

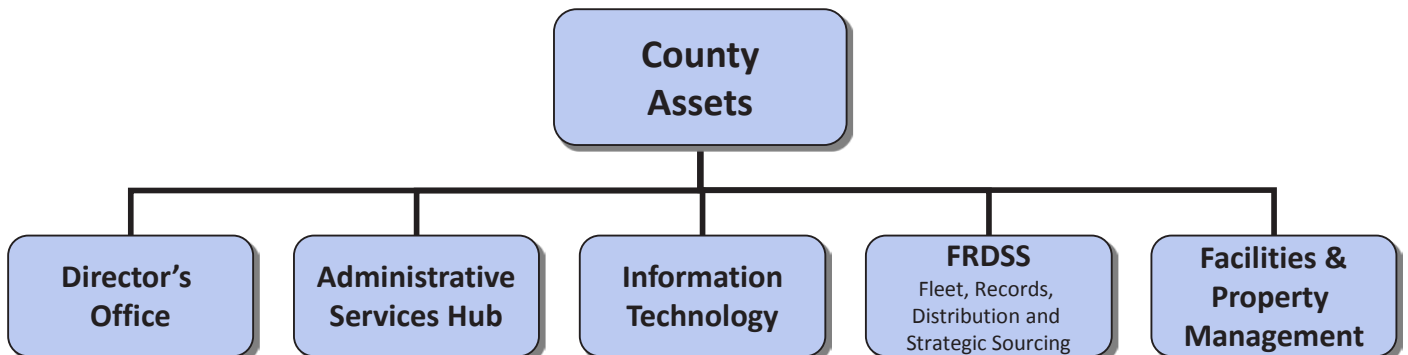
Department Overview

The Department of County Assets (DCA) plans for, acquires, and manages County assets. DCA coordinates the use of the tools and infrastructure that County employees and programs need to provide critical community services efficiently and effectively. Major programs in the department include:

- Facilities & Property Management, responsible for managing over 3 million rentable square feet of general office, library, court, jail, probation, shop, clinic, and other types of specialized space owned or leased by the County in over 129 locations, as well as the Facilities Capital programs.
- Information Technology, providing telecommunication, network, and hardware infrastructure support, as well as managing over 5,500 PCs, laptops, and tablets, 125 network circuits, and over 300 business applications used by County employees and their business partners.
- Countywide Fleet, Records, Distribution, and Strategic Sourcing.
- Administrative Services Hub, providing human resources, procurement and contracting, finance, budget, rate-setting, capital planning, accounts payable, and other administrative services to DCA, the Department of County Management (DCM), and Nondepartmental agencies and offices.

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

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



Budget Overview

The Department of County Assets (DCA) has an FY 2016 budget of \$249.6 million* and consists of: \$6.2 million in the General Fund, \$107.4 million in Internal Service funds and \$136.0 million in Capital funds. Internal Service Funds are primarily for ongoing operations with a small portion (primarily in the IT fund) dedicated to capital projects such as CyberSecurity initiatives, whereas Capital Funds are dedicated to two large construction projects (Downtown Courthouse replacement and Health Department Headquarters construction) and small-to-mid-size capital building projects.

The FY 2016 budget increases \$19.4 million from the FY 2015 Adopted budget. In addition to inflationary increases, \$10.5 million of the increase is in the Courthouse Fund and \$3.4 million is from increases in one-time-only General Fund for IT, fleet and building projects in Other Funds. The Courthouse Fund has \$28.1 million of one-time-only General Fund offset by reductions to reflect an updated FY 2016 project time-line, for the net increase of \$10.5 million.

The following one-time-only General Fund amounts are included in DCA's FY 2016 budget program offers as cash transfers into Other Funds:

Facilities Downtown Courthouse (74014)	\$ 28,120,000
Network Convergence (78020C,D&E)	\$ 1,425,000
CyberSecurity (78037)	\$ 1,725,000
Yeon - AG Fuel Tanks Installation (78052)	\$ 450,000
Yeon - Fleet Fuel Management (78053)	\$ 250,000
Yeon Annex - Reception and Lobby Redesign (78054)	\$ 165,000
ESPC - Juvenile Justice Complex Lighting (78055)	\$ 810,000
ESPC-Inverness Jail – Water (78056)	\$ 1,496,627
MCSO Suicide Prevention Projects - Vent Covers (78057)	\$ 555,557
CRIMES Replacement Assessment (78058)	\$ 100,000

Budget Trends*	FY 2014	FY 2015	FY 2015	FY 2016	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	311.15	320.95	320.95	326.95	6.00
Personnel Services	\$38,871,722	41,096,949	\$43,007,822	\$44,499,090	\$1,491,268
Contractual Services	18,224,282	16,011,765	18,138,403	31,448,674	13,310,271
Materials & Supplies	30,044,065	31,365,656	31,394,170	35,886,474	4,492,304
Internal Services	10,722,685	13,137,692	15,574,659	15,650,886	76,227
Capital Outlay	<u>1,886,640</u>	<u>5,780,761</u>	<u>122,037,936</u>	<u>122,088,776</u>	<u>50,840</u>
Total Costs	\$99,749,394	\$107,392,822	\$230,152,990	\$249,573,900	\$19,420,910

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

Successes and Challenges

A number of strategic projects were initiated and/or completed in FY 2015 in support of DCA's long-term goals, including:

- Completion of Phase II of the Facilities Asset Strategic Plan assessing the value (and condition) of county properties from both the customer and facilities operations perspective, Health Headquarters 90% design completion, and site selection recommendations and delivery model finalization for the new Central Courthouse.
- Successful continuation of the Network Convergence project with early completion of the FY 2015 planned sites.
- Implementation of a Countywide telecom expense management system.
- Strategic sourcing analysis and planning for shredding, translation services, promotional items, and waste management.

Several other important projects are in process:

- Implementation of a Countywide records archiving and document management system.
- Planning and analysis for the replacement of the Hansen Complex.
- Implementation of a system to support the Division of Assessment, Recording and Taxation

In all of its work, DCA considers the County's values and industry best practices. In both the Health Headquarters and Central Courthouse construction projects, there are goals for sustainability and Minority, Women Owned and Small Business Enterprises (MWSBE) participation. Our continued partnership with CityFleet brings best practices in fleet maintenance to the County. Strategic Sourcing is a procurement best practice that helps to implement the values of sustainability and supporting the local economy.

Key challenges include:

- Effectively managing change. New technologies and streamlined business processes are less effective when employees are not prepared to use them. Ongoing leadership, training, and communication is necessary for successful transitions to new ways of conducting County business.
- Project priority and governance. Understanding customer priorities and saying "yes" to the most important projects as well as ensuring appropriate oversight and project management ensures project success. DCA is developing consistent governance and project management practices across all DCA projects.
- Recruitment and retention of management and staff. Continuing to focus on best practices to retain excellent existing staff and recruit new staff is key to our success.

Diversity and Equity

The Department of County Assets promotes equity in a variety of ways. The Department Director is a current member of the Equity Council and equity is explicitly addressed in our mission, vision, values and tagline, and our FY 2016 goals. Our senior management team utilizes the equity and empowerment lens to evaluate IT, Facilities, and other types of processes and projects. We are currently using the equity and empowerment lens to evaluate our proposed departmental dress code.

We target a diverse workforce in sourcing, recruiting and hiring practices and recently hired a recruiter who specializes in this area and is an equity champion. We provide significant internship opportunities through participation in the College to County Internship Program, the Summer Youth Connect program, the PSU/PDX Cooperative Education Program and the PCC Occupational Skills Training program. To encourage diversity in our technology division, we also support the iUrban Teen Tech program, a local, nationally-recognized STEM+Arts educational program for male youth of color that is quickly becoming a national model. More globally, we host a voluntary group of employees, our “think tank”, who focus on systemic sustainability, the triple bottom line: economy, equity, and environment, to determine how best DCA can make an difference in minimizing the impact on our most vulnerable populations. The group is targeting the reduction of carbon emissions produced by the DCA managed assets. And finally, we are developing a workshop proposal for the upcoming Governing for Racial Equity (GRE) Conference on the topic of Digital Equity.

Budget by Division

Division Name	FY 2016 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$486,365	\$0	\$486,365	2.00
Facilities and Property Management	0	183,533,864	183,533,864	98.25
Information Technology	0	50,682,035	50,682,035	159.95
Fleet, Records Distribution, and Strategic Sourcing	496,588	13,398,694	13,895,282	27.35
Administrative Services Hub	<u>5,266,671</u>	<u>0</u>	<u>5,266,671</u>	<u>39.40</u>
Total County Assets	\$6,249,624	\$247,614,593	\$253,864,217	326.95

Includes cash transfers, contingencies, and unappropriated balances.

Director's Office

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

Large capital projects will again be a focus in FY 2016. The IT Division will focus on completing the Network Convergence (VoIP) project for the remaining three locations and the implementation of the County's new system supporting the Division of Assessment, Recording and Taxation. Facilities and Property Management will move forward with construction of the new Central Courthouse and the new Health Department Headquarters building, as well as the evaluation of replacing the Hansen Complex and the build out of the new Mid-County DCJ facility. The County will continue to work with the City of Portland's CityFleet organization for fleet maintenance and repair services for our downtown vehicles. Records Administration will implement a new records archiving system, and Distribution Services will install new outgoing mail sorting equipment.

Significant Changes

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

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages more than 3 million rentable square feet of owned and leased space in 129 buildings across the county. The FPM mission is to proactively plan, operate and manage all County properties in a safe, accessible, effective and efficient manner.

While buildings are our business, people are our purpose. We strive to provide innovative, sustainable, and affordable solutions to help County programs deliver effective public services. FPM also has a broader vision of building thriving communities and promoting stewardship of the taxpayers' assets. FPM supports environmental sustainability and energy efficiency through ongoing conservation projects, leadership in County recycling initiatives, sustainable procurement process, and Green Building construction practices. Our use of MWESB and QRF firms for contract services demonstrates our commitment to support local businesses and promote diversity and equity.

In FY 2015, FPM completed Phase II of the Facilities Asset Strategic Plan (5-25 years). This plan addresses the value of our owned and leased facility portfolio from the perspective of our clients current and future business needs and facilities operational requirements. Many of the recommendations will be operationalized in FY 2016.

Significant Changes

In FY 2016, Facilities will eliminate the FY 2015 one-time Columbia River Boathouse and Portage Building program offer and refocus the funds to Facilities Strategic Planning and Projects (78012) to support the continued work on the Hansen Replacement Project. The FY 2015 Animal Services Renovation program offer is now incorporated into Facilities Capital Improvement (78007). Facilities Property Management is Facilities Client Services (78005) to clearly align the work with our enhanced customer service focus. Two new facilities program offers previously under Capital Improvement and Asset Preservation programs are now stand alone offers:

- Library Construction Fund (78017) - This capital program creates a self-sustaining fund that provides for the continuing reinvestment and capital work required to keep the Library District's buildings safe, reliable, functional and efficient.
- Health Headquarters Construction (78018) - This capital program funds the construction of the new headquarters and clinic facility for the Multnomah County Health Department in the Old Town/Chinatown Neighborhood of Portland on the easterly side of block U.

Information Technology

The Information Technology (IT) division's mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide residents and County employees the information they need, any time and any place. IT has worked hard to define a mission and vision that focus on providing the services and technologies that County residents and employees deserve, at a cost they can afford. The mission and vision guide the development and implementation of the County's FY 2016 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 5,500 PCs and laptops, almost 500 virtual servers, over 30 physical servers, 125 network circuits, and approximately 300 business applications. IT staff support a wide array of business applications spanning primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, emergency management, assessment and taxation, land use planning, library, jail management, and community justice. In addition, IT staff support the County's public facing web presence as well as an intranet for staff. County employees using these systems are located in almost 100 different sites across the County, and the technologies required are as diverse as the lines of business.

Significant Changes

The FY 2016 budget adds major projects in the following programs:

Network Convergence (78020B-E): With the completion of the original Voice Over IP (VoIP) project scope for almost all facilities in FY 2015, the IT budget for FY 2016 one time only General Fund totaling \$1.75 million to complete three remaining facilities excluded from the original scope - the Hansen building, the downtown Courthouse, and the Justice Center - and FY 2015 carry over funding to implement Session Initiation Protocol (SIP) for a multiple site configuration to eliminate the high risk, single point routing of calls through the obsolete Nortel system at the Courthouse.

