

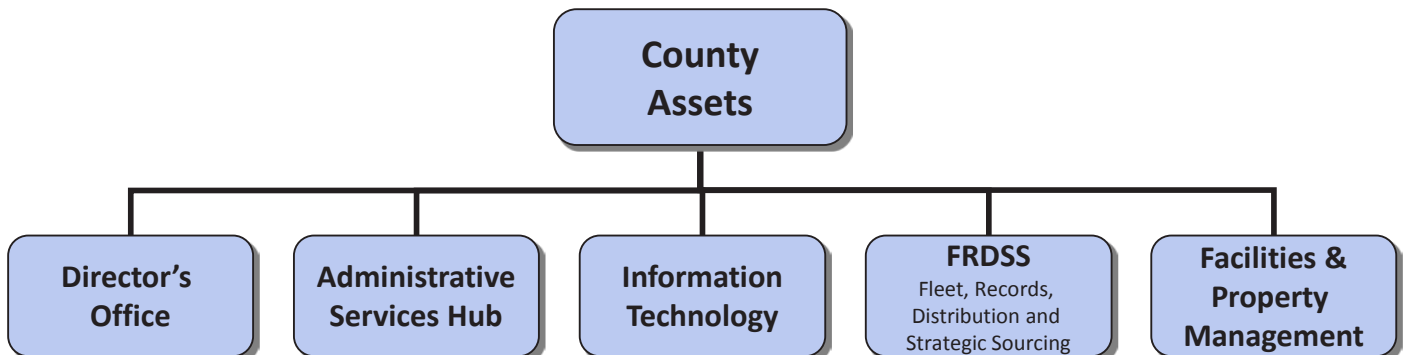
Department Overview

The Department of County Assets (DCA) plans for, acquires, maintains and manages County assets. DCA coordinates the use of tools, infrastructure, County employees and programs required for the efficient and effective delivery of critical community services. Department divisions include:

- Facilities and Property Management (FPM), which manages over 3.5 million gross square feet of offices, libraries, courts, detention centers, shops, clinics, and other leased and owned space in over 140 locations;
- Information Technology (IT), which provides telecommunication, network, and hardware support; and manages over 7,000 PCs, laptops, and tablets, 7,500 phone numbers, 109 network circuits, 544 servers and approximately 285 business applications;
- Fleet, Motor Pool, Records, and Distribution, which maintain and manage fleet and motor pool vehicles; maintain and archive County records; and provide pickup and delivery of mail and other items; and
- Administrative Services Hub, which provides human resources, procurement, contracting, finance, budget, rate-setting, capital planning and accounts payable services, and other services to DCA. The Hub also manages County-wide strategic sourcing initiatives and provides administrative support to the Department of County Management (DCM) and non-departmental agencies and offices (Non-D).

DCA continues to evaluate opportunities to implement best practices, integrate service delivery, streamline and improve accounting functions, and promote innovative County business tools and processes. County efforts to focus scarce financial resources on direct services drive long-term DCA goals to:

- Create financial accountability for the County’s assets;
- Streamline business processes and implement best practices for asset portfolio management; and
- Provide cost-effective, client-focused infrastructure and business services.



Budget Overview

The FY 2020 budget for the Department of County Assets (DCA) is \$352.3 million, a \$100.9 million decrease from the FY 2019 budget. It includes: \$8.6 million in the General and Video Lottery funds, \$154.8 million from Internal Service funds and \$188.9 million in Capital funds. Internal Service Funds are primarily facilities, information technology and fleet related and are funded by charges to all departments.

Decreases totaling \$100.9 million include the following: \$101.5 million (47.6%) for construction of the Downtown Courthouse, \$24.2 million (76.3%) for the construction of the Health Department Headquarters, and \$12.2 million (65.2%) for the ERP replacement. These capital funds are reduced as projects move closer to completion. Increases include \$9.0 million (15.5%) in the Information Technology (IT) Fund, \$11.4 million (20.3%) in the Facilities Fund and \$12.5 million (24.7%) in Other Capital Funds. Decreases in contractual services primarily relate to the Downtown Courthouse (\$101.6 million), Health Headquarters (\$24.1 million) and the ERP Project (\$12 million) Funds, offset by increases in Other Funds.

The following new programs appropriated a total of \$2,050,000 in one-time-only General Fund funding:

- Health Syringe Boxes (78232) \$50,000
- Corporate Broadband Network Infrastructure Repl (78321) \$1,000,000
- Electronic Med Records Corrections Hlth Juv Detention (78322) \$1,000,000

The following new programs are funded by Internal Service Funds:

- Security Access Program (78202B) \$150,000
- IT Cyber Security (78318B) \$468,020
- Capital Project Management Software (78323) \$1,000,000

A list of programs funded as one-time-only can be found in the Budget Director’s message on page 33.

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	346.65	346.65	346.65	347.65	1.00
Personnel Services	\$49,514,385	\$53,758,186	\$54,321,441	\$58,537,456	\$4,216,015
Contractual Services	135,358,151	156,635,694	317,710,203	197,506,861	(120,203,342)
Materials & Supplies	38,949,708	41,854,022	38,599,788	49,742,204	11,142,416
Internal Services	9,427,369	31,178,056	29,404,066	30,613,286	1,209,220
Debt Service	1,849,156	0	3,324,956		(3,324,956)
Capital Outlay	<u>3,396,183</u>	<u>2,059,950</u>	<u>9,826,605</u>	<u>15,909,324</u>	<u>6,082,719</u>
Total Costs	\$238,494,952	\$285,485,908	\$453,187,059	\$352,309,131	(\$100,877,928)

Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services. 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

DCA's FY 2019 strategic project accomplishments include:

- The new Gladys McCoy Health Department Headquarters opening;
- The migration of Distribution Services' main postage account from the Centralized Account Processing System to the USPS Enterprise Payment System;
- The new Enterprise Resource Planning (ERP) Suite launch under the Multco Align Program;
- The replacement of the County's Assessment Taxation System;
- The opening of Walnut Park Shelter; and
- The "Think Yes" customer service program training and roll out.

Important projects in process include:

- The new Downtown Courthouse construction, with opening planned for 2020;
- The new Library Information Management System launch;
- The continuation of the Multco Align Program through systems stabilization, optimization, and decommissioning;
- The renovation of the Department of Community Justice East Campus North and West Buildings;
- The Digital Accessibility Initiative;
- The Multnomah County Sheriff's Office site consolidation planning; and
- The evaluation and implementation of investments in the County's Business Intelligence structure and tools; and
- The Fleet Services Strategic Plan (starting Spring 2019).

DCA considers County values and industry best practices in all of its work:

- FPM construction projects support sustainability and MWSDVESB participation;
- IT work includes design characteristics based on user centered principles, and anticipates the use of technology solutions by people with various disabilities;
- DCA's continued partnership with CityFleet brings best practices to fleet maintenance; and
- DCA's strategic sourcing efforts employ best practices in procurement and incorporate sustainability, buying local and equity values.

Key challenges include:

- Providing high quality, cost effective internal services - Each year we struggle to provide high quality services for an affordable price. The demand for services continues to increase, as does their cost;
- Staff recruitment and retention: Retention of staff with critical institutional knowledge, refocusing and re-training current staff, and recruiting diverse, staff with the skills to expand our capabilities and fill vacancies are high priorities.

Diversity, Equity, and Inclusion

The Department of County Assets makes a significant investment in equity and inclusion. Its Senior Management Team is at the forefront to lead these efforts. DCA believes it is imperative to build an inclusive workplace from a moral perspective and from a business perspective. To do our work; recruit the best talent; and provide quality services to our community, our workplace must be safe, welcoming and inclusive for all employees, regardless of race, ethnicity, national origin, disability, gender and gender identity, sexual orientation, religion, or political preference.

Equity and inclusion learnings and exercises are at the heart of senior management meetings. Managers modeling this behavior is an excellent way to demonstrate the importance of equity and inclusion, engage employees in the work, and further efforts to change culture and build a safe, inclusive workplace. Equity and inclusion are explicitly addressed in the DCA mission, vision, values and in its FY 2019-20 goals. The DCA Equity and Inclusion Manager is an active member of the DCA Senior Management Team, and leads and supports DCA participation in the County’s Workforce Equity initiatives.

The DCA Equity and Sustainability Advisory Team (ESAT) developed a “Think Yes” program that promotes customer service and inclusion. The ESAT team is now turning its attention to the implementation of the Multnomah County Workforce Equity Strategic Plan (WESP). Providing an equitable and inclusive workplace is a journey, one that will be measured through both tactical efforts underway now and over time through employee engagement surveys and results. The senior management team is committed to being an employer of choice and to provide all employees a safe, equitable and inclusive work environment.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$734,149	\$0	\$734,149	2.00
Administrative Hub Services	7,604,478	0	7,604,478	45.00
Facilities & Property Management	0	244,833,880	244,833,880	110.75
Information Technology	0	81,297,715	81,297,715	164.95
Fleet, Records, Distribution Services & Motor Pool	0	19,967,947	19,967,947	24.95
Total County Assets	\$8,338,627	\$346,099,542	\$354,438,169	347.65

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 the oversight and management of County assets, including information technology (IT), facilities and property management (FPM), fleet, records, motor pool, distribution services, and support for an administrative hub that includes contracting, budgeting, finance, and human resource services. The Office works with all County departments and elected officials to establish priorities and guidelines for asset acquisition, maintenance, monitoring, replacement, and disposal.

Finding a balance between the efforts to support several large capital projects and managing the delivery of day to day operations will be a focus in FY 2020. The IT Division will focus on the completion of and transition to ongoing support for the Multco Align program. 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. Both IT and FPM will complete updates of their strategic and asset life cycle management plans. Fleet will complete a long term strategic plan, and Fleet and Motor Pool will continue to partner with CityFleet and utilize the CarShare program. Records Administration will continue the countywide roll out of the new electronic records management system, and facilitate the effort to plan and develop an Information Governance program for the County.

Significant Changes

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

Administrative Hub

The DCA Administrative Hub includes five functional areas:

- Human Resources and Administration provides strategic planning, job recruitment/outreach, investigations, performance management, HR transaction processing, supply ordering and timekeeping to DCA, Department of County Management (DCM) and Non-Departmental (NOND) agencies and offices.
- Procurement and Contracting provides contract development, negotiation, risk assessment and management, vendor management and contract administration in commercial services, construction, leases, software, maintenance and repair, and architecture and engineering across County operations.
- Budget and Planning provides budget, rate setting and capital planning services. Activities include County-wide rate analysis and creation, budget development, and oversight, capital planning and analysis for DCA.
- Finance processes accounts payable and receivable transactions, and provides grant accounting and travel and training arrangements to DCA, DCM and NOND.
- Strategic Sourcing focuses the selection and sourcing of goods and services across the County and provides strategy, leadership, expertise and analytical information to County Departments.

Significant Changes

There are no significant changes in the Administrative Hub.

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 over 140 buildings, geographically dispersed throughout the County. The FPM mission is to pro-actively 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 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 equity is demonstrated by its use of MWSDVESB and QRF firms for contracted services.

In FY 2020, 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 Downtown Courthouse will be completed in 2020. FPM will focus on commissioning and training staff to operate and maintain new systems and relocating the Courthouse staff into the new building.

Vance Property Master Plan (78210B) is funded with \$300,000 from the Video Lottery Fund. Facilities Dedicated Facilities Specialist for Shelter Transition (78203B) is funded with \$135,000 one-time-only from the General fund. Security Access Program (78202B) is funded with \$150,000 beginning working capital. Health Syringe Boxes (78232) is funded with \$50,000 one-time-only from the General fund.

Information Technology

Information Technology's (IT'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 diligently to define a mission and vision focused on providing the services and technologies 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 2020 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 7,000 PCs, laptops, and mobile devices, 7,500 phone numbers, 544 servers, 109 network circuits and approximately 285 business applications. IT staff support a wide array of business applications that span primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, elections, emergency management, assessment and taxation, land use planning, libraries, detention center 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

Significant changes include the completion of and transition to ongoing support of Multco Align, as County operations teams learn to effectively use the new Enterprise Resource Planning (ERP) suite of solutions, which includes Workday, TRIRIGA, Questica and Jaggaer.

IT will represent County departments' infrastructure needs and include them in the 20 year Strategic Capital Planning process to guide investments in technology solutions tied to the County's Strategic Goals.

IT Cyber Security program offer (78318B) is funded with \$468,020 from the Information Technology (IT) Fund beginning working capital. Corporate Broadband Network Infrastructure Replacement (78321) and Electronic Medical Records Corrections Health Juvenile Detention (78322) are each funded with \$1 million one-time-only from the General Fund. Capital Project Management Software (78323) is funded with \$1 million from the IT fund.

