well as, other departments including DCM, DCJ, ODE, LPSCC, the Library, and MCHD. In FY 2018, the Manager worked with IT to launch a "pulse survey" which is a one question survey sent out to all IT employees once a month. This type of survey is used to take the "pulse" of IT in a consistent manner across time and is very useful in identifying areas where attention is needed. This model will be rolled out to other DCA divisions in FY 2019. The Manager is also working with the FPM team to expand their work in building a more inclusive work environment and continues to support our ERGs.

### Budget by Division

Division Name	FY 2019 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$678,005	\$0	\$678,005	2.00
Administrative Hub Services	7,135,512	0	7,135,512	45.00
Facilities & Property Management	0	349,697,988	349,697,988	109.75
Information Technology	0	80,238,667	80,238,667	164.95
Fleet Records Distribution & Strategic Sourcing	0	17,095,160	17,095,160	24.95
<b>Total County Assets</b>	<b>\$7,813,517</b>	<b>\$447,031,815</b>	<b>\$454,845,332</b>	<b>346.65</b>

*Includes cash transfers, contingencies, and unappropriated balances.*

### Director's Office

The Department of County Assets (DCA) Director's Office provides leadership, strategic direction, operational assessment and accountability in oversight and management of County assets, including information technology (IT), facilities and property management (FPM), fleet, records, motor pool, and distribution services. The Office works with all County departments and elected officials to establish priorities and guidelines for asset acquisition, maintenance, monitoring, replacement and disposal.

Large capital projects will again be a focus in FY 2019. The IT Division will focus on the completion of and transition to ongoing support for major system replacements, including Multco Align, the new Enterprise Resourcing Planning platform, the County's new Assessment and Taxation System and assisting the District Attorney's Office in the replacement of their CRIMES System. FPM will be celebrating the completion and opening of the Health Department Headquarters and will continue with the next phase of construction of the Central Courthouse, as well as, the disposition of low performing or no longer needed assets. Fleet and Motor Pool will continue to partner with CityFleet for fleet maintenance of downtown vehicles, and utilize a commercial rideshare program for the downtown motor pool. Records Administration will continue the County-wide roll out of the new electronic records management system, and Distribution Services will continue to streamline processes using the mail sorting equipment.

### Significant Changes

There are no significant changes in the Director's Office.

### Administrative Hub

The DCA Administrative Hub is made up of the following functional areas:

- Human Resources and Administration provides services that include strategic planning, job recruitment and outreach, investigations, performance management, HR transaction processing, supplies ordering and timekeeping.
- Procurement and Contracting provides procurement and contracting for commercial services, construction, leases, software, maintenance, and repair, and architectural and engineering contracts. Services include contract development, negotiation, risk assessment and management, supplier/vendor management and ongoing contract administration.
- Budget and Planning provides budget, rate setting and capital planning services. Activities include countywide rate analysis and creation, budget development, budget management and oversight, capital planning and on-going analysis.
- Finance provides accounts payable and accounts receivable transaction processing, grant accounting and travel and training arrangements.
- Strategic Sourcing focuses on the holistic approach to the selection and sourcing of goods and services across the County, providing strategy, leadership, expertise and analytical information to County Departments.

These services are provided to DCA while many are also provided to the Department of County Management and Non-Departmental Agencies and Offices.

### Significant Changes

In FY 2019, the Countywide Strategic Sourcing program (78104) is moved from Fleet, Records, Distribution and Motor Pool to the Administrative Hub Services division.

### Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of nearly 3.5 million gross square feet of owned and leased space in 140 buildings geographically dispersed throughout the County. The FPM mission is to proactively plan, operate and manage all County properties in a safe, accessible, effective and efficient manner. FPM strives to provide innovative, sustainable, and affordable workplace solutions to enable all County programs to deliver effective service to the public.

While buildings are FPM's business, people are its purpose. In addition to serving clients' specific needs, FPM has a broader vision of building thriving communities and promoting stewardship of the taxpayers' assets. FPM supports environmental, sustainability and energy efficiency through ongoing energy conservation projects, leadership in County recycling initiatives, sustainable procurement processes and Green Building construction practices. FPM's commitment to supporting local businesses and promoting diversity and equality is demonstrated by its use of MWSDVESB and QRF firms for contracted services.

In FY 2019, FPM will continue to implement priorities established in the Facilities Asset Strategic Plan. Particular effort will be made towards the disposition of soon to be replaced and low performing buildings through the initiation of a Surplus and Disposition Plan. This is a critical next step to aligning near and long-term investment strategies with future County service delivery goals.

### Significant Changes

The Health Headquarters will be completed in 2019. FPM will focus on commissioning and training of staff to operate and maintain new systems, relocate the Health Department staff into the new building and decommission and surplus the old McCoy building.

### Information Technology

The Information Technology (IT) Division's mission is to leverage technology to drive innovation, efficiency and cost savings. IT's vision is to provide residents and County employees the technology and information they need, any time, any place. IT has worked hard to define a mission and vision that focuses on providing the services and technologies that County residents and employees deserve, at a cost they can afford. The mission and vision guide the development and implementation of the County's FY 2019 technology initiatives. This solid framework empowers IT employees to solve County business challenges by focusing on priority projects and by embracing new technologies to provide enhanced service and reduce costs.

The IT Division manages more than 8,500 PCs, laptops, and mobile devices, about 7,200 phone numbers, over 529 virtual servers and 30 physical servers, 108 network circuits and approximately 285 business applications. IT staff support a wide array of business applications spanning primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, elections, emergency management, assessment and taxation, land use planning, libraries, jail management, and community justice. In addition, IT staff support the County's public facing web presence, as well as, an intranet for staff. County employees using these systems are located in over 140 different sites across the County, and the technologies required are as diverse as the lines of business.

### Significant Changes

Completion of and transition to ongoing support of Multco Align to replace SAP and bring Workday, Tririga, Questica and Jaggaer solutions on-line. IT will transition to the use of the 20 year Strategic Capital Planning process to guide investments in technology solutions tied to the County Strategic Goals.



### Fleet, Records, Distribution and Motor Pool

Fleet, Records, Distribution Services, and Motor Pool provide operational support services to all County departments and agencies.

- Fleet Services maintains and manages over 700 vehicles of various types, including electric and hybrid vehicles, as well as heavy equipment.
- Records Management and Archives develops and maintains record retention schedules to ensure that all legal and administrative requirements are met. The program manages over 120 million documents, some dating back to 1855.
- Distribution Services provides pick up and delivery of mail and supplies, medical lab tests, processing and metering of US mail, US Mail related training, consultation, and contract management.
- Motor Pool provides short term vehicle availability through the County's Motor Pool and third-party CarShare program.

### Significant Changes

In FY 2019, Countywide Strategic Sourcing Program (78104) was moved to the Administrative Hub Services division.

Per Internal Audit and CFO recommendation, Fleet Asset Replacement fund reserves will be maintained at 80% funding level. In order to meet this recommendation, beginning in FY 2019 Departments will be assessed a per vehicle charge to replenish the fund to the recommended funding level.

### Department of County Assets

The following table shows the programs that make up the department's total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2019 General Fund	Other Funds	Total Cost	FTE
<b>DCA Director's Office</b>					
78000	DCA Director's Office	\$678,005	\$0	\$678,005	2.00
<b>Administrative Hub Services</b>					
78100	Administrative Hub Budget & Planning	1,161,911	0	1,161,911	7.00
78101	Administrative Hub Procurement & Contracting	2,795,527	0	2,795,527	17.00
78102	Administrative Hub Finance	1,021,632	0	1,021,632	7.60
78103	Administrative Hub Human Resources	1,655,560	0	1,655,560	10.00
78104	Countywide Strategic Sourcing	500,882	0	500,882	3.40
<b>Facilities &amp; Property Management</b>					
78200	Facilities Director's Office	0	4,638,761	4,638,761	8.75
78201	Facilities Debt Service and Capital Fee Pass Through	0	12,232,099	12,232,099	0.00
78202	Facilities Operations and Maintenance	0	14,218,728	14,218,728	70.50
78203	Facilities Client Services	0	8,464,771	8,464,771	7.65
78204	Facilities Capital Operation Costs	0	1,646,450	1,646,450	9.30
78205	Facilities Capital Improvement Program	0	13,149,073	13,149,073	0.00
78206	Facilities Capital Asset Preservation Program	0	12,430,522	12,430,522	0.00
78207	Facilities Moves, Adds and Changes (MACs)	0	732,697	732,697	4.55
78208	Facilities Utilities Pass Through	0	5,944,965	5,944,965	0.00
78209	Facilities Lease Management	0	8,614,633	8,614,633	2.00
78210	Facilities Strategic Planning and Projects	0	1,482,944	1,482,944	7.00
78212	Facilities Downtown Courthouse	0	213,136,250	213,136,250	0.00
78213	Library Construction Fund	0	4,037,437	4,037,437	0.00
78214	Health Headquarters Construction	0	31,777,979	31,777,979	0.00
78218	MCSO Facilities Relocation and Reconfiguration	0	4,166,405	4,166,405	0.00
78220	DCJ East County Campus	0	7,150,331	7,150,331	0.00
78221	MCDC Detention Electronics	0	3,600,000	3,600,000	0.00
78224	Vance Property Master Plan	0	150,000	150,000	0.00
78225	Facilities Dedicated Facilities Specialist for Shelter Transitions	0	137,215	137,215	0.00

# County Assets

fy2019 adopted budget

Prog. #	Program Name	FY 2019 General Fund	Other Funds	Total Cost	FTE
<b>Facilities and Property Management cont'd</b>					
78227	MCSO River Patrol Boathouses Capital Improvements	0	1,036,728	1,036,728	0.00
78228	MCDC Cell Lighting and Window Covers	0	950,000	950,000	0.00
<b>Information Technology</b>					
78301	IT Innovation & Investment Projects	0	1,497,422	1,497,422	0.00
78302	IT Planning, Projects & Portfolio Management	0	1,652,966	1,652,966	10.00
78303	IT Help Desk Services	0	973,897	973,897	7.40
78304	IT Telecommunications Services	0	2,466,327	2,466,327	5.00
78305	IT Mobile Device Expense Management	0	1,149,748	1,149,748	1.00
78306	IT Network Services	0	5,811,573	5,811,573	13.00
78307	IT Desktop Services	0	2,373,291	2,373,291	17.00
78308	IT Asset Replacement	0	5,634,173	5,634,173	0.00
78309	IT Health and Human Services Application Services	0	4,850,749	4,850,749	20.00
78310	IT Public Safety Application Services	0	3,240,705	3,240,705	18.00
78311	IT General Government Application Services	0	1,619,409	1,619,409	6.00
78312	IT Data & Reporting Services	0	3,328,909	3,328,909	14.50
78313	IT ERP Application Services	0	4,016,139	4,016,139	8.00
78314	IT Enterprise and Web Application Services	0	4,045,964	4,045,964	13.50
78315	IT Library Application Services	0	527,391	527,391	2.00
78316	IT Shared Operating Expenses	0	11,500,263	11,500,263	3.80
78317	IT Data Center & Technical Services	0	5,612,276	5,612,276	25.75
78318	IT Cyber Security	0	515,599	515,599	0.00
78319	CRIMES Replacement	0	724,000	724,000	0.00
78320	IT ERP Program	0	18,697,866	18,697,866	0.00
<b>Fleet, Records, Distribution and Strategic Sourcing</b>					
78400	Fleet Services	0	5,161,205	5,161,205	10.90
78401	Fleet Vehicle Replacement	0	7,334,503	7,334,503	0.00
78402	Motor Pool	0	998,177	998,177	2.25
78403	Distribution Services	0	2,089,265	2,089,265	6.60
78404	Records Management	0	1,512,010	1,512,010	5.20
<b>Total County Assets</b>		<b>\$7,813,517</b>	<b>\$447,031,815</b>	<b>\$454,845,332</b>	<b>346.65</b>

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**Department:** County Assets

**Program Contact:** Sherry Swackhamer

**Program Offer Type:** Administration

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Department of County Assets (DCA) Director's Office is accountable for leadership in the oversight and management of county assets including information technology, facilities and property management, fleet administration and maintenance, motorpool, records and archive management, distribution services, and related functions. The Director's Office is also responsible for ensuring department-wide engagement in strategic county-wide initiatives including Diversity and Equity, the Climate Action Plan, and the Wellness Program.

### Program Summary

DCA aligns the management of specific County assets including Information Technology, Facilities and Property Management, Fleet Services, Motor Pool, Records, and Distribution Services. The goals of DCA include managing physical assets and the associated costs to ensure that the County's limited resources are invested where they are needed most. DCA management provides leadership, strategic direction, and operational assessment and accountability to ensure these goals are met.

The organization also includes an Administrative Services Hub (HUB) providing Human Resources and Administration, Procurement and Contracting, and Budget and Finance services. The HUB provides the services to DCA, and a variety of services to the Department of County Management (DCM), the Chair's Office, the Board of County Commissioners, and other Non-Departmental entities and offices. The HUB strives to eliminate duplication of resources and streamline processes through economies of scale across these groups, where appropriate.

Additionally, the department includes the County-wide Strategic Sourcing initiative. Strategic Sourcing provides the County the industry standard practice of commodity planning and sourcing with "just in time" purchasing and direct shipment of office supplies and similar commodities. A County-wide "Strategic Sourcing Council" provides governance and decision-making, to align strategic sourcing initiatives with County values.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Number of Equity and Inclusion exercises included in Sr Management bi-weekly meetings	N/A	24	24	20
Outcome	Internal Services Benchmark Report	N/A	N/A	N/A	1

### Performance Measures Descriptions

PM #1 Output - Building an inclusive workplace is key to the success of DCA. Providing Sr. Management the opportunity to practice and model an inclusive workplace will build our culture.

PM #2 Outcome - An external consultant will be engaged to benchmark DCA internal pricing against other, similar governmental entities and the market.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Personnel	\$454,039	\$0	\$476,865	\$0
Contractual Services	\$52,796	\$0	\$96,000	\$0
Materials & Supplies	\$17,888	\$0	\$43,097	\$0
Internal Services	\$69,276	\$0	\$62,043	\$0
<b>Total GF/non-GF</b>	<b>\$593,999</b>	<b>\$0</b>	<b>\$678,005</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$593,999</b>		<b>\$678,005</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$558,947	\$0	\$601,299	\$0
<b>Total Revenue</b>	<b>\$558,947</b>	<b>\$0</b>	<b>\$601,299</b>	<b>\$0</b>

Explanation of Revenues

Internal Service charges in the Facilities, Information Technology, Fleet, and Distribution funds support the Director's Office.