CyberSecurity (78037): The County must increase its focus to protect the networks, assets, and data that support its business operations. The IT budget includes a one time only request of \$1.73 million to complete three projects: addressing critical system vulnerabilities, modernizing the e-mail security and archiving services, and upgrading the network firewalls.

Fleet, Records, Distribution and Strategic Sourcing

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

- Fleet Services maintains and manages over 700 vehicles of various types, including four all-electric vehicles added to the fleet in FY 2012.
- Records and Archive Management develops and maintains record retention schedules to ensure that all legal and administrative requirements are met. The program manages over 121 million documents dating back to 1855.
- Distribution Services provides pick up and delivery of mail and supplies, medical lab tests, processing and metering of US Mail, US Mail training and consultation, mail services contract management. This program also provides short term vehicle availability through the County's Motor Pool, consisting of 68 vehicles at four sites.
- Strategic Sourcing focuses on the holistic selection and sourcing of goods and services. This is through the development, implementation, oversight and direct delivery of key strategic sourcing practices across the County, providing strategy, leadership, expertise, and analytical information to County departments.

Significant Changes

In FY 2015, the Department of County Assets completed an extensive review and negotiation in consideration of expanding the County's use of the City of Portland's CityFleet Maintenance program. It was determined to be in the County's best interest to continue the use of CityFleet as the Downtown area maintenance service provider on a long term basis, but not to expand the services to the Yeon maintenance site.

As a result of the upcoming sale of the County's Morrison Bridgehead property, the Department of County Assets is pursuing alternative, long term solutions for the County's downtown motor pool which is currently located on the Bridgehead property. The long term solution(s) will be implemented by the Bridgehead property sale date.

Administrative Hub

The DCA Administrative Hub provides human resources, procurement, contracting, finance, budget, internal service rate setting, capital planning, accounts payable, travel and training arrangements, and other administrative services to approximately 645 County employees in DCA, DCM, and Non-departmental agencies and offices. The functional areas supported include:

- Human Resources and Administration, providing HR services that include strategic planning, job recruitment and outreach, investigations, performance management, and HR transaction processing. Administrative services include front desk reception, supplies ordering, and timekeeping.
- Procurement and contracting, providing procurement and contracting for commercial services, construction, leases, software, maintenance and repair, and architectural and engineering contracts. Services include contract development, negotiation, risk assessment and management, supplier/vendor management, and ongoing contract administration.
- Budget and Planning, providing budget and capital planning services, including countywide rate creation and analysis, budget development, management and oversight, capital planning, and ongoing analysis.
- Finance, providing accounts payable and accounts receivable transaction processing, grant accounting, and travel and training arrangements.

Significant Changes

The Administrative Services Hub continues to develop and implement business process improvements that include:

- In conjunction with Central Accounts Payable, the Finance Team works with the County's utility providers to streamline and automate the payment process for County utility bills and with Fleet and Facilities vendors from standard invoice processing to a County procurement card.
- Human Resources develops and implements improvements to recruitment and selection, promoting DCA through You Tube Channel videos that spotlight the County's IT organization and the tech initiatives. The channel can be found at <http://www.youtube.com/user/MultcoDCA>. The HR team continues to broaden our social media outreach campaign via LinkedIn and Twitter (@MultcoltJobs) aimed at marketing our clients' job opportunities.
- The Procurement and Contracting Team standardizes contract development across DCA divisions, and implements and continues to refine advanced contract development and negotiation techniques.
- The Hub continually evaluates activities and tasks to be shared among teams to maximize economies of scale and align processes across functions.

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 2016 General Fund	Other Funds	Total Cost	FTE
Director's Office					
78000	DCA Director's Office	\$486,365	\$0	\$486,365	2.00
Facilities & Property Management					
78002	Facilities Director's Office	0	5,393,788	5,393,788	10.25
78003	Facilities Debt Service and Capital Fee Pass Through	0	6,225,081	6,225,081	0.00
78004	Facilities Operations & Maintenance	0	10,772,089	10,772,089	55.00
78005	Facilities Client Services	0	7,401,154	7,401,154	11.00
78006	Facilities Capital Operation Costs	0	1,328,300	1,328,300	9.00
78007	Facilities Capital Improvement Program	0	18,610,009	18,610,009	0.00
78008	Facilities Capital Asset Preservation Program	0	12,357,747	12,357,747	0.00
78009	Facilities Building Materials and Services	0	1,557,786	1,557,786	0.00
78010	Facilities Utilities Pass Through	0	6,027,237	6,027,237	0.00
78011	Facilities Lease Management	0	6,370,496	6,370,496	2.00
78012	Facilities Strategic Planning and Projects	0	943,429	943,429	7.00
78013	Facilities Construction Management and Design	0	650,964	650,964	4.00
78014	Facilities Downtown Courthouse	0	54,330,900	54,330,900	0.00
78017	Library Construction Fund	0	2,948,700	2,948,700	0.00
78018	Health Headquarters Construction	0	45,139,000	45,139,000	0.00
78052	Yeon - AG Fuel Tanks Installation	0	450,000	450,000	0.00
78054	Yeon Annex - Reception and Lobby Redesign	0	165,000	165,000	0.00
78055	ESPC - Juvenile Justice Complex Lighting	0	810,000	810,000	0.00
78056	ESPC-Inverness Jail - Water	0	1,496,627	1,496,627	0.00
78057	MCSO Suicide Prevention Projects - Vent Covers	0	555,557	555,557	0.00

County Assets

fy2016 proposed budget

Prog. #	Program Name	FY 2016 General Fund	Other Funds	Total Cost	FTE
Information Technology					
78019	IT Continuity of Operations	0	350,000	350,000	0.00
78020A	IT Innovation & Investment Projects	0	3,342,125	3,342,125	0.00
78020B	IT Network Convergence	0	325,000	325,000	0.00
78020C	Network Convergence - Courthouse	0	706,000	706,000	0.00
78020D	Network Convergence - Justice Center	0	375,000	375,000	0.00
78020E	Network Convergence - Hansen	0	344,000	344,000	0.00
78021	IT Planning, Projects & Portfolio Management	0	1,837,106	1,837,106	11.00
78022	IT Help Desk Services	0	864,014	864,014	7.30
78023	IT Telecommunications Services	0	2,439,381	2,439,381	5.00
78024	IT Mobile Device Expense Management	0	979,019	979,019	1.00
78025	IT Network Services	0	4,451,306	4,451,306	12.00
78026	IT Desktop Services	0	2,070,573	2,070,573	16.10
78027	IT Asset Replacement	0	2,989,173	2,989,173	0.00
78028	IT Health & Human Services Application Services	0	4,587,327	4,587,327	20.80
78029	IT Public Safety Application Services	0	2,916,136	2,916,136	17.00
78030	IT General Government Application Services	0	1,421,278	1,421,278	5.00
78031	IT Data & Reporting Services	0	2,277,985	2,277,985	11.60
78032	IT SAP Application Services	0	2,267,390	2,267,390	10.00
78033	IT Enterprise and Web Application Services	0	2,990,342	2,990,342	13.40
78034	IT Library Application Services	0	163,647	163,647	1.00
78035	IT Shared Operating Expenses	0	6,285,594	6,285,594	3.00
78036	IT Data Center & Technical Services	0	4,874,639	4,874,639	25.75
78037	CyberSecurity	0	1,725,000	1,725,000	0.00
78058	CRIMES Replacement Assessment	0	100,000	100,000	0.00

County Assets

fy2016 proposed budget

Prog. #	Program Name	FY 2016 General Fund	Other Funds	Total Cost	FTE
Fleet, Records, Distribution and Strategic Sourcing					
78039	Fleet Services	0	4,705,158	4,705,158	9.90
78040	Fleet Vehicle Replacement	0	4,898,128	4,898,128	0.00
78041	Motor Pool	0	267,832	267,832	2.00
78042	Distribution Services	0	2,050,220	2,050,220	6.85
78043	Records Management	0	1,227,356	1,227,356	5.20
78044	Countywide Strategic Sourcing	496,588	0	496,588	3.40
78053	Yeon - Fleet Fuel Management	0	250,000	250,000	0.00
Administrative Services Hub					
78047	Administrative Hub Budget & Planning	871,340	0	871,340	6.00
78048	Administrative Hub Procurement & Contracting	2,209,073	0	2,209,073	16.40
78049	Administrative Hub Finance	921,418	0	921,418	8.00
78050	Administrative Hub Human Resources	<u>1,264,840</u>	<u>0</u>	<u>1,264,840</u>	<u>9.00</u>
Total County Assets		\$6,249,624	\$247,614,593	\$253,864,217	326.95

Includes cash transfers, contingencies, and unappropriated balances.

Department: County Assets

Program Contact: Sherry Swackhamer

Program Offer Type: Administration

Program Offer Stage: As Proposed

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 the related functions. The Director's Office is also responsible for ensuring department-wide engagement in important county-wide initiatives including Diversity and Equity, the Climate Action Plan and the Wellness Program.

Program Summary

The Department of County Assets (DCA) aligns the management of specific County assets including information technology, facilities and property management, fleet operations, 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 providing Human Resources and Administration, Procurement and Contracting, and Budget and Finance services. The hub provides these services to DCA, the Department of County Management (DCM), the Chair's Office, the Board of County Commissioners, and other non-departmental entities. The hub is designed to eliminate duplication of resources and streamline processes through economies of scale across these groups.

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

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Number of Equity Lens project/process equaluations completed	N/A	3	2	6
Outcome	Percent of administrative processes analyzed through the LEAN methodology.	N/A	N/A	N/A	20

Performance Measures Descriptions

Output - Equity Lens will be used in the evaluation of at least 6 processes/projects.

Outcome - Percent of administrative processes analysed per the LEAN methodology (new).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$391,235	\$0	\$410,848	\$0
Contractual Services	\$50,000	\$0	\$25,000	\$0
Materials & Supplies	\$25,646	\$0	\$23,375	\$0
Internal Services	\$182,496	\$0	\$27,142	\$0
Total GF/non-GF	\$649,377	\$0	\$486,365	\$0
Program Total:	\$649,377		\$486,365	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$646,932	\$0	\$486,365	\$0
Total Revenue	\$646,932	\$0	\$486,365	\$0

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2015: 78000 DCA Director's Office

No significant changes.

Department: County Assets

Program Contact: Henry Alaman

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Facilities Director's Office provides comprehensive strategic and operational guidance on real property and facilities to County executives and operating departments. It directs and supports the strategies, policies, and operations of the Facilities 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 Division creates safe and cost effective work environments for County programs operating in a wide variety of types 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, Construction Management and Operations & Maintenance. It ensures that division strategies, policies, procedures and activities are guided by County-wide goals and initiatives. This office is responsible for centralizing and maintaining all critical building information, administering the division-wide process improvement projects, and managing key performance indicators and benchmark data.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Percent of employee performance evaluations completed on time.	0	100%	100%	100%
Outcome	Percent of Client Services Program Developed	0	0	0	100%

Performance Measures Descriptions

PM 1: All employees will receive annual feedback on their performance, develop appropriate work goals and competencies, and assess professional development opportunities.

PM 2: Client Services Program will allow FPM to measure the overall customer satisfaction with the FPM services. This measure will show the percent of the program implemented in FY 2016

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$859,839	\$0	\$1,457,980
Contractual Services	\$0	\$120,000	\$0	\$238,820
Materials & Supplies	\$0	\$273,350	\$0	\$1,343,673
Internal Services	\$0	\$2,093,917	\$0	\$2,353,315
Total GF/non-GF	\$0	\$3,347,106	\$0	\$5,393,788
Program Total:	\$3,347,106		\$5,393,788	
Program FTE	0.00	6.25	0.00	10.25

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

Explanation of Revenues

This program receives internal service reimbursements from the County departments.

Significant Program Changes

Last Year this program was: FY 2015: 78001 Facilities Director's Office

Move 3 FTE in Building Data Management Center section from Strategic Planning and Projects work unit to Director's Office.

Increase expenses by \$2M to realign funding with Program activity within same Fund 3505.

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	2015	2015	2016	2016
Internal Services	\$0	\$5,419,771	\$0	\$5,419,771
Cash Transfers	\$0	\$656,850	\$0	\$805,310
Total GF/non-GF	\$0	\$6,076,621	\$0	\$6,225,081
Program Total:	\$6,076,621		\$6,225,081	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,419,771	\$0	\$6,225,081
Total Revenue	\$0	\$5,419,771	\$0	\$6,225,081

Explanation of Revenues

This program receives internal service reimbursements from the County departments that occupy space that has been purchased or improved with County-issued debt.