Fleet, Records, Distribution and Motor Pool

In the Department of County Assets (DCA), the Fleet Services, Records Management, Distribution Services, and Motor Pool teams provide operational support 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 manages the compliant creation, storage, accessibility, protection, preservation, and destruction of all County public records for all County agencies, and provides research access to records dating back to 1855.
- Distribution Services pick ups and delivers mail, supplies and medical lab tests; processes and meters US Mail; and provides related training, consultation and contract management.
- Motor Pool provides short term vehicle availability through the County's own Motor Pool program and a third-party vendor.

Significant Changes

In FY 2020, Fleet Services will complete efforts leading to a Fleet Strategic Plan to inform investment decisions and long term needs to support County operations.

The Records Management team will develop the first iteration of an Information Governance Program, support the continued digitization of paper records, and support the retirement and archiving efforts of the former Enterprise Resource Planning (ERP) tool (SAP).

Challenges in maintaining staffing levels and recruiting and retaining a diverse and inclusive workforce are also anticipated.

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 2020 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000	DCA Director's Office	\$734,149	\$0	\$734,149	2.00
Administrative Hub Services					
78100	Administrative Hub Budget & Planning	1,228,683	0	1,228,683	7.00
78101	Administrative Hub Procurement & Contracting	2,957,869	0	2,957,869	17.00
78102	Administrative Hub Finance	1,280,326	0	1,280,326	9.00
78103	Administrative Hub Human Resources	1,849,049	0	1,849,049	10.00
78104	Countywide Strategic Sourcing	288,551	0	288,551	2.00
Facilities & Property Management					
78200	Facilities Director's Office	0	6,419,534	6,419,534	8.75
78201	Facilities Debt Service and Capital Fee Pass Through	0	11,199,292	11,199,292	0.00
78202A	Facilities Operations and Maintenance	0	24,069,936	24,069,936	71.50
78202B	Security Access Program	0	150,000	150,000	0.00
78203A	Facilities Client Services	0	9,461,000	9,461,000	7.65
78203B	Facilities Dedicated Facilities Specialist for Shelter Transitions	0	135,000	135,000	0.00
78204	Facilities Capital Operation Costs	0	2,149,220	2,149,220	9.30
78205	Facilities Capital Improvement Program	0	16,293,544	16,293,544	0.00
78206	Facilities Capital Asset Preservation Program	0	16,514,395	16,514,395	0.00
78207	Facilities Interiors Group	0	750,417	750,417	4.55
78208	Facilities Utilities Pass Through	0	6,150,000	6,150,000	0.00
78209	Facilities Lease Management	0	8,030,195	8,030,195	2.00
78210A	Facilities Strategic Planning and Projects	0	1,545,000	1,545,000	7.00
78210B	Vance Property Master Plan	0	300,000	300,000	0.00
78212	Facilities Downtown Courthouse	0	111,683,096	111,683,096	0.00
78213	Library Construction Fund	0	5,332,881	5,332,881	0.00
78214	Health Headquarters Construction	0	7,500,000	7,500,000	0.00

County Assets

fy2020 adopted budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Facilities and Property Management cont'd					
78218	MCSO Facilities Relocation and Reconfiguration	0	4,255,896	4,255,896	0.00
78220	DCJ East County Campus	0	6,746,499	6,746,499	0.00
78221	MCDC Detention Electronics	0	4,771,626	4,771,626	0.00
78227	MCSO River Patrol Boathouses Capital Improvements	0	1,026,349	1,026,349	0.00
78228	MCDC Cell Lighting and Window Covers	0	300,000	300,000	0.00
78232	Health Syringe Boxes	0	50,000	50,000	0.00
Information Technology					
78301	IT Innovation & Investment Projects	0	1,154,479	1,154,479	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,168,562	2,168,562	10.00
78303	IT Help Desk Services	0	1,172,447	1,172,447	8.40
78304	IT Telecommunications Services	0	3,376,897	3,376,897	5.00
78305	IT Mobile Device Expense Management	0	1,215,296	1,215,296	1.00
78306	IT Network Services	0	6,312,705	6,312,705	11.00
78307	IT Desktop Services	0	2,604,019	2,604,019	17.00
78308	IT Asset Replacement	0	6,633,684	6,633,684	0.00
78309	IT Health and Human Services Application Services	0	4,879,457	4,879,457	21.00
78310	IT Public Safety Application Services	0	3,402,607	3,402,607	18.00
78311	IT General Government Application Services	0	1,827,413	1,827,413	6.00
78312	IT Data & Reporting Services	0	4,019,999	4,019,999	15.50
78313	IT ERP Application Services	0	4,281,802	4,281,802	8.00
78314	IT Enterprise and Web Application Services	0	3,905,002	3,905,002	13.50
78315	IT Library Application Services	0	487,189	487,189	2.00
78316	IT Shared Operating Expenses	0	16,952,958	16,952,958	3.80
78317	IT Data Center & Technical Services	0	5,715,893	5,715,893	24.75
78318B	IT Cyber Security	0	468,020	468,020	0.00
78319	CRIMES Replacement	0	1,219,286	1,219,286	0.00
78320	IT ERP Program	0	6,500,000	6,500,000	0.00

County Assets

fy2020 adopted budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Information Technology (continued)					
78321	Corporate Broadband Network Infrastructure Replacement	0	1,000,000	1,000,000	0.00
78322	Electronic Medical Records Corrections Health Juvenile Detention	0	1,000,000	1,000,000	0.00
78323	Capital Project Management Software	0	1,000,000	1,000,000	0.00
Fleet, Records, Distribution Services & Motor Pool					
78400	Fleet Services	0	5,192,892	5,192,892	11.10
78401	Fleet Vehicle Replacement	0	9,018,925	9,018,925	0.00
78402	Motor Pool	0	1,422,845	1,422,845	2.25
78403	Distribution Services	0	2,339,253	2,339,253	6.60
78404	Records Management	<u>0</u>	<u>1,994,032</u>	<u>1,994,032</u>	<u>5.00</u>
Total County Assets		\$8,338,627	\$346,099,542	\$354,438,169	347.65

Department: County Assets

Program Contact: Bob Leek

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 the Climate Action Plan, the Wellness Program, the 20 Year Strategic Capital Plan, and the Workforce Equity Strategic Plan.

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, Strategic Sourcing 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.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Equity and Inclusion exercises included in Sr Management bi-weekly meetings	24	20	20	20
Outcome	Department and Division strategic plan updates	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 - Complete updates to the Overall Department, Facilities Division, Information Technology Division, and Fleet Division strategic plans.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$476,865	\$0	\$498,224	\$0
Contractual Services	\$96,000	\$0	\$101,928	\$0
Materials & Supplies	\$43,097	\$0	\$45,420	\$0
Internal Services	\$62,043	\$0	\$88,577	\$0
Total GF/non-GF	\$678,005	\$0	\$734,149	\$0
Program Total:	\$678,005		\$734,149	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$601,299	\$0	\$734,149	\$0
Total Revenue	\$601,299	\$0	\$734,149	\$0

Explanation of Revenues

Cost of the Director's Office are allocated proportionately among the County's internal services. Internal service charges recover the costs associated with the supporting Facilities and Property Management, Information Technology, Fleet and Distribution funds.

Significant Program Changes

Last Year this program was: FY 2019: 78000-19 DCA Director's Office

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
Program Expenses	2019	2019	2020	2020
Personnel	\$1,024,040	\$0	\$1,101,049	\$0
Contractual Services	\$5,000	\$0	\$0	\$0
Materials & Supplies	\$26,020	\$0	\$13,768	\$0
Internal Services	\$106,851	\$0	\$113,866	\$0
Total GF/non-GF	\$1,161,911	\$0	\$1,228,683	\$0
Program Total:	\$1,161,911		\$1,228,683	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,161,911	\$0	\$1,228,683	\$0
Total Revenue	\$1,161,911	\$0	\$1,228,683	\$0

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 2019: 78100-19 Administrative Hub Budget & Planning

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

Executive Summary

Administrative Hub Procurement and Contracting (P & C) team is one of the five service teams in the Department of County Assets (DCA) Administrative Services Hub. This team works collectively with the other DCA Administrative Service Hub units to deliver formal, informal and cooperative procurements and their related contracts, other purchase documents, and supplier management.

Program Summary

This program includes the administrative group responsible for consultation, oversight and direct delivery of the procurement and purchasing of goods and services, and commercial, personal services and construction contracting (including software licensing and facilities). This organization reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA. The staff of 17.00 FTE support the procurement and contracting requests of 380+ DCA and Non-Departmental employees by processing well over 1,200 transactions per year, ranging from a few dollars to tens of millions of dollars and from a simple contract amendment to a multi-million dollar request for proposal. The majority of these requests represent needs for all departments especially in the areas of Facilities and Property Management and Information Technology.

The program includes; commercial, personal services, construction, lease, software maintenance and repair, and architectural contract development; negotiation; risk assessment and management; supplier/vendor management; and ongoing contract administration. This group provides contract negotiation and process development as well as oversight and specialized expertise in the development and monitoring of large construction, facilities, software and hardware contracts. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of procurements and contracts processed	1,400	1,400	1,400	1,600
Outcome	Percentage of contracts processed following established processes	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output– Measures the total volume of procurements, contracts, amendments, renewals, credit card transactions, and purchase orders processed by the Procurement and Contracting staff. (Current year statistics include credit card transactions beginning in FY2017)

PM #2 Outcome – Tracks the percentage of contracts issued under established processes demonstrating adequate controls are in place to ensure best purchasing practices.

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	2019	2019	2020	2020
Personnel	\$2,368,312	\$0	\$2,532,806	\$0
Contractual Services	\$34,514	\$0	\$18,215	\$0
Materials & Supplies	\$66,073	\$0	\$48,962	\$0
Internal Services	\$326,628	\$0	\$357,886	\$0
Total GF/non-GF	\$2,795,527	\$0	\$2,957,869	\$0
Program Total:	\$2,795,527		\$2,957,869	
Program FTE	17.00	0.00	17.00	0.00

Program Revenues				
Other / Miscellaneous	\$2,787,836	\$0	\$2,536,737	\$0
Total Revenue	\$2,787,836	\$0	\$2,536,737	\$0

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 2019: 78101-19 Administrative Hub Procurement & Contracting

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.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Maintain quarterly aged receivable balance below \$150,000	\$191,677	\$100,000	na	\$150,000
Outcome	Percent of out of town travel and training events reconciled within 45 days of traveler return date.	92.7%	100%	85.4%	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
Program Expenses	2019	2019	2020	2020
Personnel	\$864,049	\$0	\$1,137,266	\$0
Materials & Supplies	\$6,245	\$0	\$6,250	\$0
Internal Services	\$151,338	\$0	\$136,810	\$0
Total GF/non-GF	\$1,021,632	\$0	\$1,280,326	\$0
Program Total:	\$1,021,632		\$1,280,326	
Program FTE	7.60	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$707,147	\$0	\$666,766	\$0
Total Revenue	\$707,147	\$0	\$666,766	\$0

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 2019: 78102-19 Administrative Hub Finance

Finance Manager and a Project Manager are allocated 100 percent to Administrative Hub Finance and removed from Strategic Sourcing program offer 78104 to better align with duties and functions.



Program #78103 - Administrative Hub Human Resources

6/18/2019

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

Executive Summary

The Administrative Hub Human Resources (HR) team is one of the four service teams in the Department of County Assets (DCA) Administrative Services Hub. HR provides direct human resources, labor relations and related services for over 700 employees to the departments of County Management (DCM), DCA, and Non-Departmental County agencies and offices.

Program Summary

This program provides a full range of HR services to 750 regular and limited duration employees and approximately 41 temporary and/or on-call employees. The supported employees include 430 members of AFSCME Local 88, 16 members in IUOE Local 701 (Operating Engineers) and 21 members of IBEW Local 48 (Electrical Workers). Additionally, there are 191 executive and management employees, 46 employees who serve as staff to elected officials; and six (6) elected officials. Under the direction of the Human Resources Manager, unit staff provide professional HR guidance on managing both represented and exempt employees; direct services such as recruitment, compliance and interpretation of Collective Bargaining Agreements and County Personnel Rules, wage and hour law; track required trainings; HR information systems data entry, complex records management and compliance; timekeeping and e-timesheet training and review. The HR team also provides strategic planning around equity and inclusion; recruitment and retention; onboarding new employees; and is a strategic business partner and resource for managers and employees. This unit reports to the DCA Director.