Significant Program Changes

Last Year this program was: FY 2018: 78000 DCA Director's Office

**Department:** County Assets

**Program Contact:** Lisa Whedon

**Program Offer Type:** Support

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

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

**Program Summary**

The Budget and Planning team assembles and publishes County-wide annual internal service rates; bills for County facilities, fleet, information technology, telecommunications, and records and distribution services; and coordinates planning for the County's asset management and facilities capital improvement functions. This program reports to the DCA Director and focuses on several primary responsibilities:

- Coordinating County-wide annual capital planning\* and internal service rate development processes, including developing and implementing complex activity-based cost allocation models for seven distinct internal services.
- Coordinating and managing annual budget development and monitoring.
- Overseeing budget management, monitoring, modification, and financial reporting throughout the fiscal year for the County's Facilities and Property Management (FPM), Information Technology (IT), and Fleet capital, internal service, and debt service funds.

The team provides recommendations and data on internal cost allocation methods and strategies, capital planning and spending, and planning for long-term obligations used by every County department.

\*capital planning for FPM, IT and Fleet

**Performance Measures**

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	On-time Billing	100%	90%	100%	90%
Outcome	Percent of Internal Service billings error free	90%	90%	90%	90%

**Performance Measures Descriptions**

PM #1 Output - Track customer billings to ensure accurate on-time delivery of internal services expenditures.

PM #2 Outcome - Monthly review of billings to ensure allocations among internal customers are accurate and reflect current internal service rates.

## Legal / Contractual Obligation

Oregon Budget Law (ORS Chapter 294), federal Office of Management & Budget circulars A-133 and A-87, Government Accounting Standards Board statements and pronouncements, County Administrative Procedures.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$907,251	\$0	\$1,024,040	\$0
Contractual Services	\$0	\$0	\$5,000	\$0
Materials & Supplies	\$15,500	\$0	\$26,020	\$0
Internal Services	\$115,835	\$0	\$106,851	\$0
<b>Total GF/non-GF</b>	<b>\$1,038,586</b>	<b>\$0</b>	<b>\$1,161,911</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,038,586</b>		<b>\$1,161,911</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$1,031,818	\$0	\$1,161,911	\$0
<b>Total Revenue</b>	<b>\$1,031,818</b>	<b>\$0</b>	<b>\$1,161,911</b>	<b>\$0</b>

## Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among the County's internal services. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds.

## Significant Program Changes

**Last Year this program was:** FY 2018: 78100 Administrative Hub Budget & Planning





## Legal / Contractual Obligation

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

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Personnel	\$2,240,093	\$41,146	\$2,368,312	\$0
Contractual Services	\$20,000	\$0	\$34,514	\$0
Materials & Supplies	\$45,350	\$0	\$66,073	\$0
Internal Services	\$311,407	\$0	\$326,628	\$0
<b>Total GF/non-GF</b>	<b>\$2,616,850</b>	<b>\$41,146</b>	<b>\$2,795,527</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,657,996</b>		<b>\$2,795,527</b>	
<b>Program FTE</b>	17.80	0.20	17.00	0.00

Program Revenues				
Other / Miscellaneous	\$2,507,628	\$0	\$2,787,836	\$0
<b>Total Revenue</b>	<b>\$2,507,628</b>	<b>\$0</b>	<b>\$2,787,836</b>	<b>\$0</b>

## Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the departments of County Assets, County Management, and Non-Departmental. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

## Significant Program Changes

**Last Year this program was:** FY 2018: 78101 Administrative Hub Procurement & Contracting

FTE reduced from 18 FTE to 17 FTE due to the removal of a Procurement Analyst Sr. position which was previously funded by Health Department.

**Department:** County Assets      **Program Contact:** Patrick Williams  
**Program Offer Type:** Support      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

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

### Program Summary

This program includes the administrative group responsible for accounts receivable, accounts payable, grant accounting, travel arranging and reconciliation, procurement card management services, and general accounting support. The Finance unit reports to the Contracts and Procurement Senior Finance Manager.

The Administrative Hub was established to create greater efficiency through the consolidation of duplicate business services functions that formerly existed separately in the Facilities and Property Management; Fleet, Records, Distribution Services, and Information Technology. Support is also provided to the Board of County Commissioners and several Non-Departmental offices allowing departmental leadership and elected officials to focus their efforts on delivering vital services to the public.

Support also includes collaboration with departmental partners in the review and modification of Administrative Procedures, policies, internal controls and the implementation of best practices.

In FY 2018, the Finance Hub is on pace to audit and reconcile than tens of thousands of Multco Marketplace transactions, 16,000 accounting and finance related transactions, and 7,000 P-card transactions.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Maintain quarterly aged receivable balance below \$50,000	\$73,867	\$50,000	\$113,878	\$100,000
Outcome	Percent of out of town travel and training events reconciled within 45 days of traveler return date.	88.6%	100%	92.7%	100%

### Performance Measures Descriptions

PM #1 Output - Management of external revenue sources to ensure timely payment of money owed the DCA  
 PM #2 Outcome - Reconciliation of out of town travel and training completed within 45 days of travel return. Important because travel expenses are among the most closely scrutinized expenses. It is important that any questions or issues are resolved quickly.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$868,285	\$0	\$864,049	\$0
Materials & Supplies	\$9,066	\$0	\$6,245	\$0
Internal Services	\$144,830	\$0	\$151,338	\$0
<b>Total GF/non-GF</b>	<b>\$1,022,181</b>	<b>\$0</b>	<b>\$1,021,632</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,022,181</b>		<b>\$1,021,632</b>	
<b>Program FTE</b>	8.00	0.00	7.60	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$713,677	\$0	\$707,147	\$0
<b>Total Revenue</b>	<b>\$713,677</b>	<b>\$0</b>	<b>\$707,147</b>	<b>\$0</b>

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2018: 78102 Administrative Hub Finance

Finance Managers is allocated 60 percent to Administrative Hub Finance and 40 percent to Strategic Sourcing.



## Legal / Contractual Obligation

Federal, state, and local laws and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability and Accountability Act, and other employment-related issues. Three labor agreements necessitate contract compliance regarding wages, hours, working conditions and other employment-related matters.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Personnel	\$1,397,122	\$0	\$1,448,912	\$0
Contractual Services	\$0	\$0	\$3,827	\$0
Materials & Supplies	\$17,686	\$0	\$24,436	\$0
Internal Services	\$165,582	\$0	\$178,385	\$0
<b>Total GF/non-GF</b>	<b>\$1,580,390</b>	<b>\$0</b>	<b>\$1,655,560</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,580,390</b>		<b>\$1,655,560</b>	
<b>Program FTE</b>	10.00	0.00	10.00	0.00

Program Revenues				
Other / Miscellaneous	\$534,638	\$0	\$567,980	\$0
<b>Total Revenue</b>	<b>\$534,638</b>	<b>\$0</b>	<b>\$567,980</b>	<b>\$0</b>

## Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services, the departments of County Assets and County Management and Non-Departmental. The General Fund supports charges apportioned to DCM and Non-Departmental. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

## Significant Program Changes

**Last Year this program was:** FY 2018: 78103 Administrative Hub Human Resources

**Department:** County Assets **Program Contact:** Patrick Williams

**Program Offer Type:** Administration **Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

Countywide Strategic Sourcing focuses services on holistic (County-wide) data driven strategic planning to define and drive improved Strategic Sourcing, Procurement and Contract Administration outcomes. This unit works collectively with the other Department of County Assets (DCA) Administrative Service Hub units to deliver services across the entire County.

### Program Summary

This offer focuses on the development, implementation, oversight and direct delivery of the strategic sourcing practices across the County. This organization reports to the DCA Finance Manager.

The program includes Strategic Sourcing Analysts and a Strategic Sourcing Data Analyst in order to provide strategy, leadership, practice development, oversight and monitoring, detailed spend analysis, strategic sourcing plans and compliance analysis/oversight for hundreds of contracts and millions of dollars each year.

This program is responsible for addressing the strategic sourcing needs of all County Departments across all commodities and types of transactions, which includes commercial, personal services, construction, lease, software, technology goods and services, maintenance and repair, and architectural services. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices as necessary, in support of strategic sourcing initiatives.

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

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Strategic Sourcing Initiatives undertaken and completed	6	18	8	6
Outcome	Percent of goods available from and purchased via Multco MarketPlace	36%	35%	41%	35%

### Performance Measures Descriptions

PM #1 Output - Strategic Sourcing Initiatives undertaken and completed reflects the implementation rate of the County's Strategic Sourcing practices, which improve strategic purchases.

PM #2 Outcome - Percentage of annual goods purchased via the County's Multco MarketPlace indicates the volume of spending that has been driven to the e-Marketplace where contracts and controls are in place for all available purchases.

## Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. State Qualified Rehabilitation Facilities laws are enforced via purchasing through the Multco MarketPlace.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$366,333	\$0	\$462,651	\$0
Materials & Supplies	\$4,750	\$0	\$3,300	\$0
Internal Services	\$34,256	\$0	\$34,931	\$0
<b>Total GF/non-GF</b>	<b>\$405,339</b>	<b>\$0</b>	<b>\$500,882</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$405,339</b>		<b>\$500,882</b>	
<b>Program FTE</b>	3.00	0.00	3.40	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is funded in the General Fund.

## Significant Program Changes

**Last Year this program was:** FY 2018: 78405 Countywide Strategic Sourcing

Finance Manager of Administrative Hub Services is overseeing this area and 40 percent of their personnel costs are included in the division's budget.



**Department:** County Assets **Program Contact:** Henry Alaman  
**Program Offer Type:** Administration **Program Offer Stage:** As Adopted  
**Related Programs:** 78208 - Facilities Utilities Pass Through; 78321 - Facilities Capital Projects Management  
**Program Characteristics:**

**Executive Summary**

The Facilities Director's Office provides comprehensive strategic and operational guidance for facilities related issues to County executives and operating departments. It directs and supports the strategies, policies, and operations of the Facilities and Property Management Division within the Department of County Assets and guides the proper operation of all County occupied facilities (owned and leased).

**Program Summary**

The Facilities Director's Office provides the oversight and direction that ensures the functionality and safety of the County's built environment by integrating people, place, processes and technology. Working with County departments, the Facilities and Property Management Division creates safe and cost effective work environments for County programs operating in a wide variety of facilities, from office space to jails to health clinics and libraries.

The Director's Office provides leadership and cohesive management of the division's work units, including: Client Services, Strategic Planning, Capital Improvement and Operations & Maintenance. It ensures that division strategies, policies, procedures and activities are guided by Countywide goals and initiatives, including leading the energy and utility strategy to achieve the Department of County Assets carbon reduction goals and County Climate Action Plan goals. This office is responsible for centralizing and maintaining all critical building information, administering the division-wide process improvement projects, and overseeing key performance and benchmark metrics.

The Director's Office sponsors and provides direction for the implementation of TRIRIGA, the Facilities Asset Management component of the Multco Align ERP system. While the design and initial implementation will be completed in FY 2018, it will not address the need to replace the current Capital Projects application. Program Offer 78321 is being submitted to configure and integrate the TRIRIGA Capital Projects module.

**Performance Measures**

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Facility Portfolio Performance Report Completed	1	1	1	1
Outcome	Percent of employee performance evaluations completed	80%	90%	80%	90%

**Performance Measures Descriptions**

PM #1: Portfolio performance report demonstrates effectiveness of current initiatives and informs future strategies.  
 PM #2: All employees will receive annual feedback on their performance, develop appropriate work goals and competencies, and assess professional development opportunities. Lower completion rates in FY 2017 and FY 2018 due to turnover and vacancies in supervisory positions.

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Personnel	\$0	\$1,195,801	\$0	\$1,356,205
Contractual Services	\$0	\$116,738	\$0	\$20,900
Materials & Supplies	\$0	\$483,120	\$0	\$1,235,564
Internal Services	\$0	\$1,870,402	\$0	\$2,026,092
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,666,061</b>	<b>\$0</b>	<b>\$4,638,761</b>
<b>Program Total:</b>	<b>\$3,666,061</b>		<b>\$4,638,761</b>	
<b>Program FTE</b>	0.00	8.75	0.00	8.75

Program Revenues				
Other / Miscellaneous	\$0	\$2,343,241	\$0	\$1,067,034
Beginning Working Capital	\$0	\$0	\$0	\$1,500,000
Service Charges	\$0	\$1,791,721	\$0	\$2,071,727
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,134,962</b>	<b>\$0</b>	<b>\$4,638,761</b>

**Explanation of Revenues**

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

**Significant Program Changes**

**Last Year this program was:** FY 2018: 78200 Facilities Director's Office

One FTE providing energy and utility management previously included in the Facilities Strategic Planning and Projects program offer has been moved into the Director's Office for FY 2019.

This program offer no longer includes the Moves/Adds/Changes (MAC) program which is now stand alone program offer #78207.

The increase in Materials and Supplies reflects an increase in set aside funding for unanticipated costs such as larger than usual equipment failures and other critical projects identified mid-year.

**Department:** County Assets      **Program Contact:** Naomi Butler  
**Program Offer Type:** Internal Service      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Facilities and Property Management (FPM) manages the Countywide building portfolio allocations for debt and capital cash transfer expenses based on occupancy data.

**Program Summary**

FPM collects payments from departments for Series 2014 and Series 2017 debt. The outstanding debt issues have funded a number of capital improvements and acquisitions. All binding obligations were confirmed by the CFO and approved by the Board of County Commissioners.

In FY 2019 debt payments support the new Central Courthouse, the new Health Headquarters, DCJ East Campus, Multnomah County East, Blanchard, and the Multnomah Building.

This program offer also includes reimbursements to Facilities Capital Funds for a share of rental revenue from external customers to be applied to capital work.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY17 Actual</b>	<b>FY18 Purchased</b>	<b>FY18 Estimate</b>	<b>FY19 Offer</b>
Output	Percent of accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Percent accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

**Performance Measures Descriptions**

PM #1 Output: Facilities and Property Management provides accurate billing for debt service and capital fee pass thru expenses

PM #2 Outcome: Facilities and Property Management ensures accurate compilation and allocation of occupancy data for departmental reporting and response to internal and external information requests.

## Legal / Contractual Obligation

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

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Internal Services	\$0	\$4,718,000	\$0	\$11,701,231
Cash Transfers	\$0	\$431,276	\$0	\$530,868
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,149,276</b>	<b>\$0</b>	<b>\$12,232,099</b>
<b>Program Total:</b>	<b>\$5,149,276</b>		<b>\$12,232,099</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$5,149,276	\$0	\$11,856,049
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$376,050
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,149,276</b>	<b>\$0</b>	<b>\$12,232,099</b>

## Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers.

## Significant Program Changes

**Last Year this program was:** FY 2018: 78201 Facilities Debt Service and Capital Fee Pass Through

In FY 2019 this program adds debt for the new Courthouse building, the new Health Department Headquarters and the new DCJ East County Campus.