Debt collected from Clients \$4,969,771
Debt paid from Capital Fee (Fund 2507) \$450,000

Facilities Fund 3505 pays the Capital Program Fee on owned, primary space which is occupied by F&PM or is Vacant
Pass Through from Fund 3505 to Fund 2507 \$636,380
Pass Through from Fund 3505 to Fund 2509 \$168,930

Significant Program Changes

Last Year this program was: FY 2015: 78002 Facilities Debt Service and Capital Fee Pass Through

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$6,052,104	\$0	\$6,248,035
Contractual Services	\$0	\$12,000	\$0	\$376,672
Materials & Supplies	\$0	\$195,050	\$0	\$3,596,701
Internal Services	\$0	\$529,446	\$0	\$550,681
Total GF/non-GF	\$0	\$6,788,600	\$0	\$10,772,089
Program Total:	\$6,788,600		\$10,772,089	
Program FTE	0.00	54.00	0.00	55.00

Program Revenues				
Fees, Permits & Charges	\$0	\$11,500	\$0	\$11,500
Other / Miscellaneous	\$0	\$848,712	\$0	\$701,696
Service Charges	\$0	\$177,972	\$0	\$131,000
Total Revenue	\$0	\$1,038,184	\$0	\$844,196

Explanation of Revenues

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

Significant Program Changes

Last Year this program was: FY 2015: 78003 Facilities Operations and Maintenance

Increase expenses by \$4M to realign funding with Program activity within same Fund 3505.

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Facilities Client Services program manages more than 3,700,000 gross square feet of County facilities space. The team of seven property managers and three MACS (Moves/Adds/Changes) Project Managers serves as the customer service interface between County programs and the Facilities Division. This team of liaisons coordinates all aspects of building management, space moves 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 both routine building activities (such as janitor service, security, and window washing) and repair and/or maintenance projects with the programs operating in County buildings. 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.

The MACs (Moves-Adds-Changes) Project Managers plan and execute a significant number of personnel shifts in the County for each Department or Division. Each manager facilitates moves or changes and works with the stakeholder to identify departmental needs for both short and long term programmatic needs: to provide a safe, comfortable and productive work group.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Annual Customer Service Satisfaction Survey with a 90% rating	0	1	1	1
Outcome	Public procurement compliance for contracted services	0	100%	100%	100%

Performance Measures Descriptions

PM #1: Facilities customers are emailed a link for a Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement.

PM #2: 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. QRFs hire individuals who would otherwise not have gainful employment. Facilities has over \$6,500,000 in operational contracts, of which \$4.4M are related to QRF contracts.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$1,381,548	\$0	\$1,464,818
Contractual Services	\$0	\$4,885,790	\$0	\$5,558,770
Materials & Supplies	\$0	\$241,900	\$0	\$204,100
Internal Services	\$0	\$168,413	\$0	\$173,466
Total GF/non-GF	\$0	\$6,677,651	\$0	\$7,401,154
Program Total:	\$6,677,651		\$7,401,154	
Program FTE	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,613,701	\$0	\$3,198,886
Interest	\$0	\$0	\$0	\$25,000
Service Charges	\$0	\$0	\$0	\$3,521,487
Total Revenue	\$0	\$1,613,701	\$0	\$6,745,373

Explanation of Revenues

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

Significant Program Changes

Last Year this program was: FY 2015: 78004 Facilities Property Management

Increase revenues by \$5M to realign funding with Program activity within same Fund 3505.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$1,246,530	\$0	\$1,234,866
Contractual Services	\$0	\$5,000	\$0	\$15,000
Materials & Supplies	\$0	\$35,300	\$0	\$37,300
Internal Services	\$0	\$39,935	\$0	\$41,134
Total GF/non-GF	\$0	\$1,326,766	\$0	\$1,328,300
Program Total:	\$1,326,766		\$1,328,300	
Program FTE	0.00	9.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,604,641	\$0	\$1,475,288
Total Revenue	\$0	\$1,604,641	\$0	\$1,475,288

Explanation of Revenues

This program is funded through internal service reimbursements from departments and from the Capital Improvement and Asset Preservation Funds.

Significant Program Changes

Last Year this program was: FY 2015: 78005 Facilities Capital Operation Costs

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Contractual Services	\$0	\$0	\$0	\$5,771,000
Materials & Supplies	\$0	\$301,479	\$0	\$1,285,351
Capital Outlay	\$0	\$18,133,300	\$0	\$11,553,658
Cash Transfers	\$0	\$174,521	\$0	\$0
Total GF/non-GF	\$0	\$18,609,300	\$0	\$18,610,009
Program Total:	\$18,609,300		\$18,610,009	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,935,800	\$0	\$3,214,778
Financing Sources	\$0	\$1,317,500	\$0	\$671,731
Interest	\$0	\$110,000	\$0	\$25,000
Beginning Working Capital	\$0	\$28,384,600	\$0	\$13,161,000
Service Charges	\$0	\$1,220,000	\$0	\$1,537,500
Total Revenue	\$0	\$34,967,900	\$0	\$18,610,009

Explanation of Revenues

Fund 2507 Capital Improvement Program
 50000 BWC from Routine Project Carryover \$12,790,000; includes \$900,000 Animal Services 2015 BWC
 50236 IGA Jail Bed Rental \$37,500
 50236 IG City of Portland share of Justice Center Projects \$1,500,000
 50270 Interest on fund 2507 \$25,000
 50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$636,380
 50310 Intl Svs Reimbursement CIP Fee from County Occupants \$3,214,778
 Fund 2503 Equipment Acquisition
 50000 BWC Carryover \$371,000

Significant Program Changes

Last Year this program was: FY 2015: 78006 Facilities Capital Improvement Program

Capital Improvement Fee collected on Library District Owned/Primary Tier 2 & 3 square feet is now collected to Fund 2506. Program Offer 78017-16
 FY16 Capital Program Fund 2507 Revenue appears reduced due to segregation of new Downtown Courthouse to Fund 2500, Program Offer 78014-16 and Health Headquarters to Fund 2510, Program Offer 78018-16.

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78007-16, 78007-16
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.

Program Summary

The program creates accessible, functional, and energy efficient facilities that provide County services with space that meets their program needs. The program focuses on the County's 21 primary owned Tier I buildings and provides the funding to complete capital projects within these 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 creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The AP program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiency's, building operations and maintenance. The AP Program is managed via 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	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Percent of Planned AP Projects Completed	85.0%	85.0%	88.0%	85.0%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	66.7%	56.3%	56.3%

Performance Measures Descriptions

PM #1: Asset Preservation program offer metric is set at 85%. This allows flexibility for changes due to County needs.
 PM #2: FY15 percentage decline is due to the Library District formation, Wikman building disposition and anticipated Women's Transition Buildings (3).

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Contractual Services	\$0	\$2,500,000	\$0	\$2,000,000
Materials & Supplies	\$0	\$435,000	\$0	\$350,000
Capital Outlay	\$0	\$7,649,000	\$0	\$10,007,747
Total GF/non-GF	\$0	\$10,584,000	\$0	\$12,357,747
Program Total:	\$10,584,000		\$12,357,747	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,164,000	\$0	\$3,508,817
Financing Sources	\$0	\$289,350	\$0	\$168,930
Interest	\$0	\$30,000	\$0	\$20,000
Beginning Working Capital	\$0	\$7,100,650	\$0	\$8,660,000
Total Revenue	\$0	\$10,584,000	\$0	\$12,357,747

Explanation of Revenues

50000 BWC from Routine Project Carryover \$8,660,000
50270 Interest Earnings \$20,000
50310 Intl Svc Reimbursement AP Fee from County Occupants \$3,508,817
50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$168,930

Significant Program Changes

Last Year this program was: FY 2015: 78007 Facilities Capital Asset Preservation Program

Asset Preservation Fee collected on Library District Owned/Primary Tier 1 square feet is now collected to Fund 2506.
Program Offer 78017-16

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78004
Program Characteristics:

Executive Summary

The Facilities Building Materials and Services program accounts for the procurement, contract administration and consumable inventory of supplies needed to support the County's portfolio of 129 buildings and 3.7 million gross square feet.

Program Summary

This program provides the materials and services that are required to both extend the resources of the in-house Operations & Maintenance (O&M) staff (PO #78003) and to provide County tradespeople with needed materials and supplies. Contract services are used for those functions or technologies that are needed part-time or intermittently. These contract services include the repair and maintenance of emergency generators, boilers, chillers, and plumbing. Building supplies include lumber, tools, mechanical parts, and consumables such as oil, fluids, filters and light bulbs in order to complete over 30,000 work orders annually.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Timely prioritized work order execution: emergency response, planned preventive schedules, Fire/Life/Safety	0	0	90%	100%
Outcome	Requirements contracts renewed/executed prior to expiration	80%	80%	90%	100%

Performance Measures Descriptions

PM #1: Working closer with departmental needs our focus is to align and prioritize our work orders through scheduling to better accommodate the business needs of our clients. Priorities are determined through emergency response (same hour/same day), planned preventive schedules (monthly/quarterly) and Fire/Life/Safety (completed within 1 day/1 week or 1 month). (New Measure)

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Contractual Services	\$0	\$1,170,268	\$0	\$525,249
Materials & Supplies	\$0	\$3,723,716	\$0	\$0
Internal Services	\$0	\$510,179	\$0	\$507,537
Unappropriated & Contingency	\$0	\$525,000	\$0	\$525,000
Total GF/non-GF	\$0	\$5,929,163	\$0	\$1,557,786
Program Total:	\$5,929,163		\$1,557,786	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$20,000	\$0	\$20,000
Other / Miscellaneous	\$0	\$18,331,044	\$0	\$17,539,447
Interest	\$0	\$25,000	\$0	\$0
Beginning Working Capital	\$0	\$774,150	\$0	\$775,000
Service Charges	\$0	\$2,932,955	\$0	\$0
Total Revenue	\$0	\$22,083,149	\$0	\$18,334,447

Explanation of Revenues

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

Significant Program Changes

Last Year this program was: FY 2015: 78008 Facilities Building Materials and Services

Decrease revenues by \$4M and expenses by \$5M to realign funding with Program activity within same Fund 3505.

Department: County Assets **Program Contact:** Peggidy Yates
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78012
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 Strategic Planning and Projects Section monitors, evaluates, and approves payment, as well as recommends strategy for building utility expenses as an ongoing effort to increase operating efficiencies and reduce the financial impact on critical County programs and services.

Program Summary

FPM is continuously evaluating energy and utility consumption across the County in order to identify anomalies, maximize savings energy opportunities and minimize the County's utility expenses. Utility expenses are a pass through charge to the building tenants that either occupy owned and lease space in facilities used by the County.

Electric utilities constitute 53% of the utility expenses followed by water/sewer, natural gas and waste/refuse. Facilities continues to work with the Office of Sustainability to educate building occupants on the value of recycling and reducing waste going to the landfill. The Energy-Utility Specialist in the Strategic Planning and Project group works with industry partners including the Energy Trust of Oregon, Oregon Department of Energy and the City of Portland to address operating efficiencies and capture incentives for energy savings measures.

Facilities continues to work collaboratively with building occupants around behaviors to reduce consumption.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Energy Use Intensity (Energy use per square foot)	73	72	72	72
Outcome	Percent reduction in utility consumption.	0.6%	0.5%	1%	1%

Performance Measures Descriptions

PM #1: Energy Utility Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency. Reducing consumption will help to offset the projected utility rate increases in electricity, natural gas, water and waste management in FY 2016.

PM #2: Energy consumption is attributable to many factors but energy efficiency measures, occupant behavior and weather patterns impacts overall consumption.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Materials & Supplies	\$0	\$5,900,000	\$0	\$6,027,237
Total GF/non-GF	\$0	\$5,900,000	\$0	\$6,027,237
Program Total:	\$5,900,000		\$6,027,237	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,365,328	\$0	\$5,566,916
Service Charges	\$0	\$534,672	\$0	\$460,321
Total Revenue	\$0	\$5,900,000	\$0	\$6,027,237

Explanation of Revenues

This program receives internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

Significant Program Changes

Last Year this program was: FY 2015: 78009 Facilities Utilities Pass Through

Utility rates are projected to increase significantly over the next five years for electricity, natural gas and water at 19%, 18% and 45% respectively.

Department: County Assets

Program Contact: Peggidy Yates

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

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 rates. These revenue leases supplement operations and help offset maintenance expenses. The priority is to lease to outside entities that compliment existing County programs and services.