Key responsibilities include advising department directors, division managers and supervisors on the following:
 --Develop and implement staffing and related plans (including reorganizations) that support organizational goals and objectives and succession planning with a focus on equity and inclusion. Workforce assessment and implementation of plans and projects to facilitate improvement in employees' work experience to ensure equity and inclusion in employment practices and policies. Create and/or revise position descriptions to align work tasks with the business needs of work units, work with managers on succession planning and workforce development; manage job recruitments: outreach activities, develop selection processes, evaluate online applications, schedule interviews and score applicant tests, ensure compliance with civil service process; performance management: monitor the timely and thorough completion of performance plans and appraisals; advise managers on appropriate evaluation criteria and process; interpret collective bargaining agreements and personnel rules, and participate on labor/management teams and bargaining teams. Ensure department compliance with the county's compensation and classification plans and policies.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of recruitments conducted	135	145	135	155
Outcome	Number of employees provided full range of HR services	717	717	710	717

Performance Measures Descriptions

PM #1 Output - Number of all recruitments reflects the total for all departments and offices served by the DCA HR Administrative Hub.
 PM #2 Outcome - Measures workload, taking into account personnel transaction processing for new hires, terminations, promotions, changes in pay status or seniority, and other employment actions and employee information.

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	2019	2019	2020	2020
Personnel	\$1,448,912	\$0	\$1,609,823	\$0
Contractual Services	\$3,827	\$0	\$500	\$0
Materials & Supplies	\$24,436	\$0	\$20,750	\$0
Internal Services	\$178,385	\$0	\$217,976	\$0
Total GF/non-GF	\$1,655,560	\$0	\$1,849,049	\$0
Program Total:	\$1,655,560		\$1,849,049	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Other / Miscellaneous	\$567,980	\$0	\$1,158,390	\$0
Total Revenue	\$567,980	\$0	\$1,158,390	\$0

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 2019: 78103-19 Administrative Hub Human Resources

Department: County Assets

Program Contact: Patrick Williams

Program Offer Type: Support

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.

Program Summary

This program 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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Strategic Sourcing Initiatives undertaken and completed	6	6	9	6
Outcome	Percent of goods available from and purchased via Multco MarketPlace	35%	35%	35%	35%

Performance Measures Descriptions

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

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
Program Expenses	2019	2019	2020	2020
Personnel	\$462,651	\$0	\$232,950	\$0
Materials & Supplies	\$3,300	\$0	\$6,547	\$0
Internal Services	\$34,931	\$0	\$49,054	\$0
Total GF/non-GF	\$500,882	\$0	\$288,551	\$0
Program Total:	\$500,882		\$288,551	
Program FTE	3.40	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is funded in the General Fund.

Significant Program Changes

Last Year this program was: FY 2019: 78104-19 Countywide Strategic Sourcing

Finance Manager and a Project Manager are allocated 100 percent to Administrative Hub Finance and removed from Strategic Sourcing program offer 78104 to better align with duties and functions.

Department: County Assets

Program Contact: Naomi Butler

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
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 2019, it will not address the need to replace the current Capital Projects application.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Facility Portfolio Performance Report Completed	1	1	1	1
Outcome	Percent of employee performance evaluations completed	80%	90%	90%	100%

Performance Measures Descriptions

Output: Portfolio performance report demonstrates effectiveness of current initiatives and informs future strategies.

Outcome: 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 2018 and FY 2019 due to turnover and vacancies in supervisory positions and transition to Workday.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,356,205	\$0	\$1,411,652
Contractual Services	\$0	\$20,900	\$0	\$30,000
Materials & Supplies	\$0	\$1,235,564	\$0	\$3,228,918
Internal Services	\$0	\$2,026,092	\$0	\$1,748,964
Total GF/non-GF	\$0	\$4,638,761	\$0	\$6,419,534
Program Total:	\$4,638,761		\$6,419,534	
Program FTE	0.00	8.75	0.00	8.75

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78200-19 Facilities Director's Office

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

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
Program Expenses	2019	2019	2020	2020
Internal Services	\$0	\$11,701,231	\$0	\$10,691,481
Cash Transfers	\$0	\$530,868	\$0	\$507,811
Total GF/non-GF	\$0	\$12,232,099	\$0	\$11,199,292
Program Total:	\$12,232,099		\$11,199,292	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$11,856,049	\$0	\$10,300,780
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$376,050	\$0	\$0
Total Revenue	\$0	\$12,232,099	\$0	\$10,300,780

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

\$376,050 of Beginning Working Capital in FY 2019 was from department debt service expense paid early and carried forward from FY 2018.

Significant Program Changes

Last Year this program was: FY 2019: 78201-19 Facilities Debt Service and Capital Fee Pass Through

In FY 2020 debt for the new Health Headquarters is offset by \$1 million in proceeds from the sale of the former Health Headquarters building.

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$9,082,421	\$0	\$9,980,547
Contractual Services	\$0	\$309,500	\$0	\$320,716
Materials & Supplies	\$0	\$3,129,754	\$0	\$ 12,147,625
Internal Services	\$0	\$1,697,053	\$0	\$1,621,048
Total GF/non-GF	\$0	\$14,218,728	\$0	\$24,069,936
Program Total:	\$14,218,728		\$24,069,936	
Program FTE	0.00	70.50	0.00	71.50

Program Revenues				
Other / Miscellaneous	\$0	\$25,966,174	\$0	\$35,545,817
Beginning Working Capital	\$0	\$1,500,000	\$0	\$3,270,582
Service Charges	\$0	\$2,071,727	\$0	\$2,156,986
Total Revenue	\$0	\$29,537,901	\$0	\$40,973,385

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78202-19 Facilities Operations and Maintenance

One Program Manager position added to address issues identified in the "Access to County Buildings" audit report. This position will provide oversight for identifying, recommending and implementing new Multco card access control procedures that are approved by County Senior Leadership.

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$150,000
Total GF/non-GF	\$0	\$0	\$0	\$150,000
Program Total:	\$0		\$150,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is requesting one-time only General Funds.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Facilities Client Services program manages approximately 3.5 million usable square feet of County facilities space and is the customer service interface between County programs and Facilities and Property Management. The manager coordinates project planning and approval to ensure successful ongoing operations of buildings, including identifying projects for the 5-year capital improvement plans. The team coordinates all aspects of building management and related activities to ensure collaboration, communication and coordination for optimal programmatic service delivery.

Program Summary

Property managers ensure that all County building users have a single, visible, and accessible point of contact for facilities services. Each has direct oversight of their respective building portfolios, and is responsible for coordinating routine building activities (such as janitor service, security, and window washing) and repair and/or maintenance projects with the programs operating in County buildings. They are also responsible for helping to identify and prioritize needed building improvements delivered through the Capital Improvement Funds.

Property managers are instrumental in coordinating sustainability activities such as recycling, managing energy and utility usage, and using sustainable cleaning products in buildings, thus supporting the County's Climate Action Plan. Finally, Property Managers respond to emergencies and coordinate after-hours access to buildings by contractors, community groups, or others. One half of a position is dedicated to contract administration, managing approximately \$6.5 million in operational contracted services that support property management efforts. The team's manager provides coordination of building improvement project identification, scope, pricing and approval for work.

This program partially funds the Capital Improvements and Client Services Manager, who is an overall point of contact for the Facilities and Property Management Division for topics related to project management, the level of performance, process improvements, client communications, and customer service.

The Facilities and Property Management Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services. QRFs hire individuals who may otherwise not have gainful employment.

The section coordinates the annual assessment of all Capital facility needs and develops a specific strategy consistent with available funding, which permits the completion of improvements in a carefully planned approach.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Annual Customer Expectation Survey score minimum percentage.	94%	85%	90%	85%
Outcome	Percent public procurement compliance for contracted services.	100%	100%	100%	100%

Performance Measures Descriptions

Output: Facilities customers are emailed a link for a Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement.

Outcome: All procurement activities must be in compliance with statutory mandates and contracting rules.

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
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,226,684	\$0	\$1,264,715
Contractual Services	\$0	\$6,832,724	\$0	\$7,234,773
Materials & Supplies	\$0	\$110,481	\$0	\$661,305
Internal Services	\$0	\$294,882	\$0	\$300,207
Total GF/non-GF	\$0	\$8,464,771	\$0	\$9,461,000
Program Total:	\$8,464,771		\$9,461,000	
Program FTE	0.00	7.65	0.00	7.65

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$3,188,702
Total Revenue	\$0	\$0	\$0	\$3,188,702

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78203-19 Facilities Client Services

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Department: County Assets **Program Contact:** Alene Davis
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer is to continue 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 (JOHS), 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 DCJ East Campus South Bldg (Wy'East Shelter) and Walnut Park were not originally intended for residential use such as a homeless shelter but are needed to meet the current homelessness/housing emergency. Building systems are often strained. The coordination of keeping these kinds of facilities operational until permanent shelters can be brought on line, and a move made, is both critical and time-consuming. This position will support Facilities' coordination efforts for this ongoing work, as well as the operations of the Mead Shelter, Willamette Shelter and the Gresham Women's Shelter.

JOHS is working with Facilities to help identify and establish new shelters within the community in the coming years. This position will provide Property Management efforts to support the need to stand up new shelters on behalf of JOHS.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Provide Project Management/Property Management services to support JOHS building-related efforts.	N/A	10	1	1
Outcome	Number of JOHS shelters supported by position.	N/A	5	6	6

Performance Measures Descriptions

Output: Provide Project Management and/or Property Management services to support JOHS for building-related efforts supporting homeless shelters.

Outcome: Contribute to the operations, and/or establishment of new shelters supporting the homeless community, for 6 shelters.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$131,915	\$0	\$126,980
Materials & Supplies	\$0	\$5,300	\$0	\$8,020
Total GF/non-GF	\$0	\$137,215	\$0	\$135,000
Program Total:	\$137,215		\$135,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$137,215	\$0	\$135,000
Total Revenue	\$0	\$137,215	\$0	\$135,000

Explanation of Revenues

This program will be funded by one-time-only general funds.

Significant Program Changes

Last Year this program was: FY 2019: 78225-19 Facilities Dedicated Facilities Specialist for Shelter Transitions

Department:	County Assets	Program Contact:	Alene Davis
Program Offer Type:	Internal Service	Program Offer Stage:	As Adopted
Related Programs:	78205, 78206, 78213		
Program Characteristics:			

Executive Summary

This program consists of the Building Improvement Group, which delivers the projects from the County's 5-year Facilities Capital Improvement Plans. The program provides management and oversight of all the required improvements, construction, renovation and capital maintenance work in these buildings. The majority of the funding for this offer comes from the Capital Improvement Program (CIP) and Asset Preservation (AP) fees.

Program Summary

This program provides project management services including planning, design, and construction services. Project Managers ensure compliance with policies and statutory requirements including Federal, State and local regulations, Green Building policies, and Minority Women Emerging Small Business (MWESB)(COBID) policies. They incorporate sustainable practices in accordance with County policies and the Climate Action Plan. Project managers are also responsible for coordinating project activities with building users (both internal and external users), consultants, and contractors, and are a resource for improving service delivery programs' operations in association with capital improvements. The result is buildings that are usable and functional for their intended uses.

Project Managers assure that County capital projects are completed as planned and within their approved budgets. The Project Manager duties, in addition to Capital Improvement Program projects (CIP, Asset Preservation, and Library District) include coordinating service request work from departments, while taking into account the needs of operating programs and the need to accomplish work in a cost effective manner.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	57%	80%	80%	80%
Outcome	Percent of Primary Owned Buildings rated as Tier 1.	60%	54%	63%	65%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are actually completed in that fiscal year. Due to lack of staffing resources, some FY19 projects are planned to be completed in FY20 when additional staff will be added to the program. (PO's 78205 & 78206 & 78213).

PM #2: Percent of Primary (vs. Secondary) Owned Buildings rated as Tier 1. Increasing percentage a reflection of investment by County on ensuring adequate facilities to meet County Program needs.

Legal / Contractual Obligation

There are a number of projects carrying over into FY20 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
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,372,232	\$0	\$1,448,256
Contractual Services	\$0	\$90,000	\$0	\$90,000
Materials & Supplies	\$0	\$28,900	\$0	\$28,600
Internal Services	\$0	\$155,318	\$0	\$582,364
Total GF/non-GF	\$0	\$1,646,450	\$0	\$2,149,220
Program Total:	\$1,646,450		\$2,149,220	
Program FTE	0.00	9.30	0.00	9.30

Program Revenues				
Other / Miscellaneous	\$0	\$1,646,450	\$0	\$1,801,232
Total Revenue	\$0	\$1,646,450	\$0	\$1,801,232

Explanation of Revenues

This program is primarily funded by the Capital Improvement (78205) and the Asset Preservation (78206) funds. Additional revenue comes from other departments in the form of service request work.

CIP Fees: \$807,016

AP Fees: \$994,216

Significant Program Changes

Last Year this program was: FY 2019: 78204-19 Facilities Capital Operation Costs

Internal service increase due to the program receiving its portion of the Administrative Hub Service charge.