**Department:** County Assets      **Program Contact:** Michael Strauch  
**Program Offer Type:** Internal Service      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

This program comprises a broad spectrum of services ensuring Multnomah County's over 140 buildings are operating and functioning as designed and constructed, and are meeting the requirements of County programs and operations. These services are provided to operate, maintain, and repair the mechanical, electrical, and structural systems in all Multnomah County buildings which total over 3.5 million gross square feet. The program is responsible for operations, services, compliance, and projects that are regulated by multiple federal, state, and local laws, codes, and mandates.

### Program Summary

The Facilities Operations and Maintenance program consists of 70.5 FTE in 9 trade groups who cover the 24/7/365 day-to-day activities necessary to effectively maintain the County's diverse facility portfolio and respective assets of building systems and equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities form a comprehensive Operations and Maintenance program that:

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

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Percent of Preventive Maintenance to Reactive Maintenance	61%	65%	65%	70%
Outcome	Customer Satisfaction Rating	90%	90%	90%	90%

### Performance Measures Descriptions

PM #1 Output--The percentage of preventive maintenance work demonstrates the level of effort on proactive monitoring and maintenance of building systems. Focus on preventive maintenance maximizes life cycle and reduces cost of breakdown repair.

PM #2 Output--Customer service surveys are issued with each closed work order notification with a goal of 100% client satisfaction.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$8,456,257	\$0	\$9,082,421
Contractual Services	\$0	\$255,800	\$0	\$309,500
Materials & Supplies	\$0	\$3,011,349	\$0	\$3,129,754
Internal Services	\$0	\$1,479,645	\$0	\$1,697,053
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$13,203,051</b>	<b>\$0</b>	<b>\$14,218,728</b>
<b>Program Total:</b>	<b>\$13,203,051</b>		<b>\$14,218,728</b>	
<b>Program FTE</b>	0.00	69.50	0.00	70.50

Program Revenues				
Other / Miscellaneous	\$0	\$13,218,006	\$0	\$14,218,728
<b>Total Revenue</b>	<b>\$0</b>	<b>\$13,218,006</b>	<b>\$0</b>	<b>\$14,218,728</b>

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

**Last Year this program was:** FY 2018: 78202 Facilities Operations and Maintenance

There are currently only 2 Locksmiths to serve the needs of over 6,000 County employees in over 140 sites. This offer adds one Locksmith position to adequately meet the security demands of detention facilities, restricted access areas, and for the protection of personally identifiable information.



## Legal / Contractual Obligation

The Facilities Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$1,092,749	\$0	\$1,226,684
Contractual Services	\$0	\$6,770,515	\$0	\$6,832,724
Materials & Supplies	\$0	\$142,100	\$0	\$110,481
Internal Services	\$0	\$248,785	\$0	\$294,882
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$8,254,149</b>	<b>\$0</b>	<b>\$8,464,771</b>
<b>Program Total:</b>	<b>\$8,254,149</b>		<b>\$8,464,771</b>	
<b>Program FTE</b>	0.00	7.30	0.00	7.65

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$8,284,073	\$0	\$8,464,771
<b>Total Revenue</b>	<b>\$0</b>	<b>\$8,284,073</b>	<b>\$0</b>	<b>\$8,464,771</b>

## Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

## Significant Program Changes

**Last Year this program was:** FY 2018: 78203 Facilities Client Services

FTE change is the net reallocation of three positions across multiple Facilities program offers to better align management positions across functions.





## Legal / Contractual Obligation

There are a number of projects carrying over into FY19 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$1,253,372	\$0	\$1,372,232
Contractual Services	\$0	\$72,086	\$0	\$90,000
Materials & Supplies	\$0	\$43,281	\$0	\$28,900
Internal Services	\$0	\$122,213	\$0	\$155,318
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,490,952</b>	<b>\$0</b>	<b>\$1,646,450</b>
<b>Program Total:</b>	<b>\$1,490,952</b>		<b>\$1,646,450</b>	
<b>Program FTE</b>	0.00	9.50	0.00	9.30

Program Revenues				
Other / Miscellaneous	\$0	\$1,612,000	\$0	\$1,646,450
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,612,000</b>	<b>\$0</b>	<b>\$1,646,450</b>

## Explanation of Revenues

Revenue in this offer includes a portion of the Capital Improvement Program (CIP) and Asset Preservation (AP) fees.

CIP Fees: \$823,225

AP Fees: \$823,225

## Significant Program Changes

**Last Year this program was:** FY 2018: 78204 Facilities Capital Operation Costs

FTE change is the net reallocation of four positions across multiple Facilities program offers to better align management positions across functions.



## Legal / Contractual Obligation

There are a number of projects carrying over into FY 2019 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Contractual Services	\$0	\$7,859,814	\$0	\$9,179,789
Materials & Supplies	\$0	\$3,413,000	\$0	\$3,849,145
Capital Outlay	\$0	\$450,086	\$0	\$120,139
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$11,722,900</b>	<b>\$0</b>	<b>\$13,149,073</b>
<b>Program Total:</b>	<b>\$11,722,900</b>		<b>\$13,149,073</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$4,644,037	\$0	\$4,074,456
Financing Sources	\$0	\$234,870	\$0	\$286,364
Interest	\$0	\$35,000	\$0	\$39,037
Beginning Working Capital	\$0	\$5,074,821	\$0	\$7,500,797
Service Charges	\$0	\$1,734,172	\$0	\$1,239,038
<b>Total Revenue</b>	<b>\$0</b>	<b>\$11,722,900</b>	<b>\$0</b>	<b>\$13,139,692</b>

## Explanation of Revenues

Fund 2507 Capital Improvement Program:

- 50000 BWC \$7.4 million from Routine Project Carryover
- 50236 IG City of Portland share of Justice Center Projects \$1.2 million
- 50270 Interest on fund 2507 \$30,000
- 50310 Intl Svc Reimbursement CIP Fee from County Occupants \$4 million
- 50320 Cash Transfer revenue from External Clients \$128,318, from Fund 3505 per repayment agreement \$158,046

Fund 2503 Asset Replacement Revolving Fund:

- BWC \$111,102 from carryover
- Loan repayment from Sandy Drainage Improvement Project \$7,837

## Significant Program Changes

**Last Year this program was:** FY 2018: 78205 Facilities Capital Improvement Program

This offer increases BWC due to more projects having beginning working capital carryover.



## Legal / Contractual Obligation

There are a number of projects carrying over into FY19 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Contractual Services	\$0	\$14,357,499	\$0	\$12,430,522
Materials & Supplies	\$0	\$687,702	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$15,045,201</b>	<b>\$0</b>	<b>\$12,430,522</b>
<b>Program Total:</b>	<b>\$15,045,201</b>		<b>\$12,430,522</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,896,103	\$0	\$3,792,659
Financing Sources	\$0	\$231,757	\$0	\$244,504
Interest	\$0	\$20,000	\$0	\$30,000
Beginning Working Capital	\$0	\$10,897,341	\$0	\$8,363,343
Service Charges	\$0	\$0	\$0	\$16
<b>Total Revenue</b>	<b>\$0</b>	<b>\$15,045,201</b>	<b>\$0</b>	<b>\$12,430,522</b>

## Explanation of Revenues

50000 BWC from Routine Project Carryover \$8,363,343  
 50270 Interest Earnings \$30,000  
 50310 Intl Svc Reimbursement AP Fee from County Occupants \$3,792,951  
 50320 Cash Transfer revenue from External Clients \$202,550  
 50320 Cash Transfer revenue from Fund 3505 per repayment agreement for prior years \$41,954

## Significant Program Changes

**Last Year this program was:** FY 2018: 78206 Facilities Capital Asset Preservation Program

This program offer has reduced BWC due to more existing projects expected to be completed this fiscal year. BWC adjustments will be made during the budget amendment period.



## Legal / Contractual Obligation

Must comply with building codes and ADA. For construction activities must meet permitting requirements.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$683,135	\$0	\$656,426
Contractual Services	\$0	\$5,000	\$0	\$4,000
Materials & Supplies	\$0	\$33,500	\$0	\$23,400
Internal Services	\$0	\$38,235	\$0	\$48,871
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$759,870</b>	<b>\$0</b>	<b>\$732,697</b>
<b>Program Total:</b>	<b>\$759,870</b>		<b>\$732,697</b>	
<b>Program FTE</b>	0.00	4.70	0.00	4.55

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$732,697
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$732,697</b>

## Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

## Significant Program Changes

### Last Year this program was:

This program has been detached from the Director's Office, where it resided last year, and put under the manager responsible for delivering other renovation projects. This program is also planning to take on expanded scope for interior remodels, relieving some of the pressure from other teams for project management of service request work.

FTE change is the net reallocation of three positions across multiple Facilities program offers to better align management positions across functions.



<b>Department:</b>	County Assets	<b>Program Contact:</b>	Naomi Butler
<b>Program Offer Type:</b>	Internal Service	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>	78200 - Facilities Director's Office		
<b>Program Characteristics:</b>			

### Executive Summary

This program accounts for the energy and utility costs incurred in County facilities including electric, natural gas, water, sewer and waste/recycling for County owned buildings. Expenses are passed through to County Departments as a building specific utility charge based on occupancy. The Facilities Director's Office monitors, evaluates, and approves payment, as well as recommends strategy for building utility expenses in an ongoing effort to increase operating efficiencies and reduce the financial impact on critical County programs and services.

### Program Summary

Facilities and Property Management (FPM) is continuously evaluating energy and utility consumption across the County in order to identify anomalies, maximize saving energy opportunities and minimize the County's utility expenses. Utility expenses are a pass through charge to the building tenants that either occupy owned or leased space in facilities used for County operations.

Electric utilities constitute about half of the utility expenses followed by water/sewer, natural gas and waste/refuse. Facilities continues to work with the Office of Sustainability to educate building occupants on the value of recycling and reducing waste going to the landfill. The Energy-Utility Specialist in the Director's Office works with industry partners including the Energy Trust of Oregon, Oregon Department of Energy and the City of Portland to address operating efficiency and capture incentives for energy savings measures.

Utility rates fluctuate from year to year based on the availability of energy sources. These rates increase similar to the cost of inflation over time, but can vary based on economic factors. FPM implements energy and water efficiency projects in collaboration with building occupants to reduce consumption and achieve Climate Action Plan goals. In FY 2018, the Board of County Commissioners resolved to purchase 100% of electricity through renewable energy sources, consequently the FY 2019 utility rates include the cost of purchasing renewable energy credits.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Energy Use Intensity (Energy use per square foot)	77	71	75	71
Outcome	Percent reduction in carbon emissions	N/A	N/A	3%	3%

### Performance Measures Descriptions

PM #1: Energy Utility Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency. Utility consumption increased in FY 2017 and FY2018 primarily due to weather conditions and the increase in sheltering services.

PM #2: The Department of County Assets established the goal to reduce greenhouse gas emissions by 3% annually.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Materials & Supplies	\$0	\$5,875,000	\$0	\$5,944,965
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,875,000</b>	<b>\$0</b>	<b>\$5,944,965</b>
<b>Program Total:</b>	<b>\$5,875,000</b>		<b>\$5,944,965</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$5,875,000	\$0	\$5,944,965
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,875,000</b>	<b>\$0</b>	<b>\$5,944,965</b>

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

**Last Year this program was:** FY 2018: 78208 Facilities Utilities Pass Through

Utility costs are increased by the purchase of renewable energy credits to achieve 100% of electricity purchases from renewable sources.

**Department:** County Assets **Program Contact:** Scott Churchill  
**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Lease Management team supplements the County's owned real estate portfolio with leased space to ensure departments can deliver programs and services effectively and efficiently to their clients. In addition, lease management is responsible for leasing excess County building space to external clients to reduce vacancy impacts on County operations. These revenue leases supplement operations and help offset maintenance expenses. The priority is to lease to outside entities that complement existing County programs and services.

**Program Summary**

The Lease Management program is responsible for approximately 500,000 square feet, or 15%, of the County's portfolio. Lease Management works directly with departments to identify their space needs based upon existing and future program requirements, logistics, operating efficiencies, adjacency opportunities and schedules. Working strategically with Departments to assess future space needs, the staff identifies potential County owned space and leasing options. The team evaluates lease requirements and space needs three to five years in advance to effectively position the Departments' needs and the overall County portfolio.

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

To reduce vacancy rates and generate revenues that reduce overall rates, Lease Management also works with Departments to evaluate existing and potential vacant space to maximize space utilization. Excess space may be leased to external programs including community service organizations, government agencies and private entities.

**Performance Measures**

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Proactively manage revenue and expense leases to meet occupant requirements	98%	99%	99%	99%
Outcome	Lease revenue and expenses align with annual budget projections	98%	99%	98%	99%

**Performance Measures Descriptions**

PM #1: Annual lease administration enforcement is managed through the Facilities Lease Administration database which tracks building data, property tax exemptions, lease expenses, lease rate adjustments, revenue reconciliation and lease renewal/termination dates.

PM #2: Assuring budget projections align with actual revenues and expenses ensures County program budgets reflect actual costs and decreases uncertainty.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Personnel	\$0	\$250,522	\$0	\$267,824
Contractual Services	\$0	\$125,000	\$0	\$55,000
Materials & Supplies	\$0	\$6,099,238	\$0	\$4,941,621
Internal Services	\$0	\$19,444	\$0	\$25,232
Debt Service	\$0	\$301,362	\$0	\$3,324,956
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,795,566</b>	<b>\$0</b>	<b>\$8,614,633</b>
<b>Program Total:</b>	<b>\$6,795,566</b>		<b>\$8,614,633</b>	
<b>Program FTE</b>	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,795,566	\$0	\$8,614,633
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,795,566</b>	<b>\$0</b>	<b>\$8,614,633</b>

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2018: 78209 Facilities Lease Management

The renewal of the Lincoln Building lease is the primary driver of the budget increase for this program offer. This is a capital lease with the bulk of the charges moving through the Debt Service accounts per the General Ledger technical process for posting the costs.

**Department:** County Assets                      **Program Contact:** Scott Churchill  
**Program Offer Type:** Internal Service                      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

The Strategic Planning and Projects Program is responsible for developing, implementing, and tracking performance against the Facilities Asset Strategic Plan. The program delivers large scale facilities construction projects, evaluates and recommends strategic portfolio opportunities including acquisitions, dispositions, major project development, renovations, and strategic programming.

### Program Summary

The Facilities Strategic Planning and Project program includes the ongoing efforts relating to the Facilities Asset Strategic Plan (FASP); new and major redevelopment construction projects; property disposition and acquisition; pre-development and evaluation of major portfolio projects.

Phase II of the Facilities Strategic Planning initiated the assessment of potential renovation, modernization and seismic to determine the cost/benefit of specific investments in the portfolio. Condition assessments, cost estimates and programming evaluation continued in FY 2017. In FY 2018, the program focus is on continuing the assessments on medium and poor performance buildings and commencing on the cost/benefit analysis to identify investment priorities.