Program Summary

The Lease Management program is responsible for approximately 430,000 square feet, or 14%, of the County's portfolio. The Leasing Section 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 strategically 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	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 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%	98%	98%	99%

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$236,564	\$0	\$242,595
Contractual Services	\$0	\$7,000	\$0	\$5,000
Materials & Supplies	\$0	\$5,742,872	\$0	\$6,118,517
Internal Services	\$0	\$4,256	\$0	\$4,384
Total GF/non-GF	\$0	\$5,990,692	\$0	\$6,370,496
Program Total:	\$5,990,692		\$6,370,496	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,950,368	\$0	\$5,753,008
Service Charges	\$0	\$0	\$0	\$577,007
Total Revenue	\$0	\$5,950,368	\$0	\$6,330,015

Explanation of Revenues

The existing revenue leases represent approximately 70,000 square feet and \$2 million in FY 2016. The revenue is applied against operating expenses to reduce Facility rates to County Departments.

Significant Program Changes

Last Year this program was: FY 2015: 78010 Facilities Lease Management

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$1,146,111	\$0	\$940,829
Contractual Services	\$0	\$290,000	\$0	\$0
Materials & Supplies	\$0	\$55,700	\$0	\$2,600
Internal Services	\$0	\$30,108	\$0	\$0
Total GF/non-GF	\$0	\$1,521,919	\$0	\$943,429
Program Total:	\$1,521,919		\$943,429	
Program FTE	0.00	8.00	0.00	7.00

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

Explanation of Revenues

This program received internal service reimbursements from County departments and revenues from external leases and Intergovernmental Agreements.

Significant Program Changes

Last Year this program was: FY 2015: 78011 Facilities Strategic Planning and Projects

The section disposed of the Wikman Building and the Women's Transition Center houses.

Decrease expenses by \$0.6M to realign funding with Program activity within same Fund 3505.

Net decrease of 1 FTE as a result of: [a] -3 FTE's (BDMC team) moved from 78011-15 to 78002-16 [b] +2 FTE's (Engineer 3) added

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Facilities Construction Management and Design program is responsible for supporting the goals, objectives and priorities of the County through the delivery of large scale facilities construction projects. These projects are critical to creating an efficient building portfolio that serve employee and public access needs while prudently investing taxpayer dollars.

Program Summary

The County envisions completing \$300 million to \$400 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.

The team of Professional Engineers is responsible for managing the planning, scheduling and coordination of major design and construction projects. 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.

Key projects include the new Health Department Head Quarters to replace the McCoy Building and planning for a replacement facility for the Downtown Courthouse.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	5 Year Major Investment Plan complete	N/A	1	1	1
Outcome	Engage a selected CM/GC contractor for the courthouse project.	N/A	1	1	1

Performance Measures Descriptions

PM #1: Create five year investement strategy for Courthouse, Health Department Headquarters, Mid County office complex renovation, and Animal Services.

PM #2: Signing a guaranteed maximum price (GMP) agreement for the courthouse project.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$625,669	\$0	\$592,572
Contractual Services	\$0	\$65,000	\$0	\$25,000
Materials & Supplies	\$0	\$9,000	\$0	\$18,200
Internal Services	\$0	\$14,750	\$0	\$15,192
Total GF/non-GF	\$0	\$714,419	\$0	\$650,964
Program Total:	\$714,419		\$650,964	
Program FTE	0.00	4.00	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$667,122	\$0	\$688,687
Total Revenue	\$0	\$667,122	\$0	\$688,687

Explanation of Revenues

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

Significant Program Changes

Last Year this program was: FY 2015: 78012 Facilities Construction Management and Design

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	2015	2015	2016	2016
Personnel	\$0	\$150,000	\$0	\$0
Contractual Services	\$0	\$2,150,000	\$0	\$6,613,000
Materials & Supplies	\$0	\$0	\$0	\$132,000
Capital Outlay	\$0	\$40,194,600	\$0	\$46,225,900
Unappropriated & Contingency	\$0	\$0	\$0	\$1,360,000
Total GF/non-GF	\$0	\$42,494,600	\$0	\$54,330,900
Program Total:	\$42,494,600		\$54,330,900	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$15,000,000	\$0	\$5,000,000
Other / Miscellaneous	\$0	\$0	\$0	\$10,430,000
Financing Sources	\$0	\$27,494,600	\$0	\$28,120,000
Beginning Working Capital	\$0	\$0	\$0	\$10,780,900
Total Revenue	\$0	\$42,494,600	\$0	\$54,330,900

Explanation of Revenues

- \$9,280,900 BWC carryover of PDC funds for Hawthorne Bridge Ramp Move Project (restricted)
- \$1,500,000 BWC carryover of unrestricted funds from FY15.
- \$5,000,000 in State Bonds to match 50% of approved county expenses.
- \$28,510,000 in One Time Only funds from the county's General Fund.
- \$10,430,000 from the anticipated sale of the Morrison Bridgehead.

Significant Program Changes

Last Year this program was: FY 2015: 78013 Facilities Downtown Courthouse

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs:
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 Library District's 15 owned buildings 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. The program prolongs building life and provides the Library District with assets that are worth their market value. It creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The Library District Capital Plan will be managed via the annual 5-year Capital Planning that focus 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	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Percent of Library District Projects Completed	N/A	N/A	N/A	85%
Outcome	Provide the Library District with a 5-yr Capital Improvement plan updated annually.	N/A	1	1	1

Performance Measures Descriptions

PM#1 The FY 2016 project completion metric is set at 85%. This allows for flexibility due to Library District changing needs. Note: FY 2016 is the first year for this as a separate metric.

PM#2 Provide the Library District with a 5-yr Capital Improvement plan updated annually.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Contractual Services	\$0	\$0	\$0	\$1,230,000
Materials & Supplies	\$0	\$0	\$0	\$200,000
Capital Outlay	\$0	\$2,358,680	\$0	\$1,518,700
Total GF/non-GF	\$0	\$2,358,680	\$0	\$2,948,700
Program Total:	\$2,358,680		\$2,948,700	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,063,680	\$0	\$1,148,700
Financing Sources	\$0	\$1,295,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$1,800,000
Total Revenue	\$0	\$2,358,680	\$0	\$2,948,700

Explanation of Revenues

\$1,800,000 ~ 50000 BWC Estimated carry forward of ongoing projects

\$1,148,700 ~ 50310 Intl Svc Reimbursement Capital Fee on Owned Libraries

Significant Program Changes

Last Year this program was: FY 2015: 78007 Facilities Capital Asset Preservation Program

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	2015	2015	2016	2016
Capital Outlay	\$0	\$45,400,000	\$0	\$45,139,000
Total GF/non-GF	\$0	\$45,400,000	\$0	\$45,139,000
Program Total:	\$45,400,000		\$45,139,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$26,900,000	\$0	\$16,900,000
Financing Sources	\$0	\$18,500,000	\$0	\$13,739,000
Beginning Working Capital	\$0	\$0	\$0	\$14,500,000
Total Revenue	\$0	\$45,400,000	\$0	\$45,139,000

Explanation of Revenues

- \$14,500,000 carryover from FY 2015.
- \$16,900,000 to be received from Portland Development Commission.
- \$13,739,000 from county bond sale.

Significant Program Changes

Last Year this program was: FY 2015: 78006 Facilities Capital Improvement Program

Program moved from Facilities Capital Improvement Program fund to a stand alone fund.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Innovative/New Program

Program Offer Stage: As Proposed

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

Executive Summary

This program offer is a carryover request, funding the Information Technology (IT) department's ability to support remote access from alternative work site locations. A recent Continuity of Operations Planning (COOP) exercise and an actual outage of multiple buildings identified the need for increased IT capacity for mobility and remote access to applications from alternate work sites. Current licensing and system capacity is inadequate to support this requirement.

Program Summary

This program offer supports two projects designed to increase IT capacity to accommodate alternate work locations in an event where COOP plans are activated - 1) increasing capacity and redundancy for remote access to systems and applications, and 2) increasing wireless network capacity and redundancy. The result is a reduced risk of staff not being able to perform their essential functions from identified alternate work site locations.

Project 1: The remote access VPN replacement project has completed the customer and technical requirements gathering phase of the project and the request for information (RFI) and will complete the vendor demonstrations and contract negotiations in FY 2015. The purchase and installation will begin in FY 2015, and will be completed in FY 2016.

Project 2: The high-availability wireless network expansion project has purchased and installed the wireless controller pair and will complete the testing and migration in FY 2015. At completion, the new system will be able to support over three times the current AP capacity and will have full system controller redundancy at two locations.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Percent of licensing requirements met to support County access to VPN and wireless services.	N/A	50%	50%	100%
Outcome	Percent of VPN and wireless capacity and redundancy met as identified by the County's COOP plan.	N/A	50%	50%	100%

Performance Measures Descriptions

Output – This measure is designed to ensure VPN and wireless licensing meet the Continuity of Operations relocation requirements.

Outcome – This measure is designed to ensure VPN and wireless system capacity and redundancy meet the Continuity of Operations requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Contractual Services	\$0	\$600,000	\$0	\$350,000
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$600,000	\$0	\$350,000
Program Total:	\$600,000		\$350,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$600,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$350,000
Total Revenue	\$0	\$600,000	\$0	\$350,000

Explanation of Revenues

One time only general fund request carryover from FY 2015 OTO.

Significant Program Changes

Last Year this program was:

New Program

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

Executive Summary

The IT Innovation and Investment offer provides funding and governance for the one-time-only portion of IT capital projects greater than \$75,000. The offer provides continued funding for projects currently in progress as well as funding for replacement of high risk software applications.

Program Summary

The program includes carryover dollars for nine previously approved projects as well as resources to fund the replacement of select aging, legacy software applications.

Projects that are fully in process:

- ERP Analysis and Recommendation project - The initial analysis is complete and we expect to use the remaining funds to assist with our procurement effort, e.g. the development of the request for proposal (RFP).
- County-wide Budget System - TeamBudget system went live in FY2013, however, the remaining one time only funds may be required for additional features and functionality to be implemented in FY 2016.
- SAP Enhancements - This includes eTimesheets, SRM Optimization, and Performance Management projects. Due to the ERP analysis project, eTimesheets and Performance Management projects are on hold. We expect to move forward with these projects in a scaled approach in FY 2016.
- Healthcare Transformation - Two related efforts are in process: eligibility file interfaces for behavioral health and dash board/reporting capabilities; both future legislation and the need for system functionality that crosses Health, Human Services, and Community Justice may require additional investments.
- Restaurant Inspection - The system will go live in FY 2015, with a second phase of additional features rolled out in FY 2016.

Projects in evaluation/analysis:

- DCJ Document Management - A Document Management system has been selected. The first project is underway within DCA Records Management. Once complete, the DCJ related project will be initiated.
- Facilities Asset/Portfolio Management - A systems market analysis is being initiated. The outcome of the analysis will drive the direction of this project for DCA Facilities Management.
- DCHS/ADVS - Universal Client Registry - System analysis is in progress for additional program components. Once completed, development will begin.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 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

Output Measure - 100% of the funded projects will be monitored by the Operations Council per the established monitoring rules.

Outcome Measure - 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	2015	2015	2016	2016
Personnel	\$0	\$817,330	\$0	\$192,000
Contractual Services	\$0	\$4,347,761	\$0	\$3,150,125
Materials & Supplies	\$0	\$70,000	\$0	\$0
Capital Outlay	\$0	\$227,184	\$0	\$0
Total GF/non-GF	\$0	\$5,462,275	\$0	\$3,342,125
Program Total:	\$5,462,275		\$3,342,125	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$5,462,275	\$0	\$3,342,125
Total Revenue	\$0	\$5,462,275	\$0	\$3,342,125

Explanation of Revenues

Unspent one time only revenues are carried into this fiscal year as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2015: 78018A IT Innovation & Investment Projects

No significant changes.

Department: County Assets **Program Contact:** Gary Wohlers**Program Offer Type:** Internal Service **Program Offer Stage:** As Proposed**Related Programs:****Program Characteristics:** One-Time-Only Request**Executive Summary**

The FY2015 IT Network Convergence program offer was completed ahead of schedule and under budget. This program offer carries over the remaining funds from the network convergence project (VoIP) to fund the implementation of Session Initiation Protocol (SIP) for a multiple site configuration to eliminate the high risk, single point routing of calls through the unsupported Nortel system at the Courthouse. This carryover reduces the cost of the program offer to convert the Courthouse, Hansen and Justice Center sites to VoIP.