Department:	County Assets	Program Contact:	Alene Davis
Program Offer Type:	Internal Service	Program Offer Stage:	As Adopted
Related Programs:	78204, 78206, 78213		
Program Characteristics:			

Executive Summary

The Capital Improvement Program actively monitors, upgrades, and improves the County's portfolio of Tier II and III buildings. The program preserves the County's assets by investing in improvements that maintain building values and provide accessible, functional, and energy efficient facilities for the operating programs that use them.

Program Summary

The Capital Improvement Program (CIP) provides funding for the annual 5-year Capital Plan that focuses on the County's 18 primary owned Tier II and III buildings. A Tier II building is one that is a desirable part of the County's long-term portfolio but has significant deferred maintenance needs which must be addressed. A Tier III building is one that is not economical or is impractical to bring to County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible. The plan works in conjunction with the Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities over a 10 year horizon.

The program allows Capital fees, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix. The program looks for project efficiencies that benefit the building users and extend the useful life of the building.

The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users. The program uses a PULSE (Planned Useful Life - System Evaluation) database to track building system life cycles.

Implementation of the Facilities Asset Strategic Plan (FASP) will also impact future capital needs. Efforts are underway County-wide to work on our building portfolio's recapitalization needs, which the current 8% annual CIP revenue increases are not adequate to address.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	56%	80%	80%	80%
Outcome	Percent of Primary Owned Buildings rated as Tier 2 & 3.	42%	46%	47%	46%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year. FY18 was a challenging year with a backlog of work and staff turn-over. The FY19 plan looks more realistically at the number of projects that can be completed this fiscal year, and the FY20 year plan is based upon the assumption of increased staff load to catch up on backlogged projects.

PM #2: Percent of Primary Owned Buildings rated as Tier 2 & 3. Targeting decreased percentage over time.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2020 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
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$9,179,789	\$0	\$16,165,873
Materials & Supplies	\$0	\$3,849,145	\$0	\$0
Capital Outlay	\$0	\$120,139	\$0	\$127,671
Total GF/non-GF	\$0	\$13,149,073	\$0	\$16,293,544
Program Total:	\$13,149,073		\$16,293,544	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,074,456	\$0	\$4,091,953
Financing Sources	\$0	\$286,364	\$0	\$313,973
Interest	\$0	\$39,037	\$0	\$7,200
Beginning Working Capital	\$0	\$7,500,797	\$0	\$13,970,471
Service Charges	\$0	\$1,239,038	\$0	\$233,799
Total Revenue	\$0	\$13,139,692	\$0	\$18,617,396

Explanation of Revenues

Fund 2507 Capital Improvement Program:

- 50000 BWC \$12 million from Routine Project Carryover
- 50000 BWC \$1.85 million from sales proceeds of Central Office
- 50236 IG City of Portland share of Justice Center Projects \$229,000
- 50310 Intl Svc Reimbursement CIP Fee from County Occupants \$4.1 million
- 50320 Cash Transfer revenue from External Clients \$147,142, from Fund 3505 per repayment agreement \$158,046

Fund 2503 Asset Replacement Revolving Fund:

- BWC \$120,471 from carryover
- Loan repayment from Sandy Drainage Improvement Project \$6,000

Significant Program Changes

Last Year this program was: FY 2019: 78205-19 Facilities Capital Improvement Program

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

Department: County Assets	Program Contact: Alene Davis
Program Offer Type: Internal Service	Program Offer Stage: As Adopted
Related Programs: 78204, 78205, 78213	
Program Characteristics:	

Executive Summary

The Asset Preservation (AP) Program is designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the County's Tier I buildings safe, reliable, functional and efficient for the operating programs that use them.

Program Summary

The Asset Preservation Program (AP) provides funding for the annual 5-year Capital Plan that focuses on the County's 35 primary owned Tier I buildings. A Tier I building is one which is designated for long-term retention and which meets current County standards. AP 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. The program prolongs building life and provides the County with assets that are worth their market value. It includes planned upgrades in equipment and systems intended to meet changing building needs.

The AP program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. The AP Program is managed via the annual 5-year Capital Plans that focus on short-term requirements that are integrated with the long-term Facilities Asset Strategic Plan (FASP). The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings over three decades and then prioritizes and schedules needed work in the future. This allows Asset Preservation funds, bond/levy proceeds, grants, etc. to be invested based on priority, and optimizes return on investment.

Performance Measures					
Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	57%	80%	80%	80%
Outcome	Percent of Primary Owned Buildings rated as Tier 1.	49%	54%	53%	54%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.
PM #2: Percent of Primary Owned Buildings rated as Tier 1. Purchase of homeless shelters lowered anticipated Tier 1 percentage.

Legal / Contractual Obligation

There are a number of projects carrying over into FY20 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
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$12,430,522	\$0	\$16,514,395
Materials & Supplies	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$12,430,522	\$0	\$16,514,395
Program Total:	\$12,430,522		\$16,514,395	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,792,659	\$0	\$4,655,476
Financing Sources	\$0	\$244,504	\$0	\$193,838
Interest	\$0	\$30,000	\$0	\$0
Beginning Working Capital	\$0	\$8,363,343	\$0	\$11,800,000
Service Charges	\$0	\$16	\$0	\$170
Total Revenue	\$0	\$12,430,522	\$0	\$16,649,484

Explanation of Revenues

50000 BWC from Routine Project Carryover \$11,800,000
 50310 Intl Svc Reimbursement AP Fee from County Occupants \$4,657,402
 50320 Cash Transfer revenue from External Clients \$150,166
 50320 Cash Transfer revenue from Fund 3505 per repayment agreement for prior years \$41,954

Significant Program Changes

Last Year this program was: FY 2019: 78206-19 Facilities Capital Asset Preservation Program

Beginning Working Capital increase due to additional carryover due to delays in projects.

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Facilities Interiors Group (formerly "Moves, Adds and Changes") provides support to all County departments for the purpose of systems furniture moves, adds and changes and modest renovation services for building interiors. The bulk of the cost of the program is recovered through costs settling to the departments requesting the service on an as-needed basis.

Program Summary

This program coordinates the moving, adding or changing of systems furniture throughout the County, as well as the inventorying of surplus systems furniture for later re-use. The team manages the move coordination for major and minor moves within the County. It also delivers project management services for interior building renovations requested by County programs.

The team consists of project managers knowledgeable in systems furniture, space design, and re-configurations. The team also coordinates the selection of interior finishes and furnishings, as appropriate.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Perform ongoing Customer Service Satisfaction Surveys with minimum score.	4.6	4.5	4.6	4.5
Outcome	Percent of new projects follow the County's new Workplace Modernization Initiative (WMI) standards.	NA	50%	65%	70%

Performance Measures Descriptions

Output: Perform ongoing Customer Service Satisfaction Surveys with overall minimum score of 4.5 on a 5-point scale.

Outcome: 70% of new projects follow the County's new Workplace Modernization Initiative (WMI) standards, contributing to the County's goals to modernize the workplace and support the County's values around diversity and equity.

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
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$656,426	\$0	\$672,077
Contractual Services	\$0	\$4,000	\$0	\$4,000
Materials & Supplies	\$0	\$23,400	\$0	\$27,057
Internal Services	\$0	\$48,871	\$0	\$47,283
Total GF/non-GF	\$0	\$732,697	\$0	\$750,417
Program Total:	\$732,697		\$750,417	
Program FTE	0.00	4.55	0.00	4.55

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78207-19 Facilities Moves, Adds and Changes (MACs)

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

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

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 resource conservation. 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 2020 utility rates continues to include the cost of purchasing renewable energy credits.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Energy Use Intensity (Energy use per square foot)	74	71	72	70
Outcome	Percent reduction in carbon emissions	N/A	3%	3%	3%

Performance Measures Descriptions

Output: Energy Utility Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency.

Outcome: 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
Program Expenses	2019	2019	2020	2020
Materials & Supplies	\$0	\$5,944,965	\$0	\$6,150,000
Total GF/non-GF	\$0	\$5,944,965	\$0	\$6,150,000
Program Total:	\$5,944,965		\$6,150,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,944,965	\$0	\$5,440,020
Total Revenue	\$0	\$5,944,965	\$0	\$5,440,020

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78208-19 Facilities Utilities Pass Through

FY 2020 will be the first year that includes new Gladys McCoy Building.
 Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 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

Output: 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.

Outcome: 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	2019	2019	2020	2020
Personnel	\$0	\$267,824	\$0	\$276,391
Contractual Services	\$0	\$55,000	\$0	\$55,000
Materials & Supplies	\$0	\$4,941,621	\$0	\$7,676,038
Internal Services	\$0	\$25,232	\$0	\$22,766
Debt Service	\$0	\$3,324,956	\$0	\$0
Total GF/non-GF	\$0	\$8,614,633	\$0	\$8,030,195
Program Total:	\$8,614,633		\$8,030,195	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,614,633	\$0	\$7,872,487
Total Revenue	\$0	\$8,614,633	\$0	\$7,872,487

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78209-19 Facilities Lease Management

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

FY 2020 expense reduction is primarily due to accounting changes related to the Lincoln (Five Oak) Building lease which was formerly classified as a capital lease. This is strictly an accounting issue and does not affect cash flow.

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 evaluations are ongoing efforts. The program engaged a consulting firm to lead a Strategic Planning effort in FY 2019 and report out in FY 2020. Data gathering and department interviews are under way in FY 2019.

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of dispositions of surplus property completed	2	4	4	1
Outcome	Completion of the FASP update by department	NA	NA	1	2

Performance Measures Descriptions

Output: Dispositions of surplus and underutilized property is a function of long term portfolio management to reduce operating costs and invest proceeds into valuable assets.
Outcome: Completion of department reviews for 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
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,084,020	\$0	\$1,130,721
Contractual Services	\$0	\$260,000	\$0	\$260,000
Materials & Supplies	\$0	\$0	\$0	\$9,840
Internal Services	\$0	\$138,924	\$0	\$144,439
Total GF/non-GF	\$0	\$1,482,944	\$0	\$1,545,000
Program Total:	\$1,482,944		\$1,545,000	
Program FTE	0.00	7.00	0.00	7.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78210-19 Facilities Strategic Planning and Projects

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

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

Department of Community Services and Department of County Assets will undertake a Master Planning effort for the Vance Property. The purpose of the project is to develop and implement a feasibility study and a master planning process to propose options and recommendations for the future development of the county-owned parcels in this area. The outcomes of the planning will prioritize the needs and future uses of the Department of Community Services and other county departments. Stakeholder engagement and multi-jurisdictional partnership is integral to the process.

Program Summary

In FY 2019, the County authorized One Time Only funds to conduct environmental site technical studies and to initiate a master planning process. This program offer includes the continuation of the environmental assessment work, storm water retention analysis, and the master planning process.

The County is requesting these additional funds to assist with completing the work necessary to support a master planning effort on the properties. The purpose of this project is to develop an innovative Master Plan for the Vance property that will support current and future County programs, address the environmental issues of its past uses as well as provide planning for environmental remedies for future uses. The outcome will be a proposed development that will optimize County needs and provide optimal community benefit for neighborhood and residents surrounding the Properties.

The project is in the preliminary planning phase. The project team continues to gather information on the existing conditions of the Vance property and to develop a scope of work to engage with a master planning consultant to explore the redevelopment options for this property.

The project team is working closely with internal and external stakeholders and partners for project implementation. Additionally, this project has been listed as a priority project for the Governor's Regional Solutions Initiative.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Refinement of Master Plan	N/A	N/A	N/A	50%
Outcome	Redevelopment options for consideration	N/A	N/A	N/A	3

Performance Measures Descriptions

Output: The Master Planning process will be underway.

Outcome: Redevelopment options will lead to conceptual strategies for the master plan.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$150,000	\$0	\$300,000
Total GF/non-GF	\$0	\$150,000	\$0	\$300,000
Program Total:	\$150,000		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$150,000	\$0	\$0
Total Revenue	\$0	\$150,000	\$0	\$0

Explanation of Revenues

This program offer is requesting one-time-only Video Lottery Funds.