The County envisions completing \$450 million to \$600 million of new facility construction, remodeling, redevelopment and recapitalization over the next decade. This program is responsible for real estate development, engineering design, construction, and project management for new construction and/or repair and alterations for complex, multi-use, public facilities. This includes performing complex risk management, public process and other management functions. Integrating several disciplines into the design to achieve efficient building operations and maintenance is of utmost importance.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Number of dispositions of surplus property completed	2	1	1	4
Outcome	Completion of the draft FASP update for DCA and DCM	NA	NA	NA	85%

### Performance Measures Descriptions

PM #1: Dispositions of surplus and underutilized property is a function of long term portfolio management to reduce operating costs and invest proceeds into valuable assets.

PM #2: Update of the Facilities Asset Strategic Plan FASP.

**Legal / Contractual Obligation**

N/A

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$976,736	\$0	\$1,084,020
Contractual Services	\$0	\$450,000	\$0	\$260,000
Materials & Supplies	\$0	\$46,940	\$0	\$0
Internal Services	\$0	\$97,207	\$0	\$138,924
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,570,883</b>	<b>\$0</b>	<b>\$1,482,944</b>
<b>Program Total:</b>	<b>\$1,570,883</b>		<b>\$1,482,944</b>	
<b>Program FTE</b>	0.00	7.00	0.00	7.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$1,695,925	\$0	\$1,482,944
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,695,925</b>	<b>\$0</b>	<b>\$1,482,944</b>

**Explanation of Revenues**

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

**Significant Program Changes**

**Last Year this program was:** FY 2018: 78210 Facilities Strategic Planning and Projects

One FTE providing energy and utility management previously included in the Facilities Strategic Planning and Projects program offer has been moved into the Director's Office for FY2019.

**Department:** County Assets                                      **Program Contact:** Scott Churchill  
**Program Offer Type:** Existing Operating Program                                      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The new Central Courthouse will replace the functionally obsolete 100 year old existing courthouse. The new courthouse will incorporate the current standards in courthouse design and construction, energy efficiency as well as operational and maintenance efficiency.

**Program Summary**

The current Multnomah County Downtown Courthouse is functionally obsolete and is in need of replacement. DAY CPM is acting as the Owner's Representative and assisting the County in delivering the project.

The County has procured the services of the SRG who have partnered with CGL Ricci Greene as the project architect to perform the design, and Hoffman Construction to construct the courthouse using the CM/GC (Construction Manager/General Contractor) method. The architectural design team has completed the design of the courthouse with input from various users and stakeholders. During the design phase the architect and CM/GC collaborated on the design to meet the project values and goals. The CM/GC prepared detailed cost estimates during the design phase and finalized a Guaranteed Maximum Price in September 2017. The Contractor continues to develop value engineering alternatives. The Contractor has completed installing the deep foundations, and is continuing placing the concrete for each floor, installation of the building facade and installation of the mechanical, electrical and plumbing systems.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY17 Actual</b>	<b>FY18 Purchased</b>	<b>FY18 Estimate</b>	<b>FY19 Offer</b>
Output	Completion of concrete floors	N/A	N/A	NA	100%
Outcome	Building Structural Topping Out	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

PM #1 Output: Complete placing of all of concrete for the 17 floors of the building  
 PM #2 Outcome: 100% completion is required for continued façade and building systems work

## Legal / Contractual Obligation

• ORS 1.185 County to provide courtrooms, offices and jury rooms. (1) The county in which a circuit court is located or holds court shall:

(a) Provide suitable and sufficient courtrooms, offices and jury rooms for the court, the judges, other officers and employees of the court and juries in attendance upon the court, and provide maintenance and utilities for those courtrooms, offices and jury rooms.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Personnel	\$0	\$57,047	\$0	\$69,608
Contractual Services	\$0	\$239,506,227	\$0	\$213,063,012
Materials & Supplies	\$0	\$1,956,934	\$0	\$0
Internal Services	\$0	\$141,201	\$0	\$3,630
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$241,661,409</b>	<b>\$0</b>	<b>\$213,136,250</b>
<b>Program Total:</b>	<b>\$241,661,409</b>		<b>\$213,136,250</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$96,844,355	\$0	\$92,600,000
Other / Miscellaneous	\$0	\$400,000	\$0	\$400,000
Financing Sources	\$0	\$112,193,713	\$0	\$29,324,743
Beginning Working Capital	\$0	\$32,313,675	\$0	\$90,892,883
<b>Total Revenue</b>	<b>\$0</b>	<b>\$241,751,743</b>	<b>\$0</b>	<b>\$213,217,626</b>

## Explanation of Revenues

- \$90,892,883 working capital carryover of unrestricted funds from FY 2018.
- \$92,600,000 in State Bonds to match 49% of approved county expenses.
- \$12,497,913 from County Bond sale.
- \$16,826,830 from One-time Only general funding.
- \$400,000 in Energy Tax Credits from Energy Trust of Oregon.

## Significant Program Changes

**Last Year this program was:** FY 2018: 78212 Facilities Downtown Courthouse

Decrease of \$47.8 million from FY 2018 as construction is underway and projected to be completed in FY 2020.



<b>Department:</b>	County Assets	<b>Program Contact:</b>	Alene Davis
<b>Program Offer Type:</b>	Internal Service	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>	78204-19		

**Program Characteristics:**

### Executive Summary

The Library Construction (Capital) Fund is a Capital Program designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the Library District's buildings safe, reliable, functional and efficient.

### Program Summary

The Library Construction (Capital) Fund program creates accessible, functional and energy efficient facilities that provide Library services with space that meets their program needs. The program focuses on the 15 owned buildings occupied by the Library District and provides the funding to complete capital projects within these buildings. Capital funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. It creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The Library District Capital Plan is managed via the annual 5-year Capital Plan that focuses on short-term requirements that are integrated with the long-term Library District facility needs.

The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Libraries over three decades and then prioritizes and schedules needed work in the future. This allows the Library Capital fund to be invested based on priority, and optimizes return on investment.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Percent of projects planned for completion in a fiscal year that are completed that fiscal year	65.2%	75%	85.7%	85%
Outcome	Provide the Library District with a 5-yr Capital Improvement plan updated annually	1	1	1	1

### Performance Measures Descriptions

PM#1--Percent of Library District projects planned for completion in a fiscal year that are completed that fiscal year.  
 PM#2--Provide the Library District with a 5-yr Capital Improvement plan updated annually.

## Legal / Contractual Obligation

There are a number of projects carrying over into FY19 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Contractual Services	\$0	\$3,629,318	\$0	\$4,037,437
Materials & Supplies	\$0	\$100,000	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,729,318</b>	<b>\$0</b>	<b>\$4,037,437</b>
<b>Program Total:</b>	<b>\$3,729,318</b>		<b>\$4,037,437</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,356,274	\$0	\$1,457,122
Beginning Working Capital	\$0	\$2,373,044	\$0	\$2,580,315
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,729,318</b>	<b>\$0</b>	<b>\$4,037,437</b>

## Explanation of Revenues

\$2,580,315 ~ 50000 BWC Estimated carry forward of ongoing projects

\$1,457,122 ~ 50310 Intl Svc Reimbursement Capital Fee on Owned Library Buildings

## Significant Program Changes

Last Year this program was: FY 2018: 78213 Library Construction Fund

**Department:** County Assets **Program Contact:** Scott Churchill

**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted

**Related Programs:**

**Program Characteristics:**

### Executive Summary

This project is to construct a new headquarters and clinic facility for the Multnomah County Health Department in the Old Town/Chinatown Neighborhood of Portland. The facility will be approximately 157,000 square feet and located on the easterly half of the block U immediately adjacent to the Bud Clark Commons building. The project team is focused on delivering a well-functioning, flexible building for County operations that is welcoming to clients. The building will be an attractive and durable asset which complements the neighborhood.

### Program Summary

The proposed Gladys McCoy building is a headquarters for the Multnomah County Health Department. It is an approximately 157,000 gross square foot, nine story structure located on the easterly portion of a block in Portland's Central City. The building will have a public entry sequence fronting on NW 6th Avenue & NW Hoyt St. Major elements at the ground floor are an Emergency Preparedness and Response center; a pharmacy; a vaccine depot; a loading dock and related service functions and a security desk. The upper eight floors house a variety of Health Department functions: Office of the Director; Deputy Director; Business, Financial & Quality Services; Community Health Services; Director of Nursing; Health Officer; Human Resources & Workforce Development; Integrated Clinical Services; Laboratory services; Communicable Disease services; and Public Health & Community Initiatives. Clinics are located on lower floors to facilitate public access; workplace is located on upper floors. Vertical circulation, restrooms for public use and staff use, break rooms, mechanical rooms, and other ancillary program spaces are distributed throughout the building.

Design Review was approved on November 10, 2016. The Board of County Commissioners approved Resolution 2016-115 on November 10, 2016 to authorize the Early Work Package. The Ground Breaking Ceremony was held on December 14, 2016 and 100% construction documents were delivered on January 13, 2017. Construction began on February 17, 2017 and the Board of County Commissioners approved the resolution 2017-051 on June 15, 2017 to authorize the GMP amendment with JE Dunn Construction. The steel structure has been completed and a topping ceremony was held December 6, 2017. Construction is on track to be completed in FY 2019.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Construction of the Gladys McCoy Building is complete	N/A	N/A	50%	100%
Outcome	Health Department can deliver services from this location	N/A	N/A	50%	100%

### Performance Measures Descriptions

PM #1: The metric (output) is completing the construction of the Gladys McCoy Building.

PM #2: Health Department can deliver services from this location.

## Legal / Contractual Obligation

IGA with Portland Development Commission (PDC) granting funds to the County for the subject project construction.  
IGA with Portland Housing Bureau (PHB) granting property to the County for the subject project construction.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$57,047	\$0	\$72,167
Contractual Services	\$0	\$78,593,087	\$0	\$31,584,541
Unappropriated & Contingency	\$0	\$0	\$0	\$121,271
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$78,650,134</b>	<b>\$0</b>	<b>\$31,777,979</b>
<b>Program Total:</b>	<b>\$78,650,134</b>		<b>\$31,777,979</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$9,500,000	\$0	\$9,500,000
Financing Sources	\$0	\$51,802,226	\$0	\$0
Beginning Working Capital	\$0	\$17,376,435	\$0	\$22,303,676
<b>Total Revenue</b>	<b>\$0</b>	<b>\$78,678,661</b>	<b>\$0</b>	<b>\$31,803,676</b>

## Explanation of Revenues

FY 2019 Revenues are:

- \$22,303,676 carryover from FY 2018
- \$9,500,000 to be received from Prosper Portland, previously known as the Portland Development Commission

## Significant Program Changes

**Last Year this program was:** FY 2018: 78214 Health Headquarters Construction

Decreases \$49.9 million as construction is underway and projected to be completed in FY 2019.

**Department:** County Assets                      **Program Contact:** Scott Churchill  
**Program Offer Type:** Existing Operating Program                      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

This program offer is for the development and execution of the strategy to relocate the Multnomah County Sheriff's Office (MCSO) Law Enforcement Division to an efficient, economical and sustainable facility appropriately sized and sited to deliver critical public safety services to the citizens of Multnomah County.

**Program Summary**

The Sheriff's Office moved to the Hansen Building complex, corner of NE Glisan and NE 122ND Avenue in 1976. The Hansen Building was built in 1956 as a County health clinic. Due to the buildings infrastructural needs, seismic liability, inefficient layout, security challenges and the distance to the Sheriff's current service districts, it no longer meets the operational requirements of a modern law enforcement agency. In FY 2017, the majority of the Sheriff's Office staff moved to the the Penumbra Kelly Building at 4747 E Burnside in Portland. (The Hansen Building is now used as a temporary shelter).

In FY 2015, Phase 1 of the project including the Project Plan and Programming was completed along with conceptual budget estimate to the Board followed as well as a request for approval for Phase 2 Project Delivery and Development Plan according to the FAC 1 Administrative Procedure. In FY 2017, a 3.54 acre parcel of land adjacent to the Troutdale Police Command Center was acquired by the County as a potential relocation site. Given changes in the local public safety environment, including the election of a new Multnomah County Sheriff in FY 2017, and policing discussions with other local cities, we continue to explore opportunities to meet the needs of Sheriff's Office. The ownership of Troutdale property does not align with the new Strategic Plans from the Sheriff's Office. The Troutdale parcel is listed for Disposition and will begin marketing for sale in Q3 FY 2018.

**Performance Measures**

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Assessment of MCSO overall facilities needs	N/A	100%	10%	100%
Outcome	Percent of BCC updated on overall plan for MCSO facilities	N/A	100%	100%	100%

**Performance Measures Descriptions**

PM #1 Output--An overall assessment of MCSO facilities and work space needs will be conducted considering the move from Hansen as well as overall needs.

PM #2 Outcome--Once the assessment is complete, the Board of County Commissioners with be briefed.

## Legal / Contractual Obligation

Contract #44000010000 with Shiels Oblatz Johnsen, Inc. for Owner's Representative services.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Contractual Services	\$0	\$3,364,422	\$0	\$4,166,405
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,364,422</b>	<b>\$0</b>	<b>\$4,166,405</b>
<b>Program Total:</b>	<b>\$3,364,422</b>		<b>\$4,166,405</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Beginning Working Capital	\$0	\$3,364,422	\$0	\$4,166,405
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,364,422</b>	<b>\$0</b>	<b>\$4,166,405</b>

## Explanation of Revenues

This program offer will be funded with \$4,166,405 in carryover from FY 2018.

This project has received the following OTO funding from the General Fund in prior years. FY 2014: Total of \$2,200,000 in OTO from General Fund: \$1,200,000 Hansen Operations Relocation in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A) \$1,000,000 Hansen Reconfigure (in 78007-16 (CIP) previous year. (Project CP08.14.17) FY 2016: Total of \$500,000 in OTO from General Fund: \$500,000 Hansen Operations Relocation in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A) FY 2017: Total of \$3,000,000 in OTO from General Fund: \$3,000,000 Hansen Building Replacement 78218-17 previous year. (Project CP12.17.11)

## Significant Program Changes

**Last Year this program was:** FY 2018: 78218 Hansen Building Replacement

Program Offer name changed from Hansen Building Replacement to MCSO Facilities Relocation and Reconfiguration. FY 2019 BWC increased \$800,000 due to project being placed on hold in FY 2018.

**Department:** County Assets **Program Contact:** Scott Churchill  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

### Executive Summary

The Department of Community Justice (DCJ) and the Facilities and Property Management Division (FPM) identified the need to acquire an asset in a mid-County location to consolidate four separate sites. In FY 2017, the County purchased a three building office development property with approximately 36,000 rental square feet located on a 2.46 acre site at 1245-1415 SE 122nd Ave in Portland. DCJ will occupy just the North and West buildings of the Campus. The South Building will be available for other Program use.