Program Summary

This program offer will support the redesign and relocation of the county's current single point-of-presence design for inbound/outbound telephony services located in the basement at the Courthouse to a redundant, multiple site configuration. This design supports the new Cisco-based telephony system and reduces risk by providing significantly enhanced disaster prevention and continuity of operations for county voice communications.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Nortel single point of failure architecture transitioned from the Courthouse to a multi-site redundant configuration.	NA	NA	NA	100%
Outcome	Requirements for phone system redundancy and voice Continuity of Operations objectives are met.	NA	NA	NA	100%

Performance Measures Descriptions

These measures establish the target to eliminate the current single point of failure for call routing and meet appropriate redundancy and continuity of operations objectives.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Contractual Services	\$0	\$422,800	\$0	\$0
Materials & Supplies	\$0	\$0	\$0	\$325,000
Capital Outlay	\$0	\$716,200	\$0	\$0
Total GF/non-GF	\$0	\$1,139,000	\$0	\$325,000
Program Total:	\$1,139,000		\$325,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,139,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$325,000
Total Revenue	\$0	\$1,139,000	\$0	\$325,000

Explanation of Revenues

This program will receive one-time resources from the County General Fund.

Significant Program Changes

Last Year this program was: FY 2015: 78018B IT Network Convergence

New program for additional funding for the finalization of the voice over internet protocol Convergence project.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Capital Outlay	\$0	\$0	\$0	\$706,000
Total GF/non-GF	\$0	\$0	\$0	\$706,000
Program Total:	\$0		\$706,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$706,000
Total Revenue	\$0	\$0	\$0	\$706,000

Explanation of Revenues

This program offer will be funded by one-time only General Funds.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Gary Wohlers

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

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides additional funding to complete the VoIP implementation for the building and infrastructure upgrades required to complete the phone system transition of the Downtown Justice Center to the new County infrastructure and standards.

Program Summary

This program offer will support the new VoIP technology and will mitigate the risk of failure of the old, unsupported systems currently supporting the Downtown Justice Center. This design supports the new Cisco-based telephony system and provides greater disaster prevention and continuity of operations for county voice communications.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Percent of new cabling and equipment installed at the Justice Center for the Cisco VoIP phone system .	N/A	N/A	N/A	100%
Outcome	% of integration of Justice Center phones with rest of County VoIP phone system and availability of new featur	N/A	N/A	N/A	100%

Performance Measures Descriptions

Output - This measure establishes the target to complete cabling infrastructure upgrades and readiness to deploy the new VoIP phone system in the Justice Center by June 2016.

Outcome -- This measure establishes the target for completing the migration to the new Cisco phone system at the Justice Center.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Capital Outlay	\$0	\$0	\$0	\$375,000
Total GF/non-GF	\$0	\$0	\$0	\$375,000
Program Total:	\$0		\$375,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$375,000
Total Revenue	\$0	\$0	\$0	\$375,000

Explanation of Revenues

This program offer will be funded through one-time only General Funds.

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Capital Outlay	\$0	\$0	\$0	\$344,000
Total GF/non-GF	\$0	\$0	\$0	\$344,000
Program Total:	\$0		\$344,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$344,000
Total Revenue	\$0	\$0	\$0	\$344,000

Explanation of Revenues

This program offer will be funded by one-time only General Funds.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Tracey Massey

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

The program includes the staff responsible for developing and implementing industry standards for managing IT projects, especially high-risk capital projects. Skilled project managers provide the hands-on expertise needed to successfully manage risk and complete these projects following adopted project management practices. This program coordinates and manages the quarterly strategic planning and review process. The quarterly planning process ensures that the right resources are focused on the strategic IT projects within the County. The output from these meetings is shared with departmental leaders countywide. The program also includes contract/vendor/partner management for outsourcing and/or intergovernmental agreements, associated with strategic projects. In FY2014, the IT Project Portfolio consisted of 297 projects active during the course of the year and 193 projects that were completed during the year. The Planning, Projects, and Portfolio Management group maintains a Strategic Project Portfolio consisting of approximately 20 of the highest priority projects across the County.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Maintain ratio of planned to unplanned work	60-40	75-25	65-35	70-30
Outcome	Number of strategic reports shared with leaders improving transparency.	4	4	4	4
Outcome	Percent of strategic projects completed on time per project schedules	NA	NA	90%	90%

Performance Measures Descriptions

Output - Designed to ensure that project management staff are working on planned project work rather than unplanned activities and administrative work. Planned project work is the primary focus of this program offer. Outcome #1 - Designed to ensure that information and data concerning strategic IT projects are consistently shared with County leadership. This helps provide transparency to the work of County IT. Outcome #2 - This measure is designed to measure one element of project success, and help ensure that resources are applied to the most strategic projects.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$1,532,795	\$0	\$1,604,131
Contractual Services	\$0	\$60,000	\$0	\$50,000
Materials & Supplies	\$0	\$176,766	\$0	\$182,875
Internal Services	\$0	\$100	\$0	\$100
Total GF/non-GF	\$0	\$1,769,661	\$0	\$1,837,106
Program Total:	\$1,769,661		\$1,837,106	
Program FTE	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,929,878	\$0	\$1,837,106
Total Revenue	\$0	\$1,929,878	\$0	\$1,837,106

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 2015: 78019 IT Planning, Projects & Portfolio Management

No significant changes.

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

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. Friendly and professional staff provide support, track service requests, answer questions, offer informal instruction, resolve problems or escalate them to other IT teams.

Program Summary

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for over 4,500 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 while 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 61% are resolved at the Help Desk. The other 39%, 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	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Number of customer tickets	28,290	38,000	33,600	34,000
Outcome	Percent of total calls to the Help Desk that are abandoned	5%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	61%	65%	60%	60%

Performance Measures Descriptions

Output Measure - Tracks the number of tickets created on an annual basis.

Outcome Measure – Percent of calls to the Help Desk that are abandoned

Outcome Measure - Calls Resolved at the Help Desk without requiring escalation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$854,199	\$0	\$856,214
Materials & Supplies	\$0	\$9,845	\$0	\$7,800
Total GF/non-GF	\$0	\$864,044	\$0	\$864,014
Program Total:	\$864,044		\$864,014	
Program FTE	0.00	7.30	0.00	7.30

Program Revenues				
Other / Miscellaneous	\$0	\$864,044	\$0	\$864,014
Total Revenue	\$0	\$864,044	\$0	\$864,014

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 2015: 78021 IT Help Desk Services

No significant changes.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Telecommunications program manages all voice and video communication services for about 5,000 County and partner employees. The services provided by this program facilitate communication with citizens, business partners, and employees.

Program Summary

The County maintains an enterprise voice system that processes over 25,000 incoming calls and voice mails each day. This program coordinates the installation and maintenance of all voice equipment and associated technologies including: wiring, switching and routing equipment, desk phones, call center consoles and connectivity to the public telephone system. Telecom is responsible for supporting phones and applications for about 5,000 customers across 99 County locations. Telecom works closely with Departments to identify communication needs and then implement technologies to address them. Key services supported by this program include all County call centers, such as the Mental Health Crisis line. Large projects coordinated by Telecom include office relocations, new facility provisioning, and remodeling. Telecom also manages the acquisition, configuration, and maintenance of video conferencing units at multiple locations. These are used heavily by the State Courts, Department of Community Justice, and Public Defenders.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Average time (in hrs) to respond to high priority incidents	1	1	1	1
Outcome	High priority incidents resolved within 12 hours	99%	98%	98%	98%

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$686,465	\$0	\$687,557
Materials & Supplies	\$0	\$1,911,386	\$0	\$1,741,390
Internal Services	\$0	\$121,156	\$0	\$10,434
Total GF/non-GF	\$0	\$2,719,007	\$0	\$2,439,381
Program Total:	\$2,719,007		\$2,439,381	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,518,047	\$0	\$2,194,533
Service Charges	\$0	\$299,184	\$0	\$244,848
Total Revenue	\$0	\$2,817,231	\$0	\$2,439,381

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 2015: 78022 IT Telecommunications Services

No significant changes.

Department: County Assets **Program Contact:** Tony Dornbusch

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

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

In addition to managing risk, a primary goal of this program is to reduce the overall cost of mobile devices and services by 10% over similar costs from the prior fiscal year. The initial baseline for this measure was set at the end of fiscal year 2013 and is based upon total overall expenses translated into an average cost per minute metric. Following the implementation of the Telecom Expense Management system in FY2015, this metric will be re-baselined to establish the benchmark for future comparison. The total overall costs include personnel and non-personnel expenses plus the costs for all wireless services. FY 2014 savings were flat due to necessary efforts to prepare for and begin implementing a Telecom Expense Management system. The one time costs and the associated work efforts that were required to achieve the automation goals of the project will be largely recognized in FY 2015 due to the duration of implementation and testing activities.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 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	N/A	8.2%	2%	4%

Performance Measures Descriptions

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.

Outcome - Reduce overall cost of mobile devices and services 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	2015	2015	2016	2016
Personnel	\$0	\$122,862	\$0	\$109,012
Contractual Services	\$0	\$60,000	\$0	\$0
Materials & Supplies	\$0	\$877,467	\$0	\$870,007
Total GF/non-GF	\$0	\$1,060,329	\$0	\$979,019
Program Total:	\$1,060,329		\$979,019	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,060,329	\$0	\$979,019
Total Revenue	\$0	\$1,060,329	\$0	\$979,019

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 2015: 78023 IT Mobile Device Expense Management

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$1,893,130	\$0	\$1,916,001
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$2,290,229	\$0	\$2,394,705
Internal Services	\$0	\$726	\$0	\$600
Capital Outlay	\$0	\$111,000	\$0	\$70,000
Total GF/non-GF	\$0	\$4,365,085	\$0	\$4,451,306
Program Total:	\$4,365,085		\$4,451,306	
Program FTE	0.00	12.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,266,860	\$0	\$4,434,006
Service Charges	\$0	\$0	\$0	\$17,300
Total Revenue	\$0	\$4,266,860	\$0	\$4,451,306

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 2015: 78024 IT Network Services

No significant changes.

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Desktop Services program offer supports 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 repair and support are provided to improve user (customer) productivity.

Program Summary

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

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Total Incident and Work Request Tickets closed by each Technician per Month	50	50	53	55
Outcome	Percent of high priority problem tickets resolved within two days	95%	95%	95%	95%

Performance Measures Descriptions

Output Measure - This output measures the number of Problem and Work Request tickets closed by each service technician per month.

Outcome Measure - This measures the length of time from notification of an issue until it is resolved. This measure is directly impacted by the number of available desktop staff to support the environment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$1,686,561	\$0	\$1,825,379
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$153,379	\$0	\$166,790
Internal Services	\$0	\$8,404	\$0	\$8,404
Total GF/non-GF	\$0	\$1,918,344	\$0	\$2,070,573
Program Total:	\$1,918,344		\$2,070,573	
Program FTE	0.00	15.60	0.00	16.10

Program Revenues				
Other / Miscellaneous	\$0	\$2,974,349	\$0	\$2,070,573
Total Revenue	\$0	\$2,974,349	\$0	\$2,070,573

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 2015: 78025 IT Desktop Services

No significant changes.

Department: County Assets

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

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 IT assets allowing the county to spread the cost of the equipment replacements over multiple years. It will also enable IT to better keep pace with rapidly changing technology in the computer industry.

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 decommissioned hardware in a safe and environmentally friendly manner. Currently, the refresh schedule for laptops is three years and desktops is five years. The County looks for opportunities to assist local public schools, e.g. Portland Public Schools, by donating operational retired systems.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Percentage of personal computer devices replaced according to published schedule	100%	100%	100%	100%
Outcome	Asset database quality: Accuracy and completeness	98%	98%	98%	99%

Performance Measures Descriptions

Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the published schedule.

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Materials & Supplies	\$0	\$2,436,184	\$0	\$2,458,066
Capital Outlay	\$0	\$429,388	\$0	\$531,107
Total GF/non-GF	\$0	\$2,865,572	\$0	\$2,989,173
Program Total:	\$2,865,572		\$2,989,173	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,521,668	\$0	\$2,617,741
Beginning Working Capital	\$0	\$343,904	\$0	\$371,432
Total Revenue	\$0	\$2,865,572	\$0	\$2,989,173

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 2015: 78026 IT Asset Replacement

No significant changes.