Significant Program Changes

Last Year this program was: FY 2019: 78224-19 Vance Property Master Plan

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 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, the concrete for each floor, and Structural topping off is complete. The Contractor is continuing installation of the mechanical, electrical and plumbing systems, as well as continued installation of the building facade.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Completion of concrete floors	N/A	100%	100%	N/A
Outcome	Building Structural Topping Out	N/A	100%	100%	N/A
Output	Completion of Courthouse Construction	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 of Building Structural - aka Structural Topping Out
 PM #3 Output: Substantial Completion of Courthouse Construction

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	2019	2019	2020	2020
Personnel	\$0	\$69,608	\$0	\$177,051
Contractual Services	\$0	\$213,063,012	\$0	\$111,498,571
Internal Services	\$0	\$3,630	\$0	\$7,474
Total GF/non-GF	\$0	\$213,136,250	\$0	\$111,683,096
Program Total:	\$213,136,250		\$111,683,096	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$92,600,000	\$0	\$37,842,337
Other / Miscellaneous	\$0	\$400,000	\$0	\$775,000
Financing Sources	\$0	\$29,324,743	\$0	\$0
Beginning Working Capital	\$0	\$90,892,883	\$0	\$68,000,000
Service Charges	\$0	\$0	\$0	\$5,125,000
Total Revenue	\$0	\$213,217,626	\$0	\$111,742,337

Explanation of Revenues

- \$68,000,000 working capital carryover of unrestricted funds from FY 2019.
- \$37,842,337 in State Bonds to match 49% of approved county expenses.
- \$5,125,000 from Oregon Justice Department side-project
- \$375,000 management fee for managing Oregon Justice Department side-project
- \$400,000 in Energy Tax Credits from Energy Trust of Oregon.

Significant Program Changes

Last Year this program was: FY 2019: 78212-19 Facilities Downtown Courthouse

Decrease of \$101.5 million from FY 2019 as construction is underway and projected to be completed in FY 2020.

Department:	County Assets	Program Contact:	Alene Davis
Program Offer Type:	Internal Service	Program Offer Stage:	As Adopted
Related Programs:	78204		
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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of projects planned for completion in a fiscal year that are completed that fiscal year.	61%	85%	80%	80%
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 FY20 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
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$4,037,437	\$0	\$5,332,881
Total GF/non-GF	\$0	\$4,037,437	\$0	\$5,332,881
Program Total:	\$4,037,437		\$5,332,881	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,457,122	\$0	\$2,632,881
Beginning Working Capital	\$0	\$2,580,315	\$0	\$2,700,000
Total Revenue	\$0	\$4,037,437	\$0	\$5,332,881

Explanation of Revenues

\$2,700,000 ~ 50000 BWC Estimated carry forward of ongoing projects

\$2,632,881 ~ 50310 Intl Svc Reimbursement Capital Fee on Owned Library Buildings

Significant Program Changes

Last Year this program was: FY 2019: 78213-19 Library Construction Fund

The Library District has chosen to increase the funding level for FY20 to better meet the needs of their building stock by investing in capital improvement projects.

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

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. Project construction audit will be conducted and completed in FY 2020.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Construction of the Gladys McCoy Building is complete	N/A	100%	100%	N/A
Outcome	Health Department can deliver services from this location	N/A	100%	100%	N/A
Output	Completion of project construction audit	N/A	N/A	N/A	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.

PM #3: Audit of project construction costs and contract compliance to be completed by independent external auditor.

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
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$72,167	\$0	\$0
Contractual Services	\$0	\$31,584,541	\$0	\$7,500,000
Unappropriated & Contingency	\$0	\$121,271	\$0	\$0
Total GF/non-GF	\$0	\$31,777,979	\$0	\$7,500,000
Program Total:	\$31,777,979		\$7,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$9,500,000	\$0	\$0
Beginning Working Capital	\$0	\$22,303,676	\$0	\$7,500,000
Total Revenue	\$0	\$31,803,676	\$0	\$7,500,000

Explanation of Revenues

FY 2020 Revenues are:

- \$7.5 million carryover from FY 2019

Significant Program Changes

Last Year this program was: FY 2019: 78214-19 Health Headquarters Construction

Decreases \$24.3 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: One-Time-Only Request

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. Disposition options are being considered for the Troutdale parcel. MCSO Business Case continues to be developed and refined for Approval by the Chair in FY 2019. A number of potential sites for consolidation continue to be considered.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Assessment of MCSO overall facilities needs	N/A	100%	100%	N/A
Outcome	Site Selection for MCSO facilities	N/A	N/A	N/A	1

Performance Measures Descriptions

PM #1 Output--An overall assessment of MCSO facilities and work space needs will be conducted considering the Consolidation of Hansen, Kelly, Columbia Gorge and the Multnomah Building as well as overall needs.

PM #2 Outcome--Once successful Site Selection is complete, this will allow Lease Approval, Construction and Tenant Improvements to progress.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$4,166,405	\$0	\$4,255,896
Total GF/non-GF	\$0	\$4,166,405	\$0	\$4,255,896
Program Total:	\$4,166,405		\$4,255,896	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$4,166,405	\$0	\$4,255,896
Total Revenue	\$0	\$4,166,405	\$0	\$4,255,896

Explanation of Revenues

This program offer will be funded with \$4,255,896 in carryover from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 78218-19 MCSO Facilities Relocation and Reconfiguration

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

This program envisions the co-location of DCJ District Managers, 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.

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

In FY 2019, FPM completed design and construction documents to renovate the existing buildings. Staff will be relocated into Modular Offices on the Hansen site during construction. Construction is planned to begin Spring 2019 and span 12 to 18 months.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete schematic design, design documents and construction documents for permit application	N/A	100%	100%	N/A
Outcome	Maintain DCJ Mid County Operations during the Construction period.	N/A	N/A	N/A	100%
Output	FAC-1 Presentation to BCC	N/A	N/A	N/A	1

Performance Measures Descriptions

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

PM 2 Outcome: Maintain DCJ Mid County Operations during Construction period.

PM 3 Output: FAC-1 Presentation to BCC

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$8,883	\$0	\$0
Contractual Services	\$0	\$7,116,852	\$0	\$6,746,499
Materials & Supplies	\$0	\$0	\$0	\$0
Internal Services	\$0	\$24,596	\$0	\$0
Total GF/non-GF	\$0	\$7,150,331	\$0	\$6,746,499
Program Total:	\$7,150,331		\$6,746,499	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$7,259,712	\$0	\$6,000,000
Total Revenue	\$0	\$7,259,712	\$0	\$6,000,000

Explanation of Revenues

This program offer will be funded by beginning working capital carried over from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 78220-19 DCJ East County Campus

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 is occupied by JOHS for use as a Shelter based on a Temporary Conditional Use Permit.

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

This carryover project is currently in progress. Bids closed in mid-January, 2019. Once awarded, coordination of scheduled work will need to be arranged between Contractor and MCSO before final schedule is determined. 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 inter-dependencies. The FAC-1 process will be followed with periodic Board check ins.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Prioritized order for system implementation	NA	1	1	1
Outcome	Percent of systems successfully implemented	NA	100%	10%	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 2020. FY19 100% planning, design, bidding, negotiation and start of implementation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$3,600,000	\$0	\$4,771,626
Total GF/non-GF	\$0	\$3,600,000	\$0	\$4,771,626
Program Total:	\$3,600,000		\$4,771,626	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$3,500,000	\$0	\$3,400,000
Total Revenue	\$0	\$3,500,000	\$0	\$3,400,000

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 78221-19 MCDC Detention Electronics

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

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.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete essential deferred maintenance boathouses.	NA	100%	50%	100%
Outcome	MCSO boathouses/floating buildings meet minimum code and safety compliance.	NA	100%	50%	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
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$1,036,728	\$0	\$1,026,349
Total GF/non-GF	\$0	\$1,036,728	\$0	\$1,026,349
Program Total:	\$1,036,728		\$1,026,349	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,036,728	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$1,033,521
Total Revenue	\$0	\$1,036,728	\$0	\$1,033,521

Explanation of Revenues

\$1,033,521 working capital carry over from FY 2019

Significant Program Changes

Last Year this program was: FY 2019: 78227-19 MCSO River Patrol Boathouses Capital Improvements



Program #78228 - MCDC Cell Lighting and Window Covers

6/18/2019

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

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of cells with lighting replaced.	NA	448	336	448
Outcome	Number of cells with window covers installed	NA	75	56	75

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$950,000	\$0	\$300,000
Total GF/non-GF	\$0	\$950,000	\$0	\$300,000
Program Total:	\$950,000		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$950,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$300,000
Total Revenue	\$0	\$950,000	\$0	\$300,000

Explanation of Revenues

\$300,000 working capital carry over from FY19

Significant Program Changes

Last Year this program was: FY 2019: 78228-19 MCDC Cell Lighting and Window Covers

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

Executive Summary

Sharps drop boxes are a community-based disposal strategy which encourages safe disposal of used syringes by people who use injection drugs and provides the public with a convenient disposal option. In FY19, Multnomah County led a multi-jurisdictional Healthy Streets pilot to expand the number of sharps drop boxes in our community. In April of 2019, 14 new SDBs were sited across the community, bringing the total number of SDBs to 17. In FY20, the County will continue to provide support in implementing the expanded pilot and will track its success in reducing waste.

Program Summary

Improper syringe disposal has posed an ongoing waste management challenge for some time, and the national opioid epidemic has contributed to this growing problem in recent years. Opioid use and dependence across the country has led to a sustained rise in injection drug use and syringe debris.

Community members have become increasingly concerned about syringes found in neighborhoods, public spaces and businesses. In response, Multnomah County, the City of Portland, TriMet, Downtown Clean & Safe and Metro created the Healthy Streets pilot program to test the impact of SDBs on reducing syringe waste. The Healthy Streets pilot project is one component of a strategy to reduce the number of improperly discarded syringes and provide the public a safe community-based disposal option.

Sharps disposal boxes create a 24/7 disposal option for safe disposal of syringes by community members finding used syringes. In partnership with other jurisdictions, the County has developed a website and communication materials to support the public in taking action when finding syringes. After reviewing existing designs for syringe drop boxes, the Healthy Streets pilot partners agreed to design and fabricate a unique, more tamper resistant syringe box. The procurement, design and fabrication of these boxes took longer than expect, and the boxes were installed in April 2019. In FY20, the County will continue to play a coordination role in maintaining and servicing sharps boxes, tracking the success of the program and working with other jurisdiction partners. A total of 17 boxes will be operation throughout the county in FY20.

Health Department will manage the biohazard vendor contract and payments. Facilities and Property Management will act as liaison for the Health Department regarding, service calls, installation and repair of boxes.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of sharps disposal boxes maintained	N/A	5	5	5
Outcome	Number of jurisdictional partnerships maintained	N/A	4	5	5
Output	Total number of sharps disposal boxes in the community	2	5	17	17

Performance Measures Descriptions

Output-Number of sharps disposal boxes maintained
Outcome- Number of jurisdictional partnerships maintained
Output-Total number of sharps disposal boxes in the community

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Materials & Supplies	\$0	\$0	\$0	\$50,000
Total GF/non-GF	\$0	\$0	\$0	\$50,000
Program Total:	\$0		\$50,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$50,000
Total Revenue	\$0	\$0	\$0	\$50,000

Explanation of Revenues

This is a one-time-only request for general funds.

Significant Program Changes

Last Year this program was: FY 2019: 40061B-19 Safe Sharps Disposal

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 2020 the programs and projects included within this program offer are:

- Technology Improvement Program (TIP): Based on the funding available in FY 2020, specific projects will be initiated to replace prioritized obsolete technology.
- Health System Transformation Program: The primary focus for FY 2020 will be to expand the Service Coordination Portal Engine.
- Budget System (Questica) Enhancements Project: In FY 2020, the reporting requirements will be evaluated for enhancements.

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 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
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$178,128	\$0	\$194,896
Contractual Services	\$0	\$1,319,294	\$0	\$959,583
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$1,497,422	\$0	\$1,154,479
Program Total:	\$1,497,422		\$1,154,479	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$1,497,422	\$0	\$1,154,479
Total Revenue	\$0	\$1,497,422	\$0	\$1,154,479

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2020 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2019: 78301-19 IT Innovation & Investment Projects

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,428,364	\$0	\$1,949,457
Contractual Services	\$0	\$40,000	\$0	\$40,000
Materials & Supplies	\$0	\$184,202	\$0	\$178,705
Internal Services	\$0	\$400	\$0	\$400
Total GF/non-GF	\$0	\$1,652,966	\$0	\$2,168,562
Program Total:	\$1,652,966		\$2,168,562	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,652,966	\$0	\$2,168,562
Total Revenue	\$0	\$1,652,966	\$0	\$2,168,562

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 2019: 78302-19 IT Planning, Projects & Portfolio Management

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 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%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	64%	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
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$966,497	\$0	\$1,165,203
Materials & Supplies	\$0	\$7,400	\$0	\$7,244
Total GF/non-GF	\$0	\$973,897	\$0	\$1,172,447
Program Total:	\$973,897		\$1,172,447	
Program FTE	0.00	7.40	0.00	8.40

Program Revenues				
Other / Miscellaneous	\$0	\$973,897	\$0	\$1,172,447
Total Revenue	\$0	\$973,897	\$0	\$1,172,447

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 2019: 78303-19 IT Help Desk Services

Position 702251 added from Program Offer 78306-20 (IT Network Services).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$928,151	\$0	\$996,498
Contractual Services	\$0	\$120,000	\$0	\$130,000
Materials & Supplies	\$0	\$1,401,976	\$0	\$2,194,199
Internal Services	\$0	\$16,200	\$0	\$16,200
Capital Outlay	\$0	\$0	\$0	\$40,000
Total GF/non-GF	\$0	\$2,466,327	\$0	\$3,376,897
Program Total:	\$2,466,327		\$3,376,897	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,298,612	\$0	\$2,058,018
Beginning Working Capital	\$0	\$0	\$0	\$1,102,414
Service Charges	\$0	\$167,715	\$0	\$216,465
Total Revenue	\$0	\$2,466,327	\$0	\$3,376,897

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 2019: 78304-19 IT Telecommunications Services

Beginning Working Capital carryover for CISCO ELA license renewal.