### Program Summary

In FY 2019, FPM will complete design and construction documents to renovate the existing buildings into high performing facilities. In the North and West buildings of the new property, this program envisions the co-location of DCJ District Managers, seven Parole and Probation units, space for Teaming Partners, a client Resource Center, a Training Facility for Parole Officers, a Community Services support facility and convenient staff amenities including break areas, respite room, fitness room and showers. This will increase operational efficiency, align departmental points of service with their client base and eliminate the lease risks associated with the existing leased facilities.

As part of the Facilities Strategic Asset Plan, the majority of these functions will be relocated from facilities with expiring leases or properties that the County is planning to dispose of such as Central Probation. In addition some functions will be relocated from the Mead Building to better serve the central Mid-County area.

Goals for this new Mid-County facility include:

- Creating a campus environment that serves clients in a centrally located and easily accessible area
- Providing a community resource center
- Providing a safe and secure facility for staff, clients and neighbors
- Achieving cost efficiency by co-locating services
- Increasing efficiency of work areas in terms of hoteling and space utilization
- Supporting public transit and providing convenient transit connections for staff and clients

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Complete schematic design, design documents and construction documents for permit application	N/A	100%	50%	100%
Outcome	Presentation to the BCC to approve Adjusted Use Plan and associated revised financing plan	N/A	1	1	1

### Performance Measures Descriptions

PM 1 Output: Obtain BCC approval of schematic design, design documents and construction document including permitting application.

PM 2 Outcome: Obtain BCC approval of Adjusted Use Plan and associated revised financing plan.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$77,063	\$0	\$8,883
Contractual Services	\$0	\$7,058,178	\$0	\$7,116,852
Materials & Supplies	\$0	\$0	\$0	\$0
Internal Services	\$0	\$136,192	\$0	\$24,596
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$7,271,433</b>	<b>\$0</b>	<b>\$7,150,331</b>
<b>Program Total:</b>	<b>\$7,271,433</b>		<b>\$7,150,331</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$5,250,000	\$0	\$0
Beginning Working Capital	\$0	\$2,021,433	\$0	\$7,259,712
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,271,433</b>	<b>\$0</b>	<b>\$7,259,712</b>

Explanation of Revenues

This program offer will be funded by beginning working capital carried over from FY 2018.

Significant Program Changes

Last Year this program was: FY 2018: 78220 DCJ Mid County Facility

Program Offer Name Change: From DCJ Mid County Facility to DCJ East County Campus

Adjusted Use:

Originally the entire three building campus was purchased for use by DCJ Programs. DCJ has elected to occupy just the North and West buildings of the Campus. The South building will be available for use by other County Programs.



**Department:** County Assets                      **Program Contact:** Alene Davis  
**Program Offer Type:** Existing Operating Program                      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

### Executive Summary

The Multnomah County Justice Center, located in downtown Portland, is a 16-story building with 2 sublevels, of which 9 floors are operated as a detention center. The security electronics were overhauled in 2006, when new Programmable Logic Controllers and touch panels were installed, along with a new fire alarm system and a small video system upgrade. Since then, due to changes in technology the analog intercom and video systems are becoming difficult to support. New technologies available will lower cost while improving the operation, maintainability, and safety of the facility.

### Program Summary

Under this project, the intercom and video surveillance systems will be upgraded to newer technologies, utilizing the same equipment and brands that were recently installed in the other County detention facilities (Inverness and the Juvenile Center), and have become the standard for the County. This project will identify areas with inadequate video coverage, add new cameras and technologies as necessary to ensure compliance with the current PREA Standards. Additionally, this will extend the lifetime of the security electronics for another 15-20 years, with appropriate maintenance and software upgrades.

This project will replace 5 different systems:

- 1 - INTERCOM SYSTEM: The intercom system provides inter communications between the various control centers to their associated inmate cells, movement doors, and other locations where immediate, highly intelligible 2-way audio is needed.
- 2- VIDEO SURVEILLANCE SYSTEM: The video surveillance system provides visual supervision and 60 minutes of recording time for inmate and public areas of the facility, and provides for automated call-up of associated images whenever door control or intercom communications functions are in use.
- 3 - PLC/TOUCHSCREEN SYSTEMS: The current PLC's, which are the brains of the system, are Modicon Quantum series by Schneider Electric, and are in good condition, although the CPU's do not support the current Unity programming software.
- 4 - ACCESS CONTROL SYSTEM: The access control system allows the staff to enter doors and areas without control room intervention, using card or token readers at each door or elevator, and is also used for interlock override by the control room staff.
- 5 - ADMINISTRATIVE INTERCOM PHONE SYSTEM: The facility has an administrative intercom phone system, consisting of a network of dedicated detention-grade master phone stations that allow for fast and easy inter communications between control room officers, management, medical, and other detention-oriented locations.

The order of the system implementation will be planned based on risk and interdependencies. The FAC-1 process will be followed with periodic Board check ins.

### Performance Measures

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY17 Actual</b>	<b>FY18 Purchased</b>	<b>FY18 Estimate</b>	<b>FY19 Offer</b>
Output	Prioritized order for system implementation	NA	1	1	1
Outcome	Percent of systems successfully implemented	NA	40%	5%	100%

### Performance Measures Descriptions

- PM #1-Output--A list of the prioritized order of implementation will be completed considering risk and inter-dependency.  
PM #2-Outcome--Anticipated that 100% of the systems implementation will be completed in FY 2019. FY18 100% planning and design completed and start of implementation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Contractual Services	\$0	\$3,819,155	\$0	\$3,600,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,819,155</b>	<b>\$0</b>	<b>\$3,600,000</b>
<b>Program Total:</b>	<b>\$3,819,155</b>		<b>\$3,600,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$3,819,155	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$3,500,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,819,155</b>	<b>\$0</b>	<b>\$3,500,000</b>

Explanation of Revenues

BWC \$3,500,000 carryover from FY18 project

Significant Program Changes

Last Year this program was: FY 2018: 78221 MCDC Detention Electronics

**Department:** County Assets **Program Contact:** Scott Churchill  
**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

### Executive Summary

In FY 2018 the County authorized One Time Only (OTO) funds to survey the Vance Property in order to support development of a long term Master Plan. Department of Community Services (DCS) Planning and County Leadership along with Department of County Assets (DCA) Facilities formed a steering committee earlier in FY 2018 in order to build a Roadmap of Master Planning efforts to date and outline next steps. The next steps include Parcel Development Planning, Storm Water Retention Analysis, Zoning and Best Use Analysis and Preliminary Structure location Analysis.

### Program Summary

This program offer includes the development of a long term Master Plan for the Vance property. It will lead to enhanced development options which make better use of the former quarry and the associated park portion on the west side of the property.

The goal of the plan is to develop a structured process with a clear framework for creating a set of options and recommendations for any future development or disposition of the County-owned parcels in this area. The plan will consider the needs of the DCS including infrastructure needs, service provision, and present and future division land use needs, as well as any financial impact to the Road fund. In addition, we will be working closely with the City of Gresham to assess the park portion of the Vance Property along the western edge in order to determine best usage and future options.

DCS is working with University of Oregon Masters Landscape Planning Faculty to study the site and identify key features which can be better enhanced and developed for Regional Community benefit. This Faculty Research work currently under way will continue through Graduate Student studies in the Fall of 2018 and developed at no cost to the County.

The DCS will work closely with internal stakeholders, and external partners and stakeholders to evaluate the future options for this property.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Development of Master Plan for Vance Property	N/A	N/A	N/A	1
Outcome	Percentage of master plan for Vance Property complete	N/A	N/A	N/A	100%

### Performance Measures Descriptions

PM #1 Output--Master Plan will be developed.  
 PM #2 Outcome--The Master Plan will be 100% complete during FY 2019.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Contractual Services	\$0	\$0	\$0	\$150,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$150,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$150,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>

Explanation of Revenues

\$150,000 one-time-only transfer from the General Fund to the Facilities Fund.

Significant Program Changes

Last Year this program was: FY 2018: 78224 Yeon-Vance Site Assessment



**Program #78225 - Facilities Dedicated Facilities Specialist for Shelter Transitions** 6/22/2018

<b>Department:</b>	County Assets	<b>Program Contact:</b>	Alene Davis
<b>Program Offer Type:</b>	Internal Service	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>	78203		
<b>Program Characteristics:</b> One-Time-Only Request			

**Executive Summary**

This offer is for a full time limited duration Facilities Specialist 3 in the Client Services Program to work as a Project Manager/Property Manager to support the existing, transitioning, and new homeless shelters. The position will coordinate with Joint Office of Homeless Services, Facilities staff, shelter operators, vendors, and service providers to help ensure shelter facilities are successfully established and maintained from a building perspective.

**Program Summary**

Facilities supports the operations of three homeless shelters in County-owned buildings. The support of these shelters has placed a higher-than-anticipated load on the existing property management and project management staff, increasing their regular and overtime work. This position will offset that extra workload.

Facilities such as the Hansen Building were not originally intended for residential use such as a homeless shelter but are needed to meet the current homelessness/housing emergency. Building systems such as plumbing, electrical and HVAC are strained. The coordination of keeping these kinds of facilities operational until new shelters can be brought on line, and a move made, is both critical and time-consuming. This position will lead Facilities' coordination efforts for this ongoing work, as well as the operations and transitioning of the Willamette Shelter and the Gresham Women's Shelter.

JOHS is working with Facilities to help identify and establish new shelters within the community over the next year. This position will provide Project Management support to bolster the work by the Facilities Sr. Real Estate Specialist to identify and stand up new shelters on behalf of JOHS.

**Performance Measures**

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Provide Project Management/Property Management services to support JOHS building-related efforts	n/a	n/a	n/a	10 projects
Outcome	Number of transitioned or newly-established shelters supporting the homeless community	n/a	n/a	n/a	5

**Performance Measures Descriptions**

PM #1 Output--Provide Project Management and/or Property Management services to support JOHS for building-related efforts supporting homeless shelters including 10 projects/initiatives.  
PM #2 Outcome--Contribute to the transition to and/or establishment of new shelters supporting the homeless community including 5 new/transitioned shelters.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Personnel	\$0	\$0	\$0	\$131,915
Materials & Supplies	\$0	\$0	\$0	\$5,300
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$137,215</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$137,215</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$137,215
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$137,215</b>

Explanation of Revenues

\$137,215 transfer from the General Fund.

Significant Program Changes

Last Year this program was:

**Department:** County Assets      **Program Contact:** Alene Davis  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program offer will fund essential repairs to the Multnomah County Sheriff Office (MCSO) River Patrol boathouses and related facilities. These repairs will address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structure. In FY 2019, MCSO will restart contributions to the Capital Improvement Fund (CIP) for future capital needs.

**Program Summary**

A study was recently commissioned by Facility and Property Management (FPM) and completed in February, 2018 to determine the scope of deferred maintenance required for the MCSO River Patrol boathouses, docks, and ramps, eight structures in total. Deferred maintenance in the amount of ~\$2 million was identified by the contracted architecture/engineering firm. Of the ~\$2 million, \$1,036,728, is considered to be essential to address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structures. We currently have an imminent danger correction notice for all Columbia River Patrol boathouses from an electrical inspector to prevent Electrical Shock Drowning (ESD).

This program offer is asking for the cost of identified essential work to ensure the safety of County staff and the public, and to ensure that compliance with code requirements is not delayed. Funding for the remaining work identified in the study will be evaluated at a later date. Funded work will be managed by the Department of County Assets (DCA) FPM Capital Improvement team. Structures identified that need improvements include: B496 Willamette River Boathouse; B307 Columbia River Gleason Landing River Patrol, B493 Boathouse 1, B494 Boathouse 2, and B495 Boathouse 3, and the fueling dock; B309 Columbia River Chinook Landing Boathouse; and the B499 Columbia River Bonneville Boathouse.

In FY 2009, MCSO stopped paying into the FPM base and CIP funds for these structures. Starting in FY 2019, MCSO will restart paying into the CIP Fund for these structures to ensure availability of funds for future capital improvements.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY17 Actual</b>	<b>FY18 Purchased</b>	<b>FY18 Estimate</b>	<b>FY19 Offer</b>
Output	Complete essential deferred maintenance boathouses.	NA	NA	NA	1
Outcome	MCSO boathouses/floating buildings meet minimum code and safety compliance.	NA	NA	NA	100%

**Performance Measures Descriptions**

Output: Complete essential deferred maintenance on MCSO River Patrol boathouses/buildings/ramps/docks in order to reduce the ongoing rapid deterioration of the assets.

Outcome: Bring MCSO River Patrol boathouses/buildings/ramps/docks up to minimum levels of code and safety compliance.

## Legal / Contractual Obligation

An imminent danger correction notice for all Columbia River Patrol boat houses from electrical inspector to prevent Electrical Shock Drowning (ESD).

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Contractual Services	\$0	\$0	\$0	\$1,036,728
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,036,728</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,036,728</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Financing Sources	\$0	\$0	\$0	\$1,036,728
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,036,728</b>

## Explanation of Revenues

General Fund one time only funding, \$1,036,728

## Significant Program Changes

Last Year this program was:



**Department:** County Assets      **Program Contact:** Alene Davis  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Inmates in the Multnomah County Detention Center (MCDC) often have diagnosed mental health issues, can be experiencing depression, and are usually at a time of crisis in their lives. The Sheriff's Office has set suicide prevention as a primary goal and is committed to providing a safe and secure housing environment for all inmates in MCDC by structuring the buildings, dormitories, and cells to be free of any hazards, including ones developed by inmates. This program offer improves MCDC by funding the replacement of wall-mounted cell lights and completing the cell window cover project.

**Program Summary**

At the Multnomah County Detention Center (MCDC), the design of the existing detention light fixtures creates a gap between the wall and the fixture. This gap can't be filled with epoxy because the entire housing must be removed in order to replace the bulb.

The Facilities & Property Management has identified maximum security replacement fixtures which would eliminate the gap, thus, reducing the risk of suicide attempts. These new security fixtures are also equipped with LED lamps, providing up to 50,000 hours of useful life, and a significant energy cost savings over the existing bulbs. This program offer would replace the current wall mounted fixtures in all 448 cells at MCDC.

The Multnomah County Detention Center Jail was originally designed with cell window frames that have exposed edges which are a safety concern for inmates and staff. The frames themselves have edges that sheets can be tied to, and also there can be cracked and exposed grout by the frame which can be broken out and used for weapons. A project was started in 2011 to use a protective metal frame covering the exposed existing frame edges in each cell. To date the 4th and 8th floors have been completed, but floors 5, 6 and 7 still have 75 cells that need to have this suicide risk addressed. This program offer provides the funding to finish the project.