Department: County Assets **Program Contact:** Becca Beck
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department (72 systems) and Department of County Human Services (79 systems). The wide variety of services focus 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

Services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and county needs. Also, 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; 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	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	80%	65%	80%	70%
Outcome	Percentage point increase in employee hours spent on planned work	15%	15%	0%	10%

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	2015	2015	2016	2016
Personnel	\$0	\$2,881,448	\$0	\$3,446,610
Contractual Services	\$0	\$500,000	\$0	\$980,354
Materials & Supplies	\$0	\$102,255	\$0	\$159,763
Internal Services	\$0	\$183	\$0	\$600
Total GF/non-GF	\$0	\$3,483,886	\$0	\$4,587,327
Program Total:	\$3,483,886		\$4,587,327	
Program FTE	0.00	19.80	0.00	20.80

Program Revenues				
Other / Miscellaneous	\$0	\$3,483,886	\$0	\$4,587,327
Total Revenue	\$0	\$3,483,886	\$0	\$4,587,327

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 2015: 78027 IT Health & Human Services Application Services

No significant changes.

Department: County Assets

Program Contact: Mark Lyen

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

IT Public Safety Application Services provides reliable, effective software systems for Community Justice (25 systems), Decision Support System for Justice (DSSJ) (3 systems) and the Sheriff's Office (10 systems). The wide variety of services provided focus on increasing and improving delivery of technology to provide higher value to departments and constituents while adequately performing 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 application 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 increase in IT resources available for higher value projects that will move County business strategies forward.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	58%	70%	60%	65%
Outcome	Percentage point increase in time spent on planned projects	3%	12%	2%	5%

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 % 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	2015	2015	2016	2016
Personnel	\$0	\$2,535,396	\$0	\$2,697,745
Contractual Services	\$0	\$250,400	\$0	\$84,000
Materials & Supplies	\$0	\$71,933	\$0	\$134,059
Internal Services	\$0	\$332	\$0	\$332
Total GF/non-GF	\$0	\$2,858,061	\$0	\$2,916,136
Program Total:	\$2,858,061		\$2,916,136	
Program FTE	0.00	17.00	0.00	17.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,858,061	\$0	\$2,916,136
Total Revenue	\$0	\$2,858,061	\$0	\$2,916,136

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 2015: 78028 IT Public Safety Application Services

No significant changes.

Department: County Assets **Program Contact:** Tony Chandler

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

Related Programs:

Program Characteristics:

Executive Summary

IT General Government Application Services provide reliable, effective software systems for the departments of County Assets, County Management, Community Services, and Non-Departmental offices. 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.

Program Summary

The IT General Government Application Services group supports 23 systems for DCM and DCA and 9 systems for DCS, and support for small applications and data and analytics reporting for the Office of Diversity and Equity (ODE) and other Non-Departmental offices. 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

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

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Percent of employee hours spent on planned work versus unplanned	34%	60%	57%	60%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	2%	26%	23%	3%

Performance Measures Descriptions

Output Measure - Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The percentage increase in the amount of planned work from 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	2015	2015	2016	2016
Personnel	\$0	\$1,083,036	\$0	\$1,254,555
Contractual Services	\$0	\$0	\$0	\$86,849
Materials & Supplies	\$0	\$24,611	\$0	\$79,874
Internal Services	\$0	\$166	\$0	\$0
Total GF/non-GF	\$0	\$1,107,812	\$0	\$1,421,278
Program Total:	\$1,107,812		\$1,421,278	
Program FTE	0.00	6.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,107,812	\$0	\$1,421,278
Total Revenue	\$0	\$1,107,812	\$0	\$1,421,278

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 2015: 78029 IT General Government Application Services

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$1,622,387	\$0	\$1,871,845
Materials & Supplies	\$0	\$486,568	\$0	\$335,891
Internal Services	\$0	\$249	\$0	\$249
Capital Outlay	\$0	\$0	\$0	\$70,000
Total GF/non-GF	\$0	\$2,109,204	\$0	\$2,277,985
Program Total:	\$2,109,204		\$2,277,985	
Program FTE	0.00	9.75	0.00	11.60

Program Revenues				
Other / Miscellaneous	\$0	\$2,538,046	\$0	\$2,277,985
Total Revenue	\$0	\$2,538,046	\$0	\$2,277,985

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 2015: 78030 IT Data & Reporting Services

No significant changes.

Department: County Assets

Program Contact: Michelle Smith

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

SAP is a Countywide (enterprise) system for managing people, money, materials, services, buildings and maintenance. It is used to manage the business operations of the County. SAP integrates with other applications to become the primary system of record whenever possible. SAP provides timely, relevant and accurate information. SAP resources maintain core business functions as well as enable enterprise wide strategies and goals. Using SAP enables the County to avoid investing in or allows retiring older legacy systems and reduce related costs. SAP provides real time operational data.

Program Summary

As the County's system of record for a majority of business transactions, the SAP 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 SAP support team provides direct technical support and configuration for all SAP modules utilized by Multnomah County. The team also provides training, education and technical assistance to County SAP users for business functions including accounts payable, accounts receivable, general ledger, payroll, human resources, and plant maintenance. The team provided by this program offer also support the implementation of SAP-related capital projects.

SAP currently supports the following Countywide users:

- * 574 County staff members that update and maintain SAP data
- * 400 County staff members that display and report on the SAP data
- * In addition to the above, 3,791 County benefit eligible employees that can view their Benefits information via SAP's Employee Self Service
- * 645 County Management and Executives using E-Timesheets to record their time

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Employee hours spent on planned work versus unplanned work.	48%	62%	50%	52%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work.	7%	14%	2%	4%

Performance Measures Descriptions

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.

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	2015	2015	2016	2016
Personnel	\$0	\$1,592,192	\$0	\$1,524,487
Materials & Supplies	\$0	\$703,335	\$0	\$742,803
Internal Services	\$0	\$100	\$0	\$100
Capital Outlay	\$0	\$11,600	\$0	\$0
Total GF/non-GF	\$0	\$2,307,227	\$0	\$2,267,390
Program Total:	\$2,307,227		\$2,267,390	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,307,227	\$0	\$2,267,390
Total Revenue	\$0	\$2,307,227	\$0	\$2,267,390

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 2015: 78031 IT SAP Application Services

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$2,079,165	\$0	\$1,983,347
Contractual Services	\$0	\$50,000	\$0	\$50,000
Materials & Supplies	\$0	\$860,918	\$0	\$956,695
Internal Services	\$0	\$415	\$0	\$300
Total GF/non-GF	\$0	\$2,990,498	\$0	\$2,990,342
Program Total:	\$2,990,498		\$2,990,342	
Program FTE	0.00	14.25	0.00	13.40

Program Revenues				
Other / Miscellaneous	\$0	\$2,430,164	\$0	\$2,990,342
Total Revenue	\$0	\$2,430,164	\$0	\$2,990,342

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 2015: 78032 IT Enterprise and Web Application Services

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

This program offer provides staff dedicated to coordinating the Library's growing and 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 include 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.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	NA	50	50	55
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	NA	NA	NA	5%

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$144,651	\$0	\$154,566
Materials & Supplies	\$0	\$5,000	\$0	\$9,081
Total GF/non-GF	\$0	\$149,651	\$0	\$163,647
Program Total:	\$149,651		\$163,647	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$214,479	\$0	\$163,647
Total Revenue	\$0	\$214,479	\$0	\$163,647

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 2015: 78033 IT Library Application Services

Department: County Assets **Program Contact:** Bob Leek
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer accounts for shared expenses of the IT Division. It includes repayment of bonds issued for the Network Convergence project and the Data Center Relocation project, facilities and Administrative Hub costs, software licensing and maintenance costs for four 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 locations (in the Multnomah and Lincoln Buildings), debt service charges for funds borrowed for the Network Convergence and Data Center Relocation projects, the cost of IT trainers supported by the IT organization to provide IT training and consultation countywide are also budgeted in this program offer, and software licensing and maintenance costs for four systems used throughout the County (Team Budget, Multco Marketplace, NeoGov, and Telecom Expense Management).

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Timely repayment of borrowed funds.	100%	100%	100%	100%
Outcome	Revenue collection is accurate and timely.	100%	95%	95%	95%

Performance Measures Descriptions

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.

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	2015	2015	2016	2016
Personnel	\$0	\$535,328	\$0	\$497,363
Materials & Supplies	\$0	\$380,881	\$0	\$525,401
Internal Services	\$0	\$4,341,322	\$0	\$4,393,320
Unappropriated & Contingency	\$0	\$869,510	\$0	\$869,510
Total GF/non-GF	\$0	\$6,127,041	\$0	\$6,285,594
Program Total:	\$6,127,041		\$6,285,594	
Program FTE	0.00	3.50	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,019,289	\$0	\$5,401,084
Beginning Working Capital	\$0	\$869,510	\$0	\$884,510
Total Revenue	\$0	\$5,888,799	\$0	\$6,285,594

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 2015: 78034 IT Shared Operating Expenses

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$3,903,667	\$0	\$3,945,060
Contractual Services	\$0	\$65,000	\$0	\$6,700
Materials & Supplies	\$0	\$943,631	\$0	\$922,879
Total GF/non-GF	\$0	\$4,912,298	\$0	\$4,874,639
Program Total:	\$4,912,298		\$4,874,639	
Program FTE	0.00	26.25	0.00	25.75

Program Revenues				
Other / Miscellaneous	\$0	\$4,000,983	\$0	\$4,874,639
Total Revenue	\$0	\$4,000,983	\$0	\$4,874,639

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 2015: 78035 IT Data Center & Technical Services

No significant changes.

Department: County Assets **Program Contact:** Bob Leek
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides funding to replace the County's aging Firewall's (primary network defense system that protects the County from external cyber threats to its systems and data), address critical security vulnerabilities in a critical business system, and replace our end of life email security and archiving service (Postini).

Program Summary

The current firewall infrastructure is 7+ years old and is in need of a planned upgrade to address capacity, security and performance issues. This project will also address the overall architecture and design of the firewall environment to ensure it can meet future infrastructure and application needs and direction. The loss of firewall services will impact County, public and key business partner access to internet applications and services. To combat modern cybersecurity threats and prevent sophisticated IT security breaches, the County must modernize its firewall infrastructure to stay ahead of the threats.

One of the County's critical business systems was recently discovered to have two significant cybersecurity vulnerabilities. The vulnerabilities are systemic in nature and the remediation work is very complex. This piece of the program offer will analyze, reconfigure, test, and implement additional controls to effectively eliminate these vulnerabilities from the County system. By addressing these vulnerabilities, the County will maintain the ongoing confidentiality, integrity, and availability of the system and the related data.

The County's current cybersecurity infrastructure includes an email security component that will no longer be supported by the vendor. The component currently provides (i) security filtering to protect the County from malicious emails and (ii) email archiving and e-discovery to support the County's compliance with State of Oregon records retention law including public records requests and litigation. This piece of the program offer will select, purchase and implement a new enterprise email protection solution to protect against spam and viruses, to ensure email archiving and retention for compliance with regulatory data mandates is available and to support appropriate methods of e-discovery for litigation support.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	% of project completion for first three projects that deliver firewall, critical system security and email archiving and r	NA	NA	NA	75%
Outcome	Patch levels for firewall and SAP applications updated and maintained at current levels.	N/A	100%	100%	100%

Performance Measures Descriptions

Output – This measure is designed to ensure a secure, redundant firewall system is fully implemented and operational.
 Outcome – This measure is designed to ensure our firewall and SAP systems are patched at their current levels to protect our critical systems.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Materials & Supplies	\$0	\$0	\$0	\$1,155,000
Capital Outlay	\$0	\$0	\$0	\$570,000
Total GF/non-GF	\$0	\$0	\$0	\$1,725,000
Program Total:	\$0		\$1,725,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,725,000
Total Revenue	\$0	\$0	\$0	\$1,725,000

Explanation of Revenues

This program offer will use one-time only General Funds.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs: 78040

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 participating departments 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 other work functions of the County, such as Sheriff's Office Equipment Unit, Facilities Management, and Road Operations, to ensure coordinated service delivery with minimal customer business interruptions.

Services and customer support provided by Fleet include:

- 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 and liability management; accident claims management.

Fleet Services, through the Fleet Vehicle Replacement program (program offer #78040), continues to invest in hybrid and electric vehicle technologies. An ongoing component of this work is the continuing education of the Fleet Technician work force to ensure subject matter expertise in vehicle/equipment maintenance in these emerging technologies.