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 2,000 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 improve the costs of the services over the prior year. Each year, the aggregate overall expenses relating to County owned mobile devices are translated into an average cost per minute metric and average cost per device. The baseline averages are used as the basis for cost savings calculations. The total overall costs include personnel and non-personnel expenses plus the costs for all wireless services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 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
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$107,284	\$0	\$95,913
Materials & Supplies	\$0	\$1,042,464	\$0	\$1,119,383
Total GF/non-GF	\$0	\$1,149,748	\$0	\$1,215,296
Program Total:	\$1,149,748		\$1,215,296	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,149,748	\$0	\$1,215,296
Total Revenue	\$0	\$1,149,748	\$0	\$1,215,296

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 2019: 78305-19 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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 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	80%	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	2019	2019	2020	2020
Personnel	\$0	\$2,694,447	\$0	\$2,586,097
Contractual Services	\$0	\$120,000	\$0	\$120,000
Materials & Supplies	\$0	\$2,993,326	\$0	\$3,605,608
Internal Services	\$0	\$1,000	\$0	\$1,000
Capital Outlay	\$0	\$2,800	\$0	\$0
Total GF/non-GF	\$0	\$5,811,573	\$0	\$6,312,705
Program Total:	\$5,811,573		\$6,312,705	
Program FTE	0.00	13.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,811,573	\$0	\$6,312,705
Total Revenue	\$0	\$5,811,573	\$0	\$6,312,705

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 2019: 78306-19 IT Network Services

Increase in circuit costs for new buildings and services (AWS/Azure). Software increase for investments in IT Security. Position 702251 moved to Program Offer 78303 (IT Help Desk Services) and position 714940 moved to Program Offer 78312 (IT Data & Reporting Services).

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 7,000 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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	95%	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	70%	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	2019	2019	2020	2020
Personnel	\$0	\$2,232,141	\$0	\$2,484,820
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$48,650	\$0	\$49,199
Internal Services	\$0	\$22,500	\$0	\$0
Total GF/non-GF	\$0	\$2,373,291	\$0	\$2,604,019
Program Total:	\$2,373,291		\$2,604,019	
Program FTE	0.00	17.00	0.00	17.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,373,291	\$0	\$2,604,019
Total Revenue	\$0	\$2,373,291	\$0	\$2,604,019

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 2019: 78307-19 IT Desktop Services

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule	60%	70%	80%	80%
Outcome	Asset database quality, accuracy and completeness	98%	98%	99%	99%

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
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$360,000	\$0	\$360,000
Materials & Supplies	\$0	\$3,744,570	\$0	\$2,600,597
Capital Outlay	\$0	\$1,529,603	\$0	\$3,673,087
Total GF/non-GF	\$0	\$5,634,173	\$0	\$6,633,684
Program Total:	\$5,634,173		\$6,633,684	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,918,943	\$0	\$4,400,589
Beginning Working Capital	\$0	\$1,715,230	\$0	\$2,233,095
Total Revenue	\$0	\$5,634,173	\$0	\$6,633,684

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 2019: 78308-19 IT Asset Replacement

Beginning Working Capital carryover from FY 2019 for replacement of IT assets.

Department: County Assets**Program Contact:** Tracey Massey**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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	52%	68%	51%	68%
Outcome	Percentage point increase in employee hours spent on planned work	-18%	3%	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
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$3,999,051	\$0	\$4,116,736
Contractual Services	\$0	\$854,000	\$0	\$650,000
Materials & Supplies	\$0	\$164,952	\$0	\$112,721
Total GF/non-GF	\$0	\$5,018,003	\$0	\$4,879,457
Program Total:	\$5,018,003		\$4,879,457	
Program FTE	0.00	21.00	0.00	21.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,018,003	\$0	\$4,879,457
Total Revenue	\$0	\$5,018,003	\$0	\$4,879,457

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 2019: 78309-19 IT Health and Human Services Application Services

Department: County Assets **Program Contact:** Tracey Massey
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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	72%	70%	59%	68%
Outcome	Percentage point increase in time spent on planned projects	15%	4%	0	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
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,976,679	\$0	\$3,251,786
Contractual Services	\$0	\$150,000	\$0	\$70,000
Materials & Supplies	\$0	\$113,826	\$0	\$80,821
Internal Services	\$0	\$200	\$0	\$0
Total GF/non-GF	\$0	\$3,240,705	\$0	\$3,402,607
Program Total:	\$3,240,705		\$3,402,607	
Program FTE	0.00	18.00	0.00	18.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,240,705	\$0	\$3,402,607
Total Revenue	\$0	\$3,240,705	\$0	\$3,402,607

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 2019: 78310-19 IT Public Safety Application Services

Position 702006 added from Program Offer 78309 (IT Health and Human Services Application Services); Position 701193 moved to Program Offer 78309 (IT Health and Human Services Application Services).

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

Executive Summary

IT General Government Application Services provide software systems for the Department of County Assets (DCA), Department of County Management (DCM), Department of Community Services (DCS), District Attorney's Office and Non-Departmental offices. Services include relationship management, business analysis, GIS services and development to implement and maintain in-house and vendor software. The program focuses on delivering high business value technology to departments and constituents, while maintaining existing systems through application life-cycle and project governance.

Program Summary

The IT General Government Application Services group supports approximately 100 systems for DCM, DCA and DCS, and provides support for small applications and data and analytics reporting for Non-Departmental offices as well as the District Attorney's office. The program includes the following services:

-Managing requests for IT services and ensuring that requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding and defining operational needs and recommending effective, innovative technology solutions; designing, building, testing, and implementing the selected solutions while sustaining existing systems.

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 using total cost of ownership to make informed IT investment decisions; and
- 3) Following Think Yes principles to ensure creativity and partnerships that provide for sustainable and equitable solutions.

Strategies will result in an increase in the time so that IT resources are available for higher value projects that will move County business strategies forward.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on planned work versus unplanned	39%	40%	37%	35%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	15%	-12%	2%	-2%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work. Planned work provides higher customer value, as work can be targeted toward high priority activities

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,545,023	\$0	\$1,820,568
Materials & Supplies	\$0	\$74,386	\$0	\$6,845
Total GF/non-GF	\$0	\$1,619,409	\$0	\$1,827,413
Program Total:	\$1,619,409		\$1,827,413	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,619,409	\$0	\$1,827,413
Total Revenue	\$0	\$1,619,409	\$0	\$1,827,413

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 2019: 78311-19 IT General Government Application Services

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

Data and Reporting Services provides and supports reliable services and software systems that are used across departmental boundaries and serve all County lines of business. Services include geographic maps, platform support for databases, web server support, and support of enterprise analytics tools used for decision making and results measurement. Specific service areas include Geographical Information System (GIS); Database Services, Reporting Services, Business Data Marts, Web Platform Administration, and related customer service management.

Program Summary

GIS services include taxation mapping and tax collection analysis, land use planning, bridge and road planning, crime tracking, law enforcement planning, demographic/population analysis and emergency management and mitigation. An Enterprise GIS environment enables interactive web maps, allows departments to share data, and provide tools for the departments to create their own maps and perform analysis without requiring IT assistance.

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.

Database and Reporting Services provide the data storage and reporting structure and tools to allow information access and sharing with the public, County departments, and external business partners. This includes enterprise data marts used for business intelligence and analytics as well as visualization services.

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.

Measures are focused on increasing the amount of customer work vs IT and administrative work as well as up time, in general, for the platform.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	24%	25%	24%	25%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99.9%	99%	99.9%

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
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,503,011	\$0	\$2,969,615
Materials & Supplies	\$0	\$825,898	\$0	\$1,050,384
Total GF/non-GF	\$0	\$3,328,909	\$0	\$4,019,999
Program Total:	\$3,328,909		\$4,019,999	
Program FTE	0.00	14.50	0.00	15.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,328,909	\$0	\$4,019,999
Total Revenue	\$0	\$3,328,909	\$0	\$4,019,999

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 2019: 78312-19 IT Data & Reporting Services

Data & Reporting Services increase in materials and supplies is due to increase spending on software needed to meet program goals. Personnel increased due to movement within IT organization. Position 714940 added from Program Offer 78306 (IT Network Services).

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

Executive Summary

The County uses Enterprise Resource Planning (ERP) software to manage our business operations. Our ERP systems are the primary system of record for managing people, financials, budget, and facilities. The County's ERP software suite includes Workday, TRIRIGA, Jaggaer, and Qwestica.

Program Summary

As the County's system of record, the ERP Support Program provides services supporting regulatory reporting requirements, business process analysis and re-engineering, and implementation of process innovation. These services are designed to increase efficiencies in the County's operations and reduce costs. The IT ERP support team provides coordination among the ERP systems, technical support, security administration, and complex reporting services.

Our ERP systems currently support more than 6,000 employees, 300 contractors, 145 contingent workers, 110 community partners, and 1,475 retired employees.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Employee hours spent on planned work versus unplanned work.	80%	40%	60%	60%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work.	20%	0%	0%	0%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: This does not include time spent on standard activities (excludes time spent on administrative tasks, sick time, holidays, vacation, etc). Planned work provides better customer value, as work can be targeted toward high priority activities.

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,670,496	\$0	\$1,657,261
Contractual Services	\$0	\$0	\$0	\$289,202
Materials & Supplies	\$0	\$2,345,643	\$0	\$2,335,339
Total GF/non-GF	\$0	\$4,016,139	\$0	\$4,281,802
Program Total:	\$4,016,139		\$4,281,802	
Program FTE	0.00	8.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,016,139	\$0	\$4,108,746
Beginning Working Capital	\$0	\$0	\$0	\$173,056
Total Revenue	\$0	\$4,016,139	\$0	\$4,281,802

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 2019: 78313-19 IT ERP Application Services

Contractual services increase is for Workday consulting.

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 like commons.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 Multnomah County Library's public site, and the County's intranet (Multco Commons). 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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	27%	27%	27%	27%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99%	99%	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
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,352,639	\$0	\$2,487,877
Contractual Services	\$0	\$184,000	\$0	\$0
Materials & Supplies	\$0	\$1,509,325	\$0	\$1,417,125
Total GF/non-GF	\$0	\$4,045,964	\$0	\$3,905,002
Program Total:	\$4,045,964		\$3,905,002	
Program FTE	0.00	13.50	0.00	13.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,045,964	\$0	\$3,905,002
Total Revenue	\$0	\$4,045,964	\$0	\$3,905,002

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 2019: 78314-19 IT Enterprise and Web Application Services

Department:	County Assets	Program Contact:	Tracey Massey
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 will complete the implementation and stabilization of the new system in late 2019. 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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	21%	60%	12%	50%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	0%	10%	0%	10%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 50% planned/50% 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 in the amount of hours spent on planned work vs unplanned work from CYE.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$509,181	\$0	\$474,979
Materials & Supplies	\$0	\$18,210	\$0	\$12,210
Total GF/non-GF	\$0	\$527,391	\$0	\$487,189
Program Total:	\$527,391		\$487,189	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$527,391	\$0	\$487,189
Total Revenue	\$0	\$527,391	\$0	\$487,189

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 2019: 78315-19 IT Library Application Services

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78320
Program Characteristics:

Executive Summary

This program offer accounts for shared expenses of the IT Division. It includes Facilities and Administrative Hub costs, some software licensing and maintenance costs for identified enterprise systems, and the budget for IT trainers that work in the County's Talent Development group in the Department of County Management.

Program Summary

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two primary locations (in the Multnomah and the data center in the East County Courthouse). The cost of IT trainers supported by the IT organization to provide IT training and consultation Countywide are budgeted in this program offer. Software licensing and maintenance costs for the Telecom Expense Management system used throughout the County is also included in this program.