**Performance Measures**

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Number of cells with lighting replaced	NA	NA	NA	448
Outcome	Number of cells with window covers installed	NA	NA	NA	75

**Performance Measures Descriptions**

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Contractual Services	\$0	\$0	\$0	\$950,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$950,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$950,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$950,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$950,000</b>

Explanation of Revenues

One time only General funds

Significant Program Changes

Last Year this program was:

**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The IT Innovation and Investment Projects offer provides funding and governance for one-time-only IT capital projects. The offer provides continued funding for projects currently in progress as well as funding for replacement of high risk software applications and priority system initiatives. The IT Planning, Projects, and Portfolio Management group manages the capital expenditures for this program offer.

**Program Summary**

The IT Planning, Projects, and Portfolio Management group provides oversight to the programs and projects within this program offer. For Fiscal Year 2019, the programs and projects included within this program offer are:

- Technology Improvement Program (TIP). Based on the funding available in FY19, specific projects will be initiated to replace prioritized obsolete technology.
- Health System Transformation Program. The primary focus for FY 2019 will be to implement a pilot project called the Service Coordination Portal Engine.
- Budget System (Questica) Reporting Enhancements Project. In FY 2019, the reporting requirements will be evaluated based on the outcome of the implementation of the County's new Employee Resource Planning system suite.

Projects initiated within the IT Innovation and Investment program offer become part of the County's Digital Strategy Priority Projects Portfolio. These projects are managed using industry-based project management practices. Monthly reporting is provided and is available on the County's Commons Intranet for County leadership.

**Performance Measures**

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Number of projects monitored per monitoring process	100%	100%	100%	100%
Outcome	Strategic reports shared with leaders improving transparency.	12	12	12	12

**Performance Measures Descriptions**

- PM #1 Output - 100% of the funded projects will be monitored by the IT Senior Leadership.
- PM #2 Outcome - This measure is designed to ensure that information and data concerning strategic IT projects are consistently shared with County leadership. This measure helps provide transparency to the work of County IT.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$0	\$0	\$178,128
Contractual Services	\$0	\$1,998,696	\$0	\$1,319,294
Capital Outlay	\$0	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,998,696</b>	<b>\$0</b>	<b>\$1,497,422</b>
<b>Program Total:</b>	<b>\$1,998,696</b>		<b>\$1,497,422</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$1,998,696	\$0	\$1,497,422
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,998,696</b>	<b>\$0</b>	<b>\$1,497,422</b>

Explanation of Revenues

This program will use unspent one time only revenues that are carried into this fiscal year as beginning working capital through project completion.

\$250,000 in one time only funding for startup Technology Improvement Funding for replacement of obsolete systems.

Significant Program Changes

**Last Year this program was:** FY 2018: 78301 IT Innovation & Investment Projects

Beginning Working Capital decreased by \$480K due to projects spend down. Capital increased \$250,000 for one time only start up funding for Technology Improvement Projects for replacement of obsolete systems.

**Department:** County Assets **Program Contact:** Tracey Massey

**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted

**Related Programs:**

**Program Characteristics:**

### Executive Summary

The IT Planning, Projects, and Portfolio Management offer focuses on the processes, procedures, and tools necessary to support the successful management of strategic IT projects. The program also includes oversight of the one-time-only Board of County Commissioners approved projects, as well as ensuring project management standards and processes are in place across the Department of County Assets Division of Information Technology.

### Program Summary

The program includes the staff responsible for developing and implementing industry standards for managing IT projects, especially high-risk capital projects. Skilled project managers provide the hands-on expertise needed to successfully manage risk and complete these projects following adopted project management practices. This program coordinates and manages the quarterly strategic planning and review process. The quarterly planning process ensures that the right resources are focused on the strategic IT projects within the County. The output from these meetings is shared with departmental leaders countywide. The program also includes contract/vendor/partner management for outsourcing and/or intergovernmental agreements associated with strategic projects. In FY 2017, the full IT Project Portfolio consisted of 294 projects active during the course of the year and 165 projects that were completed during the year. The Planning, Projects, and Portfolio Management group maintains the County's Digital Strategy Priority Projects Portfolio consisting of approximately 20 of the highest priority projects across the County. Progress on the projects within this portfolio are reported and shared monthly through the County's intranet.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Maintain ratio of planned to unplanned work for actual time worked	66-34	70-30	82-18	80-20
Outcome	Number of strategic reports shared with leaders improving transparency.	3	3	3	3
Outcome	Percent of strategic projects completed on time per project schedules baseline.	70%	80%	80%	80%

### Performance Measures Descriptions

PM #1 Output- Measure #1-Designed to ensure that project management staff are working on planned projects.

PM #2 Outcome - Designed to ensure that information concerning strategic IT projects are consistently shared with County leadership. Provides transparency to IT work.

PM #3 Outcome - Designed to measure one element of project success, and help ensure that resources are applied to the most strategic projects.

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$1,743,864	\$0	\$1,428,364
Contractual Services	\$0	\$40,000	\$0	\$40,000
Materials & Supplies	\$0	\$210,330	\$0	\$184,202
Internal Services	\$0	\$500	\$0	\$400
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,994,694</b>	<b>\$0</b>	<b>\$1,652,966</b>
<b>Program Total:</b>	<b>\$1,994,694</b>		<b>\$1,652,966</b>	
<b>Program FTE</b>	0.00	10.00	0.00	10.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$2,152,087	\$0	\$1,652,966
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,152,087</b>	<b>\$0</b>	<b>\$1,652,966</b>

**Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

**Significant Program Changes**

**Last Year this program was:** FY 2018: 78302 IT Planning, Projects & Portfolio Management

Reduction in personnel cost due to movement within IT organization.

**Department:** County Assets

**Program Contact:** Dan Gorton

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

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

### Program Summary

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for over 6,000 employees and business partners. By focusing on first call resolution of problems, such as inability to access documents, working with Word documents, spreadsheets, and other desktop applications, the Help Desk is able to minimize escalations to other IT teams and resolve customer problems as quickly as possible. The Help Desk provides support of mobile devices in use by County staff. Mobile support includes setup and delivery of mobile phones, support to those using County mobile devices and management of mobile phones in the County's mobile management tool. Services are provided 24x7, 365 days a year to ensure that customer needs are addressed in a timely manner to enable County employees to focus on their mission to serve the public. In addition to resolving specific issues with desktop applications and vendor provided applications, the Help Desk also provides ad hoc training for software and hardware use, in order to minimize future problems that hinder employees' ability to work effectively. Help Desk staff provides support and help for internal IT functions such as the Applications, Desktop, Data Center, and Administration groups. The Help Desk averages 2,500 customer tickets per month. Of those tickets, an average of 64% are resolved at the Help Desk. The other 36%, that are not able to be resolved at the Help Desk, are escalated to Level 2 IT support for resolution.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Number of customer tickets processed	30,000	30,000	30,000	30,000
Outcome	Percent of total calls to the Help Desk that are abandoned.	5.93%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	63.7%	60%	60%	60%

### Performance Measures Descriptions

PM #1 Output - Tracks the number of tickets created on an annual basis.

PM #2 Output – Percent of calls to the Help Desk that are abandoned. This should be between 0-5 percent per industry standards.

PM #3 Outcome - Percent of calls resolved at the Help Desk without requiring escalation. Target is 60%.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$920,788	\$0	\$966,497
Contractual Services	\$0	\$40,000	\$0	\$0
Materials & Supplies	\$0	\$10,555	\$0	\$7,400
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$971,343</b>	<b>\$0</b>	<b>\$973,897</b>
<b>Program Total:</b>	<b>\$971,343</b>		<b>\$973,897</b>	
<b>Program FTE</b>	0.00	7.40	0.00	7.40

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$971,343	\$0	\$973,897
<b>Total Revenue</b>	<b>\$0</b>	<b>\$971,343</b>	<b>\$0</b>	<b>\$973,897</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2018: 78303 IT Help Desk Services



**Department:** County Assets      **Program Contact:** Rodney Chin  
**Program Offer Type:** Internal Service      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### **Executive Summary**

The Telecommunications program manages all voice and video communication services for over 6,000 County and partner employees. The services provided by this program facilitate communication with citizens, business partners, and employees.

### **Program Summary**

The County maintains an enterprise voice system that processes over 25,000 incoming calls and voicemails each day. This program coordinates the installation and maintenance of all voice equipment and associated technologies including wiring, switching and routing equipment, desk phones, call center consoles and connectivity to the public telephone system. Telecom is responsible for supporting phones and applications for over 6,000 customers across all County locations. Telecom works closely with departments to identify communication needs and then implement technologies to address them. Key services supported by this program include all County call centers, such as the Mental Health Crisis line. Large projects coordinated by Telecom including office relocations, new facility provisioning, and remodeling. Telecom also manages the acquisition, configuration, and maintenance of video conferencing units at multiple locations. These are used heavily by the State Courts, Department of Community Justice, and Public Defenders.

### **Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY17 Actual</b>	<b>FY18 Purchased</b>	<b>FY18 Estimate</b>	<b>FY19 Offer</b>
Output	Average time (in hrs) to respond to high priority incidents	1	1	1	1
Outcome	High priority incidents resolved within 12 hours	99%	98%	98%	98%

### **Performance Measures Descriptions**

PM #1 Output - High priority incidents are problems that cause service disruptions. This measure is designed to ensure problems reported to the Help Desk are logged, assigned and dispatched to technicians as a priority.

PM #2 Outcome - Measures the amount of time required to resolve high priority incidents. This measure is designed to ensure support teams respond in a timely manner to high priority incidents.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Personnel	\$0	\$959,447	\$0	\$928,151
Contractual Services	\$0	\$150,000	\$0	\$120,000
Materials & Supplies	\$0	\$1,311,174	\$0	\$1,401,976
Internal Services	\$0	\$9,500	\$0	\$16,200
Capital Outlay	\$0	\$75,000	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,505,121</b>	<b>\$0</b>	<b>\$2,466,327</b>
<b>Program Total:</b>	<b>\$2,505,121</b>		<b>\$2,466,327</b>	
<b>Program FTE</b>	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,238,904	\$0	\$2,298,612
Service Charges	\$0	\$266,217	\$0	\$167,715
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,505,121</b>	<b>\$0</b>	<b>\$2,466,327</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2018: 78304 IT Telecommunications Services

**Department:** County Assets **Program Contact:** Tony Dornbusch  
**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

The Mobile Device Expense Management program provides centralized management of all wireless voice and data communications for approximately 4,500 County employees. The services provided by this program facilitate communication with citizens, business partners, and employees. This group contracts, purchases, provisions, tracks, and oversees the usage and payment for wireless (cellular) devices and the related services for the County. This includes cell phones, pagers, tablet computers, smart phones, and aircards.

### Program Summary

The County maintains approximately 1,600 wireless devices. This group works closely with Departments to identify wireless communication needs then set standards for devices and service plans to address these needs. This program coordinates the acquisition of all cellular devices as well as the provisioning of the cellular services for these devices, also known as mobile devices. This group works closely with IT, Desktop, and Security, as well as Departments to identify mobile communication needs then sources and/or negotiates the services for delivery to internal County customers.

In addition to managing risk, a primary goal is to continue to strive to reduce overall expenses each year. The initial baseline for this measure was set at the end of fiscal year 2013 and is based upon total overall expenses translated into an average cost per minute metric. The implementation of the Telecom Expense Management system was completed in FY2015. The average cost per minute metric has been re-baselined to establish the ongoing benchmark for future comparison. The total overall costs include personnel and non-personnel expenses plus the costs for all wireless services.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	% of processed new and replacement mobile device requests including audit of carrier records for exceptions	99%	99%	99%	99%
Outcome	Reduce overall cost over prior year	4%	2%	2%	2%

### Performance Measures Descriptions

PM #1 Output - Program will process 99% of all new and replacement mobile device requests and will audit carrier records for any exceptions not ordered by program.

PM #2 Outcome - Reduce overall cost of mobile devices and related services (per device) over similar costs from the prior fiscal year.

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$105,271	\$0	\$107,284
Contractual Services	\$0	\$48,464	\$0	\$0
Materials & Supplies	\$0	\$1,037,994	\$0	\$1,042,464
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,191,729</b>	<b>\$0</b>	<b>\$1,149,748</b>
<b>Program Total:</b>	<b>\$1,191,729</b>		<b>\$1,149,748</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$1,191,729	\$0	\$1,149,748
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,191,729</b>	<b>\$0</b>	<b>\$1,149,748</b>

**Explanation of Revenues**

This program offer is funded via the collection of a monthly service fee charged to each wireless device holder of record. The service fee is collected through the IT Internal Service Rate collection process.

**Significant Program Changes**

**Last Year this program was:** FY 2018: 78305 IT Mobile Device Expense Management

Number of mobile devices increased by 115 devices which drives voice and data increases.

**Department:** County Assets

**Program Contact:** Rodney Chin

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Network Services program includes both the Wide Area Network (WAN) and Security Programs. The WAN group provides a stable and secure network for data communications between County buildings, data centers, and to external networks. The Security group is focused on cybersecurity functions associated with protecting the County's information assets.

### Program Summary

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services include routing and switching, firewall management, IP address management, monitoring, and incident management. This program implements wireless access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. Large projects coordinated by WAN Services include office relocations, new facility provisioning, and remodeling. WAN works closely with external partners such as the City of Portland to create secure network links in order to share vital data.

The Security program is responsible for instituting appropriate cost-effective safeguards to provide reasonable assurance around the security of Multnomah County's IT information assets. The security team achieves this through policy development, audit and compliance monitoring, incident response and investigations, system monitoring, identity and access management, encryption and antivirus as well as education and awareness. The Security program is responsible for the implementation and on-going monitoring of the security rule of the HIPAA regulation including the investigation of incidents and/or breaches in cooperation with the County's Privacy Officer.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	County WAN sites network availability 24 x 7, excluding scheduled maintenance	99.9%	99.9%	99.9%	99.9%
Outcome	County workstations with security antivirus agent installed with current virus signatures	95%	95%	95%	95%
Outcome	County employees exposed to cyber awareness training through managed phishing	60%	80%	80%	80%

### Performance Measures Descriptions

PM #1 Designed to ensure Network availability. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

PM #2 Designed to minimize the impact of cybersecurity incidents involving county computers.

PM #3 Designed to train users to spot phishing and spear phishing attacks in order to thwart phishing scams.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Personnel	\$0	\$2,275,272	\$0	\$2,694,447
Contractual Services	\$0	\$212,000	\$0	\$120,000
Materials & Supplies	\$0	\$2,595,974	\$0	\$2,993,326
Internal Services	\$0	\$1,000	\$0	\$1,000
Capital Outlay	\$0	\$0	\$0	\$2,800
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,084,246</b>	<b>\$0</b>	<b>\$5,811,573</b>
<b>Program Total:</b>	<b>\$5,084,246</b>		<b>\$5,811,573</b>	
<b>Program FTE</b>	0.00	13.00	0.00	13.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,942,649	\$0	\$5,811,573
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,942,649</b>	<b>\$0</b>	<b>\$5,811,573</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2018: 78306 IT Network Services

Increase in Material and Supplies due to investments in IT Security. Personnel costs increases due to movement within the IT organization and two additional Senior System Administrators.