Fleet Services' efforts continue to contribute to the 2009 Climate Action Plan carbon emissions reduction activities related to Local Government Operations, including: 18-6 fuel efficiency standards; 18-7 electric and plug-in hybrid vehicles; 18-8 reduce waste; 9-1 Urban Form and Mobility. This is achieved through continued turn over of the County Fleet to take advantage of increasing fuel efficiencies on traditional fuel options, as well as continuing to expand the use of hybrid vehicle technology, and ongoing evaluation of increasing our Electric Vehicle fleet. Fleet is also exploring a change in use of bio-diesel fuels to increase the % content consumed by our equipment.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Percent of billable Hours as a % of total hours	NA	70%	68%	70%
Outcome	Percent of vehicles out of service less than 48 hrs	40%	50%	48%	55%
Quality	Percent of Customers Rating Service as Excellent	NA	90%	87%	90%

Performance Measures Descriptions

PM #1: Output - Billable Hours is a measure of productivity that evaluates how much of our Fleet Technician's time is spent working on vehicles/equipment.

PM #2: Outcome - Vehicles out of service is a measure that looks at the % of vehicles and equipment returned to programs in 48 hrs or less.

PM #3: Quality - Customer Satisfaction is a measure as reported on comment cards provided to customers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$951,337	\$0	\$965,560
Contractual Services	\$0	\$262,000	\$0	\$602,546
Materials & Supplies	\$0	\$1,695,372	\$0	\$1,904,380
Internal Services	\$0	\$910,264	\$0	\$809,254
Unappropriated & Contingency	\$0	\$154,903	\$0	\$423,418
Total GF/non-GF	\$0	\$3,973,876	\$0	\$4,705,158
Program Total:	\$3,973,876		\$4,705,158	
Program FTE	0.00	9.90	0.00	9.90

Program Revenues				
Other / Miscellaneous	\$0	\$3,566,118	\$0	\$3,899,111
Interest	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$298,000	\$0	\$0
Service Charges	\$0	\$0	\$0	\$28,000
Total Revenue	\$0	\$3,864,118	\$0	\$3,927,111

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY 2016 charge rates. The FY 2016 budget has been developed based on FY 2014 cumulative charges.

Significant Program Changes

Last Year this program was: FY 2015: 78037 Fleet Services

Department: County Assets

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs: 78039

Program Characteristics:
Executive Summary

Vehicle replacement planning is provided as an interdependent function within Fleet Services (program offer #78039). 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 Department customers supplied with vehicle and equipment options that support their core operational missions.

Program Summary

Fleet Services, through 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 departments and programs 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); department/program 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 2009 Climate Action Plan:
 - 18-6 "...meet minimum fleet fuel efficiency standards and use low-carbon fuels.";
 - 18-7 "Buy electric and plug-in hybrid vehicles for City and County fleets as they become commercially available."

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Percent of vehicles and equipment on delayed replacement	20%	25%	15%	10%
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase	22%	15%	15%	15%
Output	Number of replacement Gap Vehicles Purchased	48	22	20	13

Performance Measures Descriptions

- Output - Vehicles and Equipment on Delayed Replacement is based on the % of vehicles that have gone beyond the date established for purchasing a replacement.
- Outcome - Surplus Gross Vehicle/Equipment Sales Revenue as % of Purchase Price looks at the revenue we receive when we dispose of Fleet capital assets.
- Output - Replacement Gap Vehicles Purchased is tracking of vehicles purchased related to FY14 Program Offer 78031.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$134,129	\$0	\$134,129
Capital Outlay	\$0	\$6,656,984	\$0	\$4,763,999
Total GF/non-GF	\$0	\$6,791,113	\$0	\$4,898,128
Program Total:	\$6,791,113		\$4,898,128	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,509,846	\$0	\$1,677,160
Interest	\$0	\$0	\$0	\$19,000
Beginning Working Capital	\$0	\$5,281,267	\$0	\$3,728,902
Total Revenue	\$0	\$6,791,113	\$0	\$5,425,062

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 fund to offset future replacement costs. One-time only revenue was received in FY14, Program Offer #78031, to bridge a replacement funding gap for aging vehicles in the Fleet. This money, \$1.2M, will be spent over a 3 year period, FY 2014-FY 2016, with the majority of those dollars spent under the County's Strategic Sourcing initiative to ensure best value and reflection of the County's overall mission. Procurement of these vehicles are being tracked as a discreet performance measure.

Significant Program Changes

Last Year this program was: FY 2015: 78038 Fleet Vehicle Replacement

Department: County Assets **Program Contact:** Andrez Posada
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78012
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 four Motor Pool sites located around the County to help programs manage their short-term business transportation needs. 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. 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 site in downtown Portland also operates as a public parking lot and provides parking at market rate for County-owned and employee privately-owned vehicles, including car pool spaces.

The Motor Pool program is currently undergoing a needs assessment due to the movement of multiple programs in the downtown corridor, and the imminent resignation of the primary Motor Pool site at 530 SW 2nd Avenue. Plans to implement a new reservation system have been put on hold while this analysis and transition planning is completed. The real estate that we currently occupy is due to be sold in December 2015, reference FPM Strategic Projects program offer for details. We are currently in the process of identifying how our program will change. Plans will be developed based on this analysis. Recommendations will likely occur in Q4 FY 2015 for implementation late FY 2016.

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	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Number of Motor Pool trips	15,591	15,700	15,750	15,500
Outcome	Vehicle availability	99%	99%	99%	99%

Performance Measures Descriptions

Output: Motor pool trips is a measure of the ability to meet customers' business transportation needs.

Outcome: Vehicle availability is a measure of ability to supply vehicles for those needs. The two measures determine the optimal size of the motor pool.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$147,970	\$0	\$153,059
Contractual Services	\$0	\$2,184	\$0	\$2,239
Materials & Supplies	\$0	\$189,272	\$0	\$39,931
Internal Services	\$0	\$63,366	\$0	\$56,253
Capital Outlay	\$0	\$0	\$0	(\$7,835)
Unappropriated & Contingency	\$0	\$0	\$0	\$24,185
Total GF/non-GF	\$0	\$402,792	\$0	\$267,832
Program Total:	\$402,792		\$267,832	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$477,425	\$0	\$483,820
Service Charges	\$0	\$35,125	\$0	\$35,125
Total Revenue	\$0	\$512,550	\$0	\$518,945

Explanation of Revenues

The program is funded by hourly service charges collected through the Fleet Fund. Internal service reimbursement estimates are based on historical data, current service levels, and proposed FY2015 charge rates. Outside agency revenue is based on providing current service levels at proposed FY2015 charge rates.

Significant Program Changes

Last Year this program was: FY 2015: 78039 Motor Pool

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$567,121	\$0	\$578,710
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$908,314	\$0	\$956,099
Internal Services	\$0	\$209,801	\$0	\$262,407
Capital Outlay	\$0	\$50,000	\$0	\$61,500
Unappropriated & Contingency	\$0	\$255,000	\$0	\$181,504
Total GF/non-GF	\$0	\$2,000,236	\$0	\$2,050,220
Program Total:	\$2,000,236		\$2,050,220	
Program FTE	0.00	6.85	0.00	6.85

Program Revenues				
Other / Miscellaneous	\$0	\$1,352,236	\$0	\$1,433,633
Interest	\$0	\$0	\$0	\$5,000
Beginning Working Capital	\$0	\$583,000	\$0	\$592,353
Service Charges	\$0	\$65,000	\$0	\$95,724
Total Revenue	\$0	\$2,000,236	\$0	\$2,126,710

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 2015: 78040 Distribution Services

No significant program changes.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$0	\$409,642	\$0	\$483,721
Contractual Services	\$0	\$25,000	\$0	\$128,000
Materials & Supplies	\$0	\$36,392	\$0	\$65,618
Internal Services	\$0	\$432,532	\$0	\$448,627
Unappropriated & Contingency	\$0	\$0	\$0	\$101,390
Total GF/non-GF	\$0	\$903,566	\$0	\$1,227,356
Program Total:	\$903,566		\$1,227,356	
Program FTE	0.00	4.20	0.00	5.20

Program Revenues				
Other / Miscellaneous	\$0	\$903,566	\$0	\$972,503
Beginning Working Capital	\$0	\$0	\$0	\$178,363
Total Revenue	\$0	\$903,566	\$0	\$1,150,866

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 FY2014.

Significant Program Changes

Last Year this program was: FY 2015: 78041 Records Management

No significant program changes.

Department: County Assets

Program Contact: Tony Dornbusch

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

This offer focuses on the development, implementation, oversight and direct delivery of the strategic sourcing practices across the County. This organizations reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA.

The program includes Strategic Sourcing Analysts and 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 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 lifecycle 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	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Strategic Sourcing Initiatives undertaken and completed	2	2	4	8
Outcome	Percent of annual goods purchased via Marketplace	2.7	2.0	2.0	3.0

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 eMarketplace 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	2015	2015	2016	2016
Personnel	\$409,647	\$0	\$437,155	\$0
Contractual Services	\$10,000	\$0	\$0	\$0
Materials & Supplies	\$12,890	\$0	\$13,290	\$0
Internal Services	\$41,611	\$0	\$46,143	\$0
Total GF/non-GF	\$474,148	\$0	\$496,588	\$0
Program Total:	\$474,148		\$496,588	
Program FTE	3.40	0.00	3.40	0.00

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

Explanation of Revenues

This program is funded in the General Fund. A portion of the costs are recovered through the county's indirect cost allocation plan.

Significant Program Changes

Last Year this program was: FY 2015: 78042 Countywide Strategic Sourcing

No significant changes.

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	2015	2015	2016	2016
Personnel	\$825,862	\$0	\$765,326	\$0
Materials & Supplies	\$11,396	\$0	\$11,015	\$0
Internal Services	\$85,665	\$0	\$94,999	\$0
Total GF/non-GF	\$922,923	\$0	\$871,340	\$0
Program Total:	\$922,923		\$871,340	
Program FTE	7.00	0.00	6.00	0.00

Program Revenues				
Other / Miscellaneous	\$729,123	\$0	\$772,447	\$0
Total Revenue	\$729,123	\$0	\$772,447	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services, DCA and DCM. 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 2015: 78044 Administrative Hub Budget & Planning

No significant program changes.

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 Procurements 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	2015	2015	2016	2016
Personnel	\$1,586,149	\$0	\$1,908,484	\$0
Contractual Services	\$60,000	\$0	\$25,000	\$0
Materials & Supplies	\$63,334	\$0	\$93,733	\$0
Internal Services	\$151,750	\$0	\$181,856	\$0
Total GF/non-GF	\$1,861,233	\$0	\$2,209,073	\$0
Program Total:	\$1,861,233		\$2,209,073	
Program FTE	14.40	0.00	16.40	0.00

Program Revenues				
Other / Miscellaneous	\$1,485,156	\$0	\$1,780,343	\$0
Total Revenue	\$1,485,156	\$0	\$1,780,343	\$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 2015: 78045 Administrative Hub Procurement & Contracting

The addition of two senior level contract negotiation staff is reflected in this year's program budget. The first position is specifically focused on procurement and contracting in support of major capital construction projects such as the Multnomah County Courthouse and Health Department Headquarters, and the position is being funded out of the Facilities Capital Project budgets. The second position is focused on addressing the continually growing need and complexity of Information Technology related contracting and is being funded by direct charge allocation from the Information Technology division of DCA.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$759,319	\$0	\$791,800	\$0
Contractual Services	\$8,200	\$0	\$0	\$0
Materials & Supplies	\$3,900	\$0	\$7,475	\$0
Internal Services	\$96,985	\$0	\$122,143	\$0
Total GF/non-GF	\$868,404	\$0	\$921,418	\$0
Program Total:	\$868,404		\$921,418	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$521,538	\$0	\$629,624	\$0
Total Revenue	\$521,538	\$0	\$629,624	\$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 and County Management. 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 2015: 78046 Administrative Hub Finance

No significant program changes.

Department: County Assets **Program Contact:** Karin Lamberton

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

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' Administrative Services Hub. This team provides direct human resources, labor relations and related services for over 600 employees to the departments of County Management (DCM) and County Assets (DCA), and to non-departmental County agencies and offices.

Program Summary

This program provides a full range of HR services to 633 regular employees and 43 temporary and/or on-call employees. The HR Hub supported employees include 394 members of AFSCME Local 88, 13 members in IUOE Local 701 (Operating Engineers) and 16 members of IBEW Local 48 (electrical workers). Additionally, there are 80 executive and management employees, 32 employees who serve as staff to elected officials; and six (6) elected officials.