Performance Measures					
Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Timely repayment of borrowed funds	100%	100%	100%	100%
Outcome	Revenue collection is accurate and timely	100%	97%	100%	97%

Performance Measures Descriptions

PM #1 Output Measure - the accounting process to track repayment of borrowed funds passes through this program offer. Timely reconciliation of the amounts is required to accurately reflect ongoing expenses and remaining balances.
PM #2 Outcome Measure - the accounting process to track the incoming revenue tied to this program offer requires accurate and timely processing to support periodic reporting of remaining balances.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$825,645	\$0	\$864,726
Contractual Services	\$0	\$0	\$0	\$49,055
Materials & Supplies	\$0	\$304,442	\$0	\$1,161,467
Internal Services	\$0	\$9,998,562	\$0	\$11,341,945
Capital Outlay	\$0	\$21,000	\$0	\$2,067,745
Cash Transfers	\$0	\$0	\$0	\$1,468,020
Unappropriated & Contingency	\$0	\$350,614	\$0	\$0
Total GF/non-GF	\$0	\$11,500,263	\$0	\$16,952,958
Program Total:	\$11,500,263		\$16,952,958	
Program FTE	0.00	3.80	0.00	3.80

Program Revenues				
Other / Miscellaneous	\$0	\$11,337,462	\$0	\$12,693,428
Beginning Working Capital	\$0	\$162,801	\$0	\$4,259,530
Total Revenue	\$0	\$11,500,263	\$0	\$16,952,958

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. This program also acts as the holding account for non-specific division-wide working capital carryover from previous fiscal years.

Significant Program Changes

Last Year this program was: FY 2019: 78316-19 IT Shared Operating Expenses

Materials & Supplies increase is due to beginning working capital carryover from the FY 2018 absence liability compensation correction. Internal Services increased due to FY 2019 repayment of the Enterprise Resource Planning (ERP) system bond included a \$1.6M credit and in FY 2020 full payment is budgeted. Capital Outlay increased due to beginning working capital reserves.

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 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
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$4,211,593	\$0	\$4,525,998
Contractual Services	\$0	\$13,000	\$0	\$8,000
Materials & Supplies	\$0	\$1,220,429	\$0	\$1,181,895
Total GF/non-GF	\$0	\$5,445,022	\$0	\$5,715,893
Program Total:	\$5,445,022		\$5,715,893	
Program FTE	0.00	24.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$5,445,022	\$0	\$5,715,893
Total Revenue	\$0	\$5,445,022	\$0	\$5,715,893

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 2019: 78317-19 IT Data Center & Technical Services



Program #78318B - IT Cyber Security 6/18/2019

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

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program is to enhance our Cyber Security posture at Multnomah County. Over the past 3 years we have worked diligently to achieve our Cyber Security goals and have been able to significantly increase our cyber posture. The additional funds in our Cyber Security 2.0 program offer will allow us to continue our progress to address gaps and deficiencies that have been identified by both internal and third party reviews.

Program Summary

From ransomware to DDoS attacks, threats have multiplied to the point where we can no longer say perimeter defenses like firewalls are enough. We need to know when our assets are behaving strangely on the network. There's no faster way to detect anomalies than real-time analytics with wire data. Acquiring this capability will enable us to proactively hunt for threats, analyze and understand user behavior to identify anomalies and identify and address devices that should not be on our network. This program will address the following:

Second layer authentication: This program will improve information security by adding a second layer of authentication to select County applications. This project will initially focus on building the technical and organizational infrastructure for County employees with elevated privileges to use this service. This lays the groundwork for required implementation by key applications and populations in the successive phases.

Network Access Control: With the increase of network activity on our "industrial network" (doors, security, heating and cooling, etc) we are at greater risk of experiencing a breach in that environment due to the fact that the environment is largely not understood or defined. Network Access Control can help us to understand what should and should not be on our network and restrict what these devices are able to access based on rules that we define.

Privileged Access and Identity Management: Privileged access is the access most often targeted by cyber security threats because this access leads to the most valuable and confidential information. Implementing a Privileged Access and Identity Management solution will allow us to have better control in managing and securing privileged accounts to meet the needs of the access control requirement for a number of the compliance regulations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Completion of multi-factor authentication.	NA	NA	NA	100%
Outcome	Targeted systems identified and dual-factor authentication has been implemented effectively.	NA	NA	NA	100%

Performance Measures Descriptions

- Output - Technology tool identified, procured, and ready for deployment.
- Outcome - Top systems identified and multi-factor authentication implemented.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$468,020
Total GF/non-GF	\$0	\$0	\$0	\$468,020
Program Total:	\$0		\$468,020	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$468,020
Total Revenue	\$0	\$0	\$0	\$468,020

Explanation of Revenues

Revenue is one-time-only funding from the Information Technology fund.

Significant Program Changes

Last Year this program was:



Program #78319 - CRIMES Replacement 6/18/2019

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

This program provides funding 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 continue to work in partnership 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

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
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.	100%	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 FY20. 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
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$531,302	\$0	\$1,219,286
Unappropriated & Contingency	\$0	\$192,698	\$0	\$0
Total GF/non-GF	\$0	\$724,000	\$0	\$1,219,286
Program Total:	\$724,000		\$1,219,286	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$300,000	\$0	\$0
Beginning Working Capital	\$0	\$424,000	\$0	\$1,219,286
Total Revenue	\$0	\$724,000	\$0	\$1,219,286

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2020 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2019: 78319-19 CRIMES Replacement

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78316
Program Characteristics:

Executive Summary

This program supports the implementation of a new Enterprise Resource Planning (ERP) suite of integrated technology that includes Workday, TRIRIGA, Jaggaer, and Qestica. In January of 2019, the new ERP suite of tools launched. The County's business operations in human resources, finance and budget, procurement and contracting, and facilities management were transformed with new processes and tools. This program supports the completion of the overall ERP project, including stabilization, upgrade management, and decommissioning of the old systems.

Program Summary

A new ERP suite of technology was implemented through this program. The implementation included Deloitte Consulting as the Systems Integrator. The County's ERP Program Management Office partnered with Deloitte Consulting to manage and implement the overall program. The first phase of the new technology suite went live on January 1, 2019. The program will continue through Fiscal 2020, and will include the implementation of additional features, stabilization of the systems, business processes and support structure, decommissioning of legacy systems, and archival of data.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Successful completion of project milestones based on agreed upon scope, timeline, and budget.	75%	100%	100%	100%
Outcome	Implementation of project plans for the implementation of the ERP Program's software solution set.	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output Measure: This project will have a set of milestones to achieve within the project schedule. The scope, timeline, and budget at milestone delivery 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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$592,914	\$0	\$418,260
Contractual Services	\$0	\$17,976,678	\$0	\$5,946,155
Internal Services	\$0	\$128,274	\$0	\$135,585
Total GF/non-GF	\$0	\$18,697,866	\$0	\$6,500,000
Program Total:	\$18,697,866		\$6,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$19,849,934	\$0	\$6,500,000
Total Revenue	\$0	\$19,849,934	\$0	\$6,500,000

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2020 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2019: 78320-19 IT ERP Program

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

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The County relies on a high speed, broadband fiber network provided by the City of Portland on leased equipment and infrastructure from Comcast. The agreement supporting that access expires in 2021. The County must determine the path forward for a new broadband infrastructure solution. The County is seeking a partnership with the City. The funds required to meet a new infrastructure relationship are under evaluation. This program requests \$1.0 million to support the design phase.

Program Summary

Multnomah County's communication network relies on a mix of connections (I-Net, IRNE and commercial provider services) to serve all county sites. The Comcast-owned fiber I-Net service, which services a large portion of the sites, will not be available to the County in its current form after the Comcast franchise agreement expires in 2020. The county commissioned an independent evaluation of the business case and to obtain recommendations for replacing I-Net. This program offer is to initiate the design for a new agreement in partnership with the City of Portland.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete the design phase of the program to prepare for a full solution.	NA	NA	NA	100%
Outcome	Percentage of key milestones met based on approved project plan.	NA	NA	NA	90%

Performance Measures Descriptions

Output: Complete the design phase of the project.

Outcome: Percentages of key milestones met.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

Funded with one-time-only General Funds.

Significant Program Changes

Last Year this program was:

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

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Juvenile Detention Program located at the Juvenile Justice Center provides health care services to youth. Currently, the medical records are paper-based. This is inefficient. In addition, the use of a non-electronic medical record poses potential challenges for legibility, accuracy, continuity of care and medical-legal issues. This program is to establish requirements to procure and implement an EMR that meets the unique needs of this care facility.

Program Summary

The staff at JDH currently use a paper-based medical record system and document medication delivery on paper medication administration records. Handwritten prescriptions are used to order medications. Laboratory and other test results return and are filed as paper records. This program will document the requirements for an EMR, conduct a procurement, and implement the selected solution. This program will require significant business process design to automate paper-based practices. The County currently uses EPIC as its Electronic Medical Record (EMR) within its other primary care locations. Unfortunately, the module of EPIC is not designed for an in-patient care setting, thus the County must select an alternate solution.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete the evaluation and selection of the EMR.	NA	NA	NA	100%
Outcome	Percentage of key milestones met based on approved project plan.	NA	NA	NA	90%

Performance Measures Descriptions
Output: Complete the evaluation and selection of the EMR.

Outcome: Percentage of key milestones met based on approved project plan.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

Funded with one-time-only General Funds.

Significant Program Changes

Last Year this program was:

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

Executive Summary

Facilities is currently managing its large Capital Improvement Program with a failing and aging system. The system must be replaced to allow Facilities to manage the county's infrastructure investments. The new system will integrate with the new ERP suite of systems to provide more seamless processing and efficiency across the organization.

Program Summary

This program will evaluate business requirements, procure a new system, and implement the selected system. The transition to a new Facilities Capital Management System will require changes in service design, workflows, and process reengineering as teams move from legacy systems to new more integrated systems. The new system is expected to provide these capabilities:

- Develop program management plans to manage and allocate funds to projects for capital initiatives
- Manage and document scope for capital projects
- Prepare and track budget estimates
- Manage schedules by tracking and managing project activities
- Manage resources assigned to project activities across various phases of the project lifecycle
- Conduct quality management activities such as perform inspections, managing punch lists, completing project checklists, documenting safety reports
- Track project risks
- Manage vendor engagement
- Integrate data across the ERP software solutions for a consistent view of project details
- Track & report on actuals vs planned costs

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete the evaluation and selection of the Facilities Capital Management System.	NA	NA	NA	100%
Outcome	Percentage of key milestones met based on approved project plan.	NA	NA	NA	90%

Performance Measures Descriptions

Output: Complete the evaluation and selection of systems in the fiscal year.
 Outcome: Successful completion of key milestones as defined in the project plan.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

One-time-only from the Information Technology fund.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Garret Vanderzanden
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78401
Program Characteristics:

Executive Summary

Fleet Services provides vehicle and equipment purchasing and maintenance services, including offering transportation and related support services that are responsive to the needs of all agencies throughout Multnomah County.

Program Summary

The County owns and operates over 700 units of vehicles, equipment, and other related rolling stock. Fleet Services focuses on collaborative relationships with County agencies to ensure coordinated service delivery with minimal business interruptions.

Fleet Services provides a full suite of fleet related services including, but not limited to:

- Policy and operational procedure development and implementation;
- Inventory management; regulatory compliance; customer consultation and advice;
- Preventive maintenance; emission inspections; and towing;
- Coordinated vendor repairs; equipment fabrication and modification specialty work;
- Scheduled, unscheduled and emergency in-shop and field repairs;
- Warranty/recall management and support; and failure analysis;
- Fuel management (onsite/offsite); tire repair/replacement (onsite/offsite); and cleaning;
- Driver safety, risk, liability, and accident claims management.

Maintenance services are provided internally at the County's Yeon Shop facility and for the downtown Portland vehicles, maintenance is provide via an IGA with the City of Portland at their Kerby facility.

Fleet Services, through the Fleet Vehicle Replacement program (program offer #78401-20), continues to invest in hybrid and electric vehicle technologies.

Fleet Services' efforts continue to contribute to the 2015 Climate Action Plan carbon emissions reduction activities related to Local Government Operations, including: 19K fuel efficiency standards, 19L electric and plug-in hybrid vehicles, and 19G reduce waste. This is achieved through continued turnover of the County Fleet to take advantage of increasing fuel efficiency on traditional fuel options, expanding the use of hybrid vehicle technology, and ongoing evaluation of increasing our Electric Vehicle fleet.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of billable hours	63%	70%	66%	70%
Outcome	Percent of vehicles out of service less than 48 hrs	17%	55%	30%	50%
Quality	Percent of Customers Rating Service as Excellent	94	95%	100	95%

Performance Measures Descriptions

- PM #1: Output - A measure of productivity that evaluates Fleet Technician's time spent working on vehicles/equipment.
- PM #2: Outcome - A measure that looks at the percentage of vehicles and equipment returned to programs in 48 hrs or less.
- PM #3: Quality - A measure as reported on comment cards provided to customers.

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	2019	2019	2020	2020
Personnel	\$0	\$1,177,602	\$0	\$1,316,293
Contractual Services	\$0	\$402,000	\$0	\$402,000
Materials & Supplies	\$0	\$1,791,697	\$0	\$1,759,845
Internal Services	\$0	\$1,091,148	\$0	\$1,322,633
Capital Outlay	\$0	\$235,936	\$0	\$392,121
Cash Transfers	\$0	\$462,822	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$5,161,205	\$0	\$5,192,892
Program Total:	\$5,161,205		\$5,192,892	
Program FTE	0.00	10.90	0.00	11.10

Program Revenues				
Other / Miscellaneous	\$0	\$4,370,927	\$0	\$4,818,433
Interest	\$0	\$20,000	\$0	\$10,000
Beginning Working Capital	\$0	\$755,278	\$0	\$364,459
Service Charges	\$0	\$15,000	\$0	\$0
Total Revenue	\$0	\$5,161,205	\$0	\$5,192,892

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 2020 charged rates.

Significant Program Changes

Last Year this program was: FY 2019: 78400-19 Fleet Services

0.20 FTE Management position into Fleet services from Records Management PO 78404 due to reorganization of Fleet services Manager.

Department:	County Assets	Program Contact:	Garret Vanderzanden
Program Offer Type:	Internal Service	Program Offer Stage:	As Adopted
Related Programs:	78400		
Program Characteristics:			

Executive Summary

Vehicle replacement planning is provided as an interdependent function. The key objective is to administer the life-cycle replacement schedule and collection of replacement funds on assigned vehicles and equipment (capital expenditures). This service is responsible for keeping County agencies supplied with vehicle and equipment options that support their core operational missions.

Program Summary

The Fleet Vehicle Replacement program provides the following services:

- Collects and manages the funding for future replacement of vehicles and equipment;
- Specifies, bids, awards, receives, inspects, prepares for service, and assigns replacement vehicles and equipment;
- Administers the vehicle and equipment re-sale program (surplus disposal), using revenue received to offset future vehicle and equipment purchases;
- Establishes and administers the life-cycle replacement schedule used to determine collection of replacement funds on assigned vehicles and equipment. The collected funds are used to buy new vehicles after the predetermined years of life are met;
- Collaborates with County agencies to evaluate the following elements when considering purchase of a new or replacement vehicle or piece of equipment: vehicle utilization (miles driven/time of operation); agency operational needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; and sustainability;
- Ongoing evaluation of opportunities for electric and hybrid vehicles when purchasing new vehicles.

The Fleet Vehicle Replacement Program is the primary contributing factor to the following areas in the Local Government Operations component of the 2015 Climate Action Plan:

- 19K-Develop a County fleet strategy that incorporates carbon emission reduction, electric vehicle and low-carbon transportation fuel goals;
- 19L-Purchase electric, plug-in hybrid and hybrid vehicles whenever they meet the user’s needs. Include installation of electric charging stations where appropriate.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of vehicles and equipment on delayed replacement	20%	10%	24%	15%
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase	15%	18%	10%	15%

Performance Measures Descriptions

PM #1 Output - Based on the percentage of vehicles that have gone beyond the date established for purchasing a replacement.

PM #2 Outcome - Percent of revenue received upon disposal of Fleet capital assets.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$10,000
Internal Services	\$0	\$0	\$0	\$6,576
Capital Outlay	\$0	\$7,334,503	\$0	\$9,002,349
Total GF/non-GF	\$0	\$7,334,503	\$0	\$9,018,925
Program Total:	\$7,334,503		\$9,018,925	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,513,636	\$0	\$2,654,445
Financing Sources	\$0	\$462,822	\$0	\$0
Interest	\$0	\$25,000	\$0	\$85,000
Beginning Working Capital	\$0	\$4,333,045	\$0	\$6,279,480
Total Revenue	\$0	\$7,334,503	\$0	\$9,018,925

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 2019: 78401-19 Fleet Vehicle Replacement

Program #78402 - Motor Pool 6/18/2019

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

Executive Summary

The Motor Pool program provides shared vehicles for single trip or short-term use available to employees of all County departments. The program meets customer expectations by monitoring daily usage and vehicle availability while also offering sustainable transportation options such as hybrid and electric vehicles.

Program Summary

There are two County owned Motor Pool sites located in the County to help programs manage their short-term business transportation needs. In addition, the downtown County employees' transportation needs are met by a third party CarShare program. A variety of vehicle types are available for use: sedans, light trucks, passenger and cargo vans, and specialty equipment. The program operates through a reservation and per-hour charge back system with an overhead charge. The purpose of the centrally managed Motor Pool is to eliminate underutilized assigned vehicles and reduce private mileage reimbursement costs, thereby supporting departmental travel needs with ease of use and efficient administration.

The Motor Pool Program supports the Local Government Operations component of the 2009 Climate Action Plan, action 18-6 "...meet minimum fleet fuel efficiency standards and use low-carbon fuels", through the standardization of the Motor Pool vehicle inventory with fuel efficient vehicles such as Nissan Leaf EV's and Toyota Prius Hybrids.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Motor Pool hours used	NA	NA	NA	76,000
Outcome	Vehicle availability	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output: An estimated number of Motor Pool hours used (capacity) required to meet customer business transportation needs.
 PM #2 Outcome: A measure of ability to supply vehicles for those needs.

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	2019	2019	2020	2020
Personnel	\$0	\$191,559	\$0	\$206,913
Contractual Services	\$0	\$0	\$0	\$400
Materials & Supplies	\$0	\$538,814	\$0	\$604,997
Internal Services	\$0	\$153,600	\$0	\$366,162
Capital Outlay	\$0	\$114,204	\$0	\$144,373
Unappropriated & Contingency	\$0	\$0	\$0	\$100,000
Total GF/non-GF	\$0	\$998,177	\$0	\$1,422,845
Program Total:	\$998,177		\$1,422,845	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$904,477	\$0	\$974,511
Interest	\$0	\$6,000	\$0	\$6,000
Beginning Working Capital	\$0	\$87,700	\$0	\$442,334
Total Revenue	\$0	\$998,177	\$0	\$1,422,845

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 2019: 78402-19 Motor Pool

Department: County Assets

Program Contact: Andrez Posada

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Distribution Services provides County agencies pickup and delivery of mail and supplies, processing and metering of mail, training and consultation, and management of mail services contracts.

Program Summary

Distribution Services effectively manages County resources and minimizes service delivery costs through:

1. Central coordination of a complex and multifaceted system of distribution logistics across more than 95 County locations. Distribution Services moves a wide variety of items every day, via fixed routes and/or on-demand, including: U.S. Mail, Health Department patient care items, County records, interoffice mail, recyclables, and operational equipment and supplies. In addition, Distribution Services seamlessly coordinates with other governments throughout the Portland metropolitan region and the Willamette Valley to send and deliver interoffice mail in a manner that saves on postage and enhances intergovernmental communication and workflow.

2. Management of a multi-jurisdictional contract for presort services. This maximizes available postage discounts for all partners by pooling the mail to be presorted prior to delivery to the US Post Office. These savings are further enhanced by centralized metering of U.S. Mail, ensuring accuracy, timeliness of delivery, lower cost single-point pickup for mail services partners, and the reduction of county-wide meter maintenance costs. Distribution Services also maintains County-wide mail services contracts (for example, in folding/insertion, addressing and metering) that lower departmental costs for tax mailings, license renewals, and other projects.

3. Partnering with the USPS to ensure accurate and up to date information on mailing standards in an increasingly complex and changing environment. Distribution Services shares that expertise by providing clear instruction and training to County employees on existing and proposed USPS standards, ensuring efficient mailings that maximize available savings.

4. Serving a vital role in emergency preparedness for Multnomah County. Distribution Services is a component of the Receipt, Stage and Storage Center.

These efforts contribute to the Climate Action Plan activities related to local government operations, item number 18-8.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Money spent on postage for mailings.	\$646,000	\$418,000	\$636,000	\$646,000
Outcome	Miles driven per citizen complaint.	14,898	17,000	20,000	11,000
Input	Number of mail stops on dedicated routes.	163.34	163.34	163.34	158.38

Performance Measures Descriptions

PM #1 Output - Customers' transaction-based business mailing needs.

PM #2 Outcome - Captures how well the employees are presenting themselves while driving a County vehicle out in the field.

PM #3 Input - The number of mail stops on dedicated routes is a measure of the customer's requested ongoing distribution needs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$618,055	\$0	\$652,866
Contractual Services	\$0	\$818	\$0	\$737,527
Materials & Supplies	\$0	\$713,460	\$0	\$9,522
Internal Services	\$0	\$288,512	\$0	\$451,523
Capital Outlay	\$0	\$468,420	\$0	\$434,608
Unappropriated & Contingency	\$0	\$0	\$0	\$53,207
Total GF/non-GF	\$0	\$2,089,265	\$0	\$2,339,253
Program Total:	\$2,089,265		\$2,339,253	
Program FTE	0.00	6.60	0.00	6.60

Program Revenues				
Other / Miscellaneous	\$0	\$1,599,765	\$0	\$1,584,641
Interest	\$0	\$4,000	\$0	\$180
Beginning Working Capital	\$0	\$485,500	\$0	\$754,432
Total Revenue	\$0	\$2,089,265	\$0	\$2,339,253

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 2019: 78403-19 Distribution Services

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

Executive Summary

The Records Management program provides services, tools, training, and professional consultation to County agencies to support the compliant creation, management, storage, retrieval, accessibility, protection, preservation, and secure destruction of public records. The program also leads countywide strategic Information Governance initiatives to maximize information's value in decision-making, minimize risk, protect rights, and ensure policies and procedures meet legal and regulatory requirements.

Program Summary

Public records document the County's policies, decisions, functions, and efforts to fulfill its mission. Agencies create, receive, manage, use, and destroy public records in their daily work as they provide essential services. The Records Management program directly supports agencies in their work by providing services, tools, training, and consultation to ensure that these records are classified, stored, retrieved, protected, preserved, and archived or destroyed in accordance with all applicable State, Federal, and regulatory retention, privacy, and public records laws and industry best practices.

Primary program functions include, but are not limited to:

- Records Center services including storage, protection, and retrieval of inactive records and secure destruction of physical records and media;
- Administration of Content Manager, an electronic document and records management system, including implementation and maintenance of user accounts for County agencies to use as a system for document management and inactive electronic records storage;
- General electronic records management services including file classification, digital records preservation, and guidance in managing records and information across multiple locations outside of Content Manager such as shared drives, third-party applications, G Suite, and mobile devices;
- Retention schedule management to ensure users meet all legal and regulatory requirements for retaining public records;
- Continuity of Operations and Disaster Recovery support through the identification and management of essential records;
- Archival reference and research services, public outreach, and the promotion of the significance of public records in equity and inclusion;
- Locating Records services to assist the community in obtaining public records held by non-county agencies.
- Facilitation and support of scanning and shredding projects and services through the management of the County's Digitization, Microfilm, and Secure Destruction contracts;
- Implementation and management of countywide Information Governance initiatives.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers	2,553	4,300	3,082	4,300
Outcome	Percentage Increase of Reference Requests Compared to Previous Fiscal Year	-22.00%	5.00%	48.00%	10.00%

Performance Measures Descriptions

PM #1: Record actions remain relatively stable.
 PM #2: Based on number of discrete requests.

Legal / Contractual Obligation

Oregon Revised Statute 192 and Oregon Administrative Rule Chapter 166 define public records policy, Records Officer mandates, and standards and obligations for records creation, access, storage, protection, retention, and disposition. Multnomah County Executive Rule 301 assigns the retention schedule function to the Records Management program, and Multnomah County Code Chapter 8.500 defines additional archival records responsibilities and obligations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$639,767	\$0	\$700,186
Contractual Services	\$0	\$26,761	\$0	\$300,411
Materials & Supplies	\$0	\$117,817	\$0	\$124,998
Internal Services	\$0	\$727,665	\$0	\$841,067
Capital Outlay	\$0	\$0	\$0	\$27,370
Total GF/non-GF	\$0	\$1,512,010	\$0	\$1,994,032
Program Total:	\$1,512,010		\$1,994,032	
Program FTE	0.00	5.20	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,277,780	\$0	\$1,783,615
Interest	\$0	\$3,300	\$0	\$0
Beginning Working Capital	\$0	\$230,930	\$0	\$210,417
Total Revenue	\$0	\$1,512,010	\$0	\$1,994,032

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 FY2018.

Significant Program Changes

Last Year this program was: FY 2019: 78404-19 Records Management

In FY20, the program will be responsible for shredding services for the County. Previously this was managed by the FPM Division within DCA.

0.20 FTE management position into Fleet services PO 78400 from Records Management due to reorganization of Fleet services Manager.