**Department:** County Assets

**Program Contact:** Dan Gorton

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Desktop Services program supports end users with desktops, laptops, tablets, smartphone's, printers, multifunction device vendor management, iPads and other personal computing devices. This includes hardware and software procurement, installation, upgrades, maintenance, asset management and proper disposal of all devices. Remote and on-site support are provided to improve user productivity.

### Program Summary

Desktop Services manages over 6,000 County devices (desktops, laptops, tablets, printers, multifunction devices, iPhones, iPads and other personal computing devices). PCs for public use in the libraries, assessment & taxation and land use planning are also supported to provide citizens with access to view public records on-line. The desktop team is responsible for life cycle management (renewal and replacement), software upgrades and inventory management for all desktop devices. Desktop support staff follow best practices for standardization, resulting in faster performance, reliability, better stability and greater security. They are also an escalation point for Help Desk ticket resolution. The Desktop Services team actively researches new technology to improve services and reduce the County's carbon footprint. This team also performs support for the County's computer training rooms.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	90%	95%	95%	95%
Outcome	New hire devices installed and functional on employee start date on requests received 5 days prior to start day	90%	90%	90%	90%
Outcome	Device refresh occurs within 3 months of warranty end date	50%	70%	70%	70%

### Performance Measures Descriptions

PM #1 Output Measure - This measures moves of County staff desktop devices from one County location to another.

PM #2 Outcome Measure - This measures our ability to have desktops ready when employee arrives to work on their first day.

PM #3 Outcome Measure - This measures our ability to replace aging desktop devices.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Personnel	\$0	\$2,325,159	\$0	\$2,232,141
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$56,550	\$0	\$48,650
Internal Services	\$0	\$18,400	\$0	\$22,500
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,470,109</b>	<b>\$0</b>	<b>\$2,373,291</b>
<b>Program Total:</b>	<b>\$2,470,109</b>		<b>\$2,373,291</b>	
<b>Program FTE</b>	0.00	17.00	0.00	17.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,470,109	\$0	\$2,373,291
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,470,109</b>	<b>\$0</b>	<b>\$2,373,291</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2018: 78307 IT Desktop Services

Personnel decrease due to reduction of one LDA and One Temporary position.



**Department:** County Assets

**Program Contact:** Gary Wohlers

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Multnomah County has made a significant financial investment in our technology infrastructure. This program provides for the lifecycle management and replacement of outdated, unsupported, broken or damaged Information Technology (IT) assets allowing the County to spread the cost of the equipment replacements over multiple years and keep pace with rapidly changing technology.

**Program Summary**

This program supports the IT asset management lifecycle replacements for desktop and laptop computers, smartphones, iPads/Tablets, monitors, desktop software, network router and switching equipment, telephones, data center servers and storage, printers, copiers and other output devices. It also supports the acquisition and disposition of hardware in a safe and environmentally friendly manner. Currently, the refresh schedule for laptops is three years and desktops is four years. The County looks for opportunities to assist the local community via donating operational retired equipment via Free Geek and local public schools, e.g. Portland Public Schools.

**Performance Measures**

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule.	60%	90%	70%	70%
Outcome	Asset database quality, accuracy and completeness	98%	99%	98%	98%

**Performance Measures Descriptions**

PM #1 Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the replacement schedule.

PM #2 Outcome Measure - Measures the effectiveness of the asset database(s) for quality, accuracy and completeness.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Contractual Services	\$0	\$0	\$0	\$360,000
Materials & Supplies	\$0	\$2,964,008	\$0	\$3,744,570
Capital Outlay	\$0	\$1,558,820	\$0	\$1,529,603
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,522,828</b>	<b>\$0</b>	<b>\$5,634,173</b>
<b>Program Total:</b>	<b>\$4,522,828</b>		<b>\$5,634,173</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$3,483,013	\$0	\$3,918,943
Beginning Working Capital	\$0	\$1,039,815	\$0	\$1,715,230
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,522,828</b>	<b>\$0</b>	<b>\$5,634,173</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2018: 78308 IT Asset Replacement

Contractual Services increase is due to an additional six contractors to assist with the asset replacement roll-out. Year one of the CISCO licensing is included in Material and Services.

**Department:** County Assets

**Program Contact:** Bob Leek

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department (over 70 systems) and Department of County Human Services (over 80 systems). The wide variety of services focuses on increasing and improving delivery of technology to provide higher value to departments and constituents. This program improves the delivery of County services through automating business operations, providing easy access to information, and supporting health care transformation in Multnomah County.

### Program Summary

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

Strategies include: 1) freeing up IT resource hours by tracking hours, analyzing data and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 2) leveraging County resources by maintaining, supporting and/or reusing existing systems; and 3) evaluating Countywide departmental needs to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions. Strategies will result in increased IT resources available for higher value projects.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	70%	65%	75%	68%
Outcome	Percentage point increase in employee hours spent on planned work	5%	10%	0%	3%

### Performance Measures Descriptions

Output Measure - Employee hours spent on planned versus unplanned work: 65% planned/35% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The percentage increase in planned work versus unplanned work calculated from the Current Year Purchased

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$3,874,483	\$0	\$3,831,797
Contractual Services	\$0	\$628,795	\$0	\$854,000
Materials & Supplies	\$0	\$163,014	\$0	\$164,952
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,666,292</b>	<b>\$0</b>	<b>\$4,850,749</b>
<b>Program Total:</b>	<b>\$4,666,292</b>		<b>\$4,850,749</b>	
<b>Program FTE</b>	0.00	20.00	0.00	20.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$4,822,663	\$0	\$5,018,003
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,822,663</b>	<b>\$0</b>	<b>\$5,018,003</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

**Last Year this program was:** FY 2018: 78309 IT Health and Human Services Application Services

Increase in personnel is due to movement within the IT organization. Contractual services increased due to additional technology projects slated for FY 2019.

**Department:** County Assets

**Program Contact:** Bob Leek

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

IT Public Safety Application Services provides reliable and effective software systems for Community Justice, Decision Support System for Justice (DSS-J), and the Sheriff's Office. The wide variety of services provided require focus on increasing and improving delivery of technology to provide higher value to departments and constituents perform activities as required to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability.

**Program Summary**

This Program Offer improves the delivery of County services through automating business operations and integrating information between public safety partners.

Services include managing customer relationships; capturing, prioritizing and scheduling IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing third-party vendor systems and relationships; maintaining and enhancing legacy systems.

This program ensures that requests are well-defined, prioritized and scheduled in alignment with department and County priorities. Strategies include: 1) freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests, 2) leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and 3) using Total Cost of Ownership to make informed IT investment decisions. These strategies will result in an increase in IT resources available for higher value projects that will move County business strategies forward.

**Performance Measures**

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	57%	66%	60%	70%
Outcome	Percentage point increase in time spent on planned projects	6%	3%	5%	4%

**Performance Measures Descriptions**

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 65% planned/35% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 Outcome Measure - The % increase in planned work versus unplanned work calculated from the Current Year Estimate.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$2,842,319	\$0	\$2,976,679
Contractual Services	\$0	\$127,498	\$0	\$150,000
Materials & Supplies	\$0	\$102,211	\$0	\$113,826
Internal Services	\$0	\$300	\$0	\$200
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,072,328</b>	<b>\$0</b>	<b>\$3,240,705</b>
<b>Program Total:</b>	<b>\$3,072,328</b>		<b>\$3,240,705</b>	
<b>Program FTE</b>	0.00	18.00	0.00	18.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$3,072,328	\$0	\$3,240,705
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,072,328</b>	<b>\$0</b>	<b>\$3,240,705</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2018: 78310 IT Public Safety Application Services



**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$1,487,629	\$0	\$1,545,023
Materials & Supplies	\$0	\$70,725	\$0	\$74,386
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,558,354</b>	<b>\$0</b>	<b>\$1,619,409</b>
<b>Program Total:</b>	<b>\$1,558,354</b>		<b>\$1,619,409</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$1,558,354	\$0	\$1,619,409
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,558,354</b>	<b>\$0</b>	<b>\$1,619,409</b>

**Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

**Significant Program Changes**

Last Year this program was: FY 2018: 78311 IT General Government Application Services





**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$2,465,276	\$0	\$2,503,011
Materials & Supplies	\$0	\$684,090	\$0	\$825,898
Capital Outlay	\$0	\$100,000	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,249,366</b>	<b>\$0</b>	<b>\$3,328,909</b>
<b>Program Total:</b>	<b>\$3,249,366</b>		<b>\$3,328,909</b>	
<b>Program FTE</b>	0.00	15.60	0.00	14.50

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$3,249,366	\$0	\$3,328,909
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,249,366</b>	<b>\$0</b>	<b>\$3,328,909</b>

**Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

**Significant Program Changes**

**Last Year this program was:** FY 2018: 78312 IT Data & Reporting Services

Data & Reporting Services increase in Materials and Services is due to increase spending on software needed to meet program goals. Personnel decreased due to movement within IT organization.



Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$1,500,555	\$0	\$1,670,496
Materials & Supplies	\$0	\$355,154	\$0	\$2,345,643
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,855,709</b>	<b>\$0</b>	<b>\$4,016,139</b>
<b>Program Total:</b>	<b>\$1,855,709</b>		<b>\$4,016,139</b>	
<b>Program FTE</b>	0.00	8.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,855,709	\$0	\$4,016,139
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,855,709</b>	<b>\$0</b>	<b>\$4,016,139</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2018: 78313 IT SAP Application Services

Increases in material and supplies are due to software costs associated with annual usage licenses for Workday and Tririga which were not reflected in FY 2018.

**Department:** County Assets **Program Contact:** Chris Clancy  
**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Enterprise Web Services provides reliable services used across departmental boundaries, serving all County lines of business. These services include Google Apps for Government, public websites (i.e. multco.us, multcopets.org and multcolib.org) and internal websites (i.e. commons.multco.us and learns.multco.us). In total, this program supports over 30 applications used internally and by the public.

**Program Summary**

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

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

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

All services include understanding and defining enterprise business needs, recommending effective and innovative technology solutions, constructing and upgrading platforms as required, and ensuring the integrity and security of the platforms.

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

**Performance Measures**

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	NA	NA	25%	27%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	NA	NA	98%	99%

**Performance Measures Descriptions**

PM #1 Output Measure - measures the amount of time employees are working on direct customer tasks.

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$2,198,911	\$0	\$2,352,639
Contractual Services	\$0	\$100,000	\$0	\$184,000
Materials & Supplies	\$0	\$1,296,200	\$0	\$1,509,325
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,595,111</b>	<b>\$0</b>	<b>\$4,045,964</b>
<b>Program Total:</b>	<b>\$3,595,111</b>		<b>\$4,045,964</b>	
<b>Program FTE</b>	0.00	13.40	0.00	13.50

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$3,595,111	\$0	\$4,045,964
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,595,111</b>	<b>\$0</b>	<b>\$4,045,964</b>

**Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

**Significant Program Changes**

**Last Year this program was:** FY 2018: 78314 IT Enterprise and Web Application Services

Materials and Supplies increased due to investments in IT Security and subscription rate increases.

**Department:** County Assets

**Program Contact:** Bob Leek

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

This program offer provides staff dedicated to coordinating the Library's complex technology environment. Library Application Services provides strategic technology guidance and project coordination to the Library. The team works closely with County IT professionals to ensure that resources are applied to the highest priority work.

### Program Summary

Library Application Services includes understanding and defining business needs, recommending effective and innovative technology solutions, coordinating, and implementing projects. This team provides direction to County IT staff for Library web application support and customer consulting. The key to effectively providing these services is meeting common cross department needs and identifying new opportunities, while concurrently standardizing services and platforms in order to provide a low total cost of ownership for the Library.

The Application Service team continues to expand its work in developing web-based and mobile device-based applications for patrons of the Multnomah County Library. The team is working closely with the Library to develop the next generation of public-access computing solutions, including desktops, laptops, tablets, applications, and free access to the Internet for Library patrons. The Library completed the selection of a new Library Information System in late 2017. The team is moving ahead with the configuration work required, and will complete the implementation and stabilization of the new system in late 2018. This system is a key component of most day to day activities including inventory management and patron information. The Library also plans to research and implement a Partner Relationship Management (PRM) database to support improvements in managing the relationships between the Library and its hundreds of partner organizations. Finally, the Library continues its work on Digital Equity, with actions tied to the Digital Equity Action Plan jointly adopted by the County and the City of Portland.

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	51%	55%	55%	60%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	2%	5%	4%	10%

### Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 55% planned/45% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 Outcome Measure - Increase the the amount of hours spent on planned work vs unplanned work.

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$487,771	\$0	\$509,181
Materials & Supplies	\$0	\$18,210	\$0	\$18,210
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$505,981</b>	<b>\$0</b>	<b>\$527,391</b>
<b>Program Total:</b>	<b>\$505,981</b>		<b>\$527,391</b>	
<b>Program FTE</b>	0.00	2.00	0.00	2.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$505,981	\$0	\$527,391
<b>Total Revenue</b>	<b>\$0</b>	<b>\$505,981</b>	<b>\$0</b>	<b>\$527,391</b>

**Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

**Significant Program Changes**

Last Year this program was: FY 2018: 78315 IT Library Application Services





Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$975,539	\$0	\$825,645
Materials & Supplies	\$0	\$712,034	\$0	\$304,442
Internal Services	\$0	\$10,728,211	\$0	\$9,998,562
Capital Outlay	\$0	\$0	\$0	\$21,000
Unappropriated & Contingency	\$0	\$884,510	\$0	\$350,614
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$13,300,294</b>	<b>\$0</b>	<b>\$11,500,263</b>
<b>Program Total:</b>	<b>\$13,300,294</b>		<b>\$11,500,263</b>	
<b>Program FTE</b>	0.00	4.00	0.00	3.80

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$12,258,391	\$0	\$11,337,462
Beginning Working Capital	\$0	\$884,510	\$0	\$162,801
<b>Total Revenue</b>	<b>\$0</b>	<b>\$13,142,901</b>	<b>\$0</b>	<b>\$11,500,263</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2018: 78316 IT Shared Operating Expenses

Internal Services decreased due to a reduction in the county-wide ERP debt collection. Materials and Supplies decrease is due to moving Jaggaer and Questica software costs to IT ERP Applications Services Program Offer 78313.

**Department:** County Assets **Program Contact:** Gary Wohlers  
**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

Data Center Operations and Technical Services provide the hardware, software installation, maintenance, troubleshooting, and the technical and operational support for all County computing and printing systems. These systems provide critical services to citizens and must be maintained in a highly available, secure and recoverable environment. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during disruptions 24x7.

### Program Summary

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

### Performance Measures

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Percent of recovery data available off site and refreshed at least once every 24 hours.	99%	99%	99%	99%
Outcome	Percent of production system scheduled availability for hardware and operating systems	99%	99%	99%	99%

### Performance Measures Descriptions

PM #1 Output Measure - ensures that backup data is available offsite on disk or tape in the event of equipment failure or service disruption

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$4,117,020	\$0	\$4,378,847
Contractual Services	\$0	\$11,000	\$0	\$13,000
Materials & Supplies	\$0	\$1,133,415	\$0	\$1,220,429
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,261,435</b>	<b>\$0</b>	<b>\$5,612,276</b>
<b>Program Total:</b>	<b>\$5,261,435</b>		<b>\$5,612,276</b>	
<b>Program FTE</b>	0.00	24.75	0.00	25.75

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$5,246,661	\$0	\$5,445,022
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,246,661</b>	<b>\$0</b>	<b>\$5,445,022</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage and services received.

Significant Program Changes

Last Year this program was: FY 2018: 78317 IT Data Center & Technical Services

**Department:** County Assets  
**Program Offer Type:** Existing Operating Program

**Program Contact:** Bob Leek  
**Program Offer Stage:** As Adopted

**Related Programs:**

**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This Program Offer requests carries forward a number of the County's multi-year cybersecurity programs and projects that are currently in process. The efforts include the replacement of the County's legacy firewall platform (the primary network defense system that protects the County from external cyber threats); replacement of the end of life email security monitoring service; development of a County security awareness training program; and implementing tools dedicated to the monitoring and management of data and systems in the cloud and in the data center(s).

**Program Summary**

The new Fortinet firewall platform and accompanying SPLUNK log management and analysis tool have been implemented and configured for production. Firewall migration to the new Fortinet platform is in progress and will carryover into FY 2019. The data center fabric redesign, purchase and implementation portion of the project will begin in Q4 FY 2018 and implementation will carryover into FY 2019.

In FY 2018 County IT purchased (SPLUNK), a tool that allows the county to share infrastructure data to enable the correlation of activities inside of the county's systems. County IT also formalized and standardized our HIPAA incident response by purchasing and implementing a decision support tool called RADAR. This tool provides the ability to apply the same logic to each incident and obtain consistency in determining if there has been a breach. The Cyber Security awareness program was also expanded and received Chair's Office approval to make cyber security training mandatory for all employees beginning January 2018.

In FY 2018, VIRTRU was purchased and implemented. This tool has improved how we protect and encrypt email. It has greatly simplified the process and adds an additional layer of protection that detects protected or sensitive information and will prompt the user to add encryption to the message. Also, currently in process to be purchased and implemented in FY 2018 are two other tools, Tenable and DMARC. Tenable will used be used to address our vulnerability scanning and reporting of physical and IoT devices, which addresses the Federal HIPAA requirement for continuous monitoring and mitigation of system vulnerabilities. DMARC is an email-validation system designed to detect and prevent email spoofing.

In FY 2019, the focus will be on DNS (Domain Name Service), network anomaly detection and cloud security through data encryption, access, logging and monitoring.

**Performance Measures**

Measure Type	Primary Measure	FY17 Actual	FY18 Purchased	FY18 Estimate	FY19 Offer
Output	Purchase, install and migrate to new firewall platform to meet growing capacity, security and technological needs.	N/A	N/A	N/A	100%
Outcome	Next generation firewall in production	75%	100%	100%	100%
Output	Purchase and installation of Enterprise Email Filtering Technology	N/A	N/A	N/A	100%
Outcome	End User Awareness Program - reduction in the number of potential security incidents	N/A	N/A	N/A	12%

**Performance Measures Descriptions**

- PM #1 Output - Ensure that a secure, redundant firewall system is fully implemented and operational.
- PM #2 Outcome - Ensure that the firewall system addresses the security and operational needs of the county.
- PM #3 Output - Add a level of protection to our email system that did not previously exist.
- PM #4 Outcome - Reduce the number of security incidents through training and controlled phishing exercises.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Contractual Services	\$0	\$791,669	\$0	\$515,599
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$791,669</b>	<b>\$0</b>	<b>\$515,599</b>
<b>Program Total:</b>	<b>\$791,669</b>		<b>\$515,599</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Beginning Working Capital	\$0	\$791,669	\$0	\$515,599
<b>Total Revenue</b>	<b>\$0</b>	<b>\$791,669</b>	<b>\$0</b>	<b>\$515,599</b>

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2019 as beginning working capital through project completion.

Significant Program Changes

**Last Year this program was:** FY 2018: 78318 IT Cyber Security

The ongoing nature of changes in the threats to our cyber security capabilities require identifying those threats and establishing mitigation plans related to those vulnerabilities. Continued diligence and planning are expected as an ongoing component of this program offer. Requesting FY 2018 carryover to continue the project completions in FY 2019.

**Department:** County Assets **Program Contact:** Tracey Massey**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:** One-Time-Only Request**Executive Summary**

Implementation of Odyssey Software from Tyler Technologies to replace the legislatively mandated CRIMES case management system. The current system is 15 years old and the underlying technology is outdated and prohibitively expensive to maintain. The IT Division will work in conjunction with the Multnomah County District Attorney (MCDA) to implement a new system and decommission the old.

**Program Summary**

The CRIMES case management system has been functioning as an electronic computer application since its creation in 1982. The current iteration consists of two modules (CRIMES Juvenile and CRIMES Adult) and has long surpassed its expected technical lifespan, with the current modules having provided solid and dependable case tracking and management to the MCDA's Office since its purchase 15 years ago. Technology capabilities have advanced considerably and continued modification of the underlying obsolete technology has become cost prohibitive. Along with increasingly prohibitive licensing costs, the current system is contributing to delays in the timely pursuit of prosecution of crime and public safety. The purpose of this funding request is to implement new technology that will modernize the case management system, thereby ensuring speedy prosecution while reducing operating costs.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY17 Actual</b>	<b>FY18 Purchased</b>	<b>FY18 Estimate</b>	<b>FY19 Offer</b>
Output	Successful project completion based on agreed upon scope, timeline, and budget.	N/A	100%	75%	100%
Outcome	Updated project plans for the replacement, enhancements and decommissioning of prior systems.	N/A	100%	80%	100%
Quality	Assignment of dedicated project manager to ensure appropriate oversight and project management	NA	1	1	1

**Performance Measures Descriptions**

PM #1 Output Measure: This project is expected to be fully complete within FY 2019. The scope, timeline, and budget at completion will be evaluated against the agreed upon schedule, budget, and deliverables.

PM #2 Outcome Measure: The success of the project is dependent on the set of project plans.

PM #3 Quality Measure: A dedicated project manager will continue to be assigned to this project to manage the scope, timeline, budget, resources. This position is required to help ensure success.

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Contractual Services	\$0	\$1,357,077	\$0	\$531,302
Unappropriated & Contingency	\$0	\$0	\$0	\$192,698
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,357,077</b>	<b>\$0</b>	<b>\$724,000</b>
<b>Program Total:</b>	<b>\$1,357,077</b>		<b>\$724,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Financing Sources	\$0	\$300,000	\$0	\$300,000
Beginning Working Capital	\$0	\$1,057,077	\$0	\$424,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,357,077</b>	<b>\$0</b>	<b>\$724,000</b>

**Explanation of Revenues**

This program has \$300,000 new one time only funding and \$424,000 in beginning working capital revenue.

**Significant Program Changes**

**Last Year this program was:** FY 2018: 78319 CRIMES Replacement

Project will be completed in FY 2019. Year over year variance is project spending to completion.





Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$190,365	\$0	\$592,914
Contractual Services	\$0	\$37,109,635	\$0	\$17,976,678
Materials & Supplies	\$0	\$4,000,000	\$0	\$0
Internal Services	\$0	\$0	\$0	\$128,274
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$41,300,000</b>	<b>\$0</b>	<b>\$18,697,866</b>
<b>Program Total:</b>	<b>\$41,300,000</b>		<b>\$18,697,866</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Financing Sources	\$0	\$41,300,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$19,849,934
<b>Total Revenue</b>	<b>\$0</b>	<b>\$41,300,000</b>	<b>\$0</b>	<b>\$19,849,934</b>

Explanation of Revenues

This program continues to be funded by \$41,300,000 in County Bond sales and to be paid back over time by internal clients. These internal client charges are budgeted in Program Offer 78316-18 IT Shared Operating Expenses.

Significant Program Changes

Last Year this program was: FY 2018: 78320 IT ERP Program

This project will be completed in FY 2019. Year over year variance is project spend.



## Legal / Contractual Obligation

Current IGA with City of Portland for maintenance and repair services for County Fleet assets in the Portland downtown corridor.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Personnel	\$0	\$1,060,203	\$0	\$1,177,602
Contractual Services	\$0	\$405,188	\$0	\$402,000
Materials & Supplies	\$0	\$1,813,350	\$0	\$1,791,697
Internal Services	\$0	\$1,046,334	\$0	\$1,091,148
Capital Outlay	\$0	\$497,101	\$0	\$235,936
Cash Transfers	\$0	\$0	\$0	\$462,822
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,822,176</b>	<b>\$0</b>	<b>\$5,161,205</b>
<b>Program Total:</b>	<b>\$4,822,176</b>		<b>\$5,161,205</b>	
<b>Program FTE</b>	0.00	10.80	0.00	10.90

Program Revenues				
Other / Miscellaneous	\$0	\$4,310,785	\$0	\$4,370,927
Interest	\$0	\$0	\$0	\$20,000
Beginning Working Capital	\$0	\$516,964	\$0	\$755,278
Service Charges	\$0	\$15,000	\$0	\$15,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,842,749</b>	<b>\$0</b>	<b>\$5,161,205</b>

## Explanation of Revenues

The program is funded by internal service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY 2019 charge rates.

## Significant Program Changes

Last Year this program was: FY 2018: 78400 Fleet Services



**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Capital Outlay	\$0	\$6,800,494	\$0	\$7,334,503
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,800,494</b>	<b>\$0</b>	<b>\$7,334,503</b>
<b>Program Total:</b>	<b>\$6,800,494</b>		<b>\$7,334,503</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$2,010,944	\$0	\$2,513,636
Financing Sources	\$0	\$4,768,000	\$0	\$462,822
Interest	\$0	\$21,550	\$0	\$25,000
Beginning Working Capital	\$0	\$0	\$0	\$4,333,045
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,800,494</b>	<b>\$0</b>	<b>\$7,334,503</b>

**Explanation of Revenues**

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

**Significant Program Changes**

Last Year this program was: FY 2018: 78401 Fleet Vehicle Replacement



## Legal / Contractual Obligation

With the implementation of the third party CarShare program, the County will have ongoing contractual liabilities for the CarShare (alternative motor pool) services that are consumed. These liabilities only exist as long as the services are being consumed.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Personnel	\$0	\$179,121	\$0	\$191,559
Materials & Supplies	\$0	\$391,558	\$0	\$538,814
Internal Services	\$0	\$147,832	\$0	\$153,600
Capital Outlay	\$0	\$60,458	\$0	\$114,204
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$778,969</b>	<b>\$0</b>	<b>\$998,177</b>
<b>Program Total:</b>	<b>\$778,969</b>		<b>\$998,177</b>	
<b>Program FTE</b>	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$757,941	\$0	\$904,477
Interest	\$0	\$0	\$0	\$6,000
Beginning Working Capital	\$0	\$21,028	\$0	\$87,700
<b>Total Revenue</b>	<b>\$0</b>	<b>\$778,969</b>	<b>\$0</b>	<b>\$998,177</b>

## Explanation of Revenues

The program is funded by hourly service charges collected through the Fleet Fund with an overhead charge based on the percentage of usage. Internal service reimbursement estimates are based on historical data and current service levels.

## Significant Program Changes

**Last Year this program was:** FY 2018: 78402 Motor Pool

Increase in Material and Supplies due to anticipated increase in rental agreement.





Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2018	2018	2019	2019
Personnel	\$0	\$575,704	\$0	\$618,055
Contractual Services	\$0	\$3,000	\$0	\$818
Materials & Supplies	\$0	\$765,550	\$0	\$713,460
Internal Services	\$0	\$273,612	\$0	\$288,512
Capital Outlay	\$0	\$432,725	\$0	\$468,420
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,050,591</b>	<b>\$0</b>	<b>\$2,089,265</b>
<b>Program Total:</b>	<b>\$2,050,591</b>		<b>\$2,089,265</b>	
<b>Program FTE</b>	0.00	6.50	0.00	6.60

Program Revenues				
Other / Miscellaneous	\$0	\$1,573,932	\$0	\$1,599,765
Interest	\$0	\$0	\$0	\$4,000
Beginning Working Capital	\$0	\$429,377	\$0	\$485,500
Service Charges	\$0	\$67,855	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,071,164</b>	<b>\$0</b>	<b>\$2,089,265</b>

Explanation of Revenues

Distribution Services is funded by a charge system through the Distribution Fund. Service reimbursements are based on delivery stops, mail processed, and special services requested.

Significant Program Changes

Last Year this program was: FY 2018: 78403 Distribution Services



## Legal / Contractual Obligation

ORS 192 and OAR 166 outline public records mandates for the Records Officer, microfilm, imaging, storage, retention, access and disposition. Executive Rule 301 assigns the retention schedule function to the Records Management program. Chapter 8.500 of the County Code defines additional responsibilities and obligations of the Records Management program.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
Personnel	\$0	\$503,840	\$0	\$639,767
Contractual Services	\$0	\$54,850	\$0	\$26,761
Materials & Supplies	\$0	\$69,405	\$0	\$117,817
Internal Services	\$0	\$603,176	\$0	\$727,665
Capital Outlay	\$0	\$222,173	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,453,444</b>	<b>\$0</b>	<b>\$1,512,010</b>
<b>Program Total:</b>	<b>\$1,453,444</b>		<b>\$1,512,010</b>	
<b>Program FTE</b>	0.00	5.20	0.00	5.20

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$1,061,133	\$0	\$1,277,780
Interest	\$0	\$0	\$0	\$3,300
Beginning Working Capital	\$0	\$392,311	\$0	\$230,930
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,453,444</b>	<b>\$0</b>	<b>\$1,512,010</b>

## Explanation of Revenues

Records Management is funded by an allocation system through the Distribution Fund. Total program costs are allocated based on each Department's share of the number of boxes stored, boxes brought into the Records Center (accessioned), and record actions performed in FY2017.

## Significant Program Changes

Last Year this program was: FY 2018: 78404 Records Management