Under the direction of the Human Resources Manager, unit staff provide guidance on managing both represented and exempt employees and direct human resources (HR) services such as recruitment, compliance to County Personnel Rules, wage and hour law, tracking required trainings, HR information systems data entry, and records management and compliance.

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;

--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 recruitments for open positions: 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 such as sections related to work assignment and schedules and progressive discipline, participate on labor/management teams and represent DCA/DCM/and Non-departmental on bargaining teams.

Other critical responsibilities include serving as a resource for all DCA/DCM/non-departmental employees in connection with county policies, training and career development, succession planning and other employee concerns, administering the county's compensation, classification plans, with the county's Central Human Resources Department.

The HR team's maintainers enter all personnel transactions relating to employees' electronic personnel records. The HR administrative support provides timekeeping and e-timesheet review for all but 80 DCA employees, and the Chair's office

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Number of recruitments conducted	121	100	100	125
Outcome	Number of employees provided full range of HR services	676	660	660	680

Performance Measures Descriptions

Output - Number of all recruitments reflects the total for all departments and offices served by the DCA HR Administrative Hub.

Outcome - Number of employees served 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	2015	2015	2016	2016
Personnel	\$1,156,433	\$0	\$1,122,731	\$0
Contractual Services	\$10,000	\$0	\$7,166	\$0
Materials & Supplies	\$25,900	\$0	\$12,800	\$0
Internal Services	\$116,260	\$0	\$122,143	\$0
Total GF/non-GF	\$1,308,593	\$0	\$1,264,840	\$0
Program Total:	\$1,308,593		\$1,264,840	
Program FTE	9.50	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$777,451	\$0	\$789,257	\$0
Total Revenue	\$777,451	\$0	\$789,257	\$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 and County Management. 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 2015: 78047 Administrative Hub Human Resources

No significant program changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Contractual Services	\$0	\$0	\$0	\$80,000
Materials & Supplies	\$0	\$0	\$0	\$260,000
Capital Outlay	\$0	\$0	\$0	\$110,000
Total GF/non-GF	\$0	\$0	\$0	\$450,000
Program Total:	\$0		\$450,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$450,000
Total Revenue	\$0	\$0	\$0	\$450,000

Explanation of Revenues

This program will receive one-time resources from the County General Funds.

Significant Program Changes

Last Year this program was:

New OTO program offer

Department: County Assets **Program Contact:** Garret Vanderzanden

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

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

Executive Summary

This Program Offer replaces the outdated, MS-DOS, legacy Multnomah County Fuel Management system with an updated solution that will integrate with the current Fleet Management software. This offer will assist in the response to the recent Fuel Management Audit by the County Auditor by providing more robust reporting on this mission-critical commodity.

Program Summary

The upgrade of the current Multnomah County Fuel Management system will allow the retirement of a legacy system that retrieves data via modem technology that is outdated and has caused data corruption in the past. Vendor support for the system is also extremely limited due to the age of the software.

Upgrading the fuel management system will allow a greater level of accountability in how Multnomah County consumes fuel by providing more accurate, timely, and complete information. This will aid in furthering climate action goals by providing greater detail and analytics on fuel consumption trends which can subsequently be utilized to aid in changing driving practices.

The Fuel Management system roll out will consist of 3 primary components:

1. Enterprise Software implementation that will integrate with the current Fleet Management system. This software will allow for seamless integration of multiple sources of fuel, provide access to significantly enhanced reporting, and minimize the amount of manual labor needed for manipulating data.
2. Outfitting/retrofitting up to 3 county bulk fueling sites with current radio frequency technology that will allow for data to be communicated without the need for manual input.
3. Hardware to be installed on up to 500 pieces of fleet equipment to enable transmission of essential vehicle data, such as mileage and fuel consumption, during fuel events.

These 3 components will together provide a fundamentally sound system that meets Multnomah County's current and future fuel management needs.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	# of Vehicles w/ Fuel Management Radio Frequency Hardware Installed	N/A	N/A	N/A	100
Outcome	# of labor hours no longer required for manual fuel data manipulation	N/A	N/A	N/A	50

Performance Measures Descriptions

PM # 1: This measure will track the progress of the project through the # of vehicles that have had the fuel management hardware installed.

PM #2: This measure will track the actual labor hours saved that were previously spent on manual data entry or post-entry manipulation of the fuel data.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Contractual Services	\$0	\$0	\$0	\$250,000
Total GF/non-GF	\$0	\$0	\$0	\$250,000
Program Total:	\$0		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$250,000
Total Revenue	\$0	\$0	\$0	\$250,000

Explanation of Revenues

This program will receive one-time resources from the County General Funds.

Significant Program Changes

Last Year this program was:

New OTO program offer

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer will improve how the Land Use and Transportation Planning Program provides services through redesign of the Yeon Annex building public counter, receptionist area and lobby to better meet the needs of clients, including those with physical disabilities.

Program Summary

This program offer includes demolition of the counter, removal of a dropped ceiling obstruction, installing carpeting inside the fire door, creating two, seated client service stations, adding wall sound baffling treatments and re-positioning the greeting receptionist. The redesign will remove barriers, provide improved customer service, and enhanced privacy and security which will allow the Program to serve all citizens safely and equitably.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Execute contract(s) for the renovation of the Yeon Annex lobby.	N/A	N/A	N/A	1
Outcome	% of work complete to improved program service delivery by re-configuring Yeon Annex main lobby.	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Execute contract(s) for the renovation of the Yeon Annex lobby.

PM #2 Percent of work completed to improved program service delivery by re-configuring Yeon Annex main lobby for better flow, function and customer service.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Contractual Services	\$0	\$0	\$0	\$100,000
Materials & Supplies	\$0	\$0	\$0	\$15,000
Capital Outlay	\$0	\$0	\$0	\$50,000
Total GF/non-GF	\$0	\$0	\$0	\$165,000
Program Total:	\$0		\$165,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$165,000
Total Revenue	\$0	\$0	\$0	\$165,000

Explanation of Revenues

This program offer will be funded through one-time only General Funds.

Significant Program Changes

Last Year this program was:

New OTO program offer

Department: County Assets **Program Contact:** Peggidy Yates
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Juvenile Justice Complex consumes almost 10% of the energy used in County owned facilities. A significant portion of this energy use is for lighting a facility that has a 24 hour operation. The lighting equipment at JJC is outdated, consuming more energy each year, and is incurring increased maintenance costs for repairs. This offer proposes energy savings initiatives to reduce energy consumption and costs.

Program Summary

County leadership requested Facilities and Property Management to evaluate the economic viability of an Energy Savings Performance Contract (ESPC) to support the County's Climate Action Plan through potential investments in energy and water saving measures. The County executed a ESPC with Ameresco in March 2012, and performed a Technical Energy Audit of JJC as one of four buildings in the ESPC Project. The purpose was to: assess performance of existing buildings, identify utility saving opportunities, introduce applicable new technologies, and recommend viable capital investments that can be funded through the utility savings of the new system. The audit identified significant opportunities to save electricity by retrofitting or replacing lighting fixtures with modern technologies and providing DCJ staff with an improved work environment. This project has been reviewed by Facilities maintenance staff and has been rated as a high priority from both an energy saving an operational savings perspective.

The Department of County Assets' Facilities and Property Management Division, developed a comprehensive lighting project at JJC that will modernize the lighting fixtures to include LED's where appropriate and retrofit existing fixtures throughout the facility with energy saving technology. The ESPC lighting project is supported with incentives from the Energy Trust of Oregon, and potentially the Oregon Department of Energy. Electricity expenses cost the Department of Community Justice over \$210,000 in FY 2014. This lighting project is guaranteed to reduce electrical consumption within the facility by 23%, and save DCJ over \$42,000 per year, making more funding available for direct County services. The project will yield a simple payback of less than 20 years depending upon incentive levels from the State, and will provide a more safe environment within the detention facility.

This project will help support the County's Climate Action Plan, and is consistent with DCA's objectives to save county utility costs through conservation. When completed, the project will prevent 210 tons of carbon emissions from being put into the atmosphere each year.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Reduce electric consumption upon completion of the installation of improved lighting technology.	0	2.6 million kwh	2.6 million kwh	2.3 million kwh
Outcome	Estimated cost savings.	0	\$210,000	\$210,000	\$180,000

Performance Measures Descriptions

Legal / Contractual Obligation

Require the negotiation of the Phase II of the Energy Savings Performance Contract.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Contractual Services	\$0	\$0	\$0	\$810,000
Total GF/non-GF	\$0	\$0	\$0	\$810,000
Program Total:	\$0		\$810,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$810,000
Total Revenue	\$0	\$0	\$0	\$810,000

Explanation of Revenues

General Funds

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Peggidy Yates
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

In FY 2014, the Multnomah County Sheriff's Office spent over \$400,000 in water/sewer expenses to serve inmates at the detention facility through kitchen services, cell lavatories, showers, and laundry services. It is estimated that water rates will increase by up to 45% over the next few years. This program offer proposes water savings initiatives to reduce both the consumption and costs.

Program Summary

County leadership requested facilities to evaluate the economic viability of an Energy Savings Performance Contract (ESPC) to support the County's Climate Action Plan through potential investments in energy and water saving measures. The County executed a ESPC with Ameresco in March 2012, and performed a Technical Energy and Water Audit of Inverness Jail as one of the four buildings evaluated. The purpose was to: assess performance of existing buildings, identify utility saving opportunities, introduce applicable new technologies, and recommend viable capital investments that can be funded through the utility savings of the new system. The audit identified significant opportunities to save water by retrofitting or replacing plumbing fixtures with modern technologies and providing MCSO staff with electronic controls. Inverness Jail consumes 28% of the water used in all county owned facilities, and presents the first priority to address the rising cost of water in County Facilities.

The Department of County Assets, Facilities and Property Management Division has developed a comprehensive water saving project at Inverness Jail that will modernize the plumbing fixtures used by staff and inmates throughout the Jail, and also install controls that support improved water management and greater flexibility for staff. The ESPC is guaranteed to reduce water consumption within the jail by 44%, and save the Sheriff's Office at least \$196,000 per year in utility costs. This project will yield a simple payback of 7.6 years on the ~ \$1.5M investment.

In 2012, the Multnomah County Sheriff's Office launched the Sustainable Jails Project and has led the way in Oregon by creating equitable and sustainable operations in detention facilities. One of the many stated goals of the project is to reduce water consumption by 40% before 2020. This project will accomplish the Sheriff's goal, and is consistent with DCA's objectives to save county utility costs through conservation, and make more funds available for direct County services.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Reduction in water consumption in hundred cubic feet (ccf).	0	32,600 ccf	32,600 ccf	29,600 ccf
Outcome	Reduction in utility costs.	0	\$400,000	\$400,000	\$360,000

Performance Measures Descriptions

Legal / Contractual Obligation

Requires negotiation of Phase 2 of the Energy Savings Performance Contract.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Contractual Services	\$0	\$0	\$0	\$1,496,627
Total GF/non-GF	\$0	\$0	\$0	\$1,496,627
Program Total:	\$0		\$1,496,627	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,496,627
Total Revenue	\$0	\$0	\$0	\$1,496,627

Explanation of Revenues

General Funds

Significant Program Changes

Last Year this program was:

Legal / Contractual Obligation

NA

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Contractual Services	\$0	\$0	\$0	\$555,557
Total GF/non-GF	\$0	\$0	\$0	\$555,557
Program Total:	\$0		\$555,557	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$555,557
Total Revenue	\$0	\$0	\$0	\$555,557

Explanation of Revenues

General Funds

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Bob Leek
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Assessment for the replacement of the legislatively mandated CRIMES case management system, Adult and Juvenile modules. The current system is 14 years old and the underlying technology has become outdated and prohibitively expensive to maintain. The IT department will work in conjunction with the MCDA to evaluate available options, evaluate identified alternatives, and assist with the solicitation of bids (as needed).

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 Multnomah County District Attorney's Office since its purchase 14 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 evaluate options to modernize the case management systems, thereby ensuring speedy prosecution while reducing operating costs.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Successful completion of the required steps needed for the evaluation, assessment, and procurement process.	N/A	N/A	N/A	100%
Outcome	Assistance with the creation of a set of plans for the replacement of the existing system.	N/A	N/A	N/A	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Contractual Services	\$0	\$0	\$0	\$100,000
Total GF/non-GF	\$0	\$0	\$0	\$100,000
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$100,000
Total Revenue	\$0	\$0	\$0	\$100,000

Explanation of Revenues

General Funds

Significant Program Changes

Last Year this program was: