

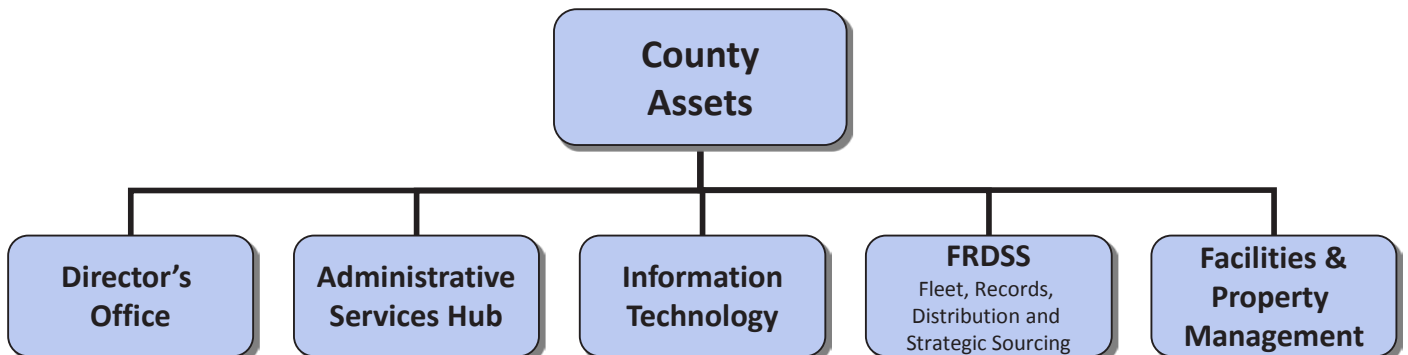
Department Overview

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 manages and makes capital improvements to over 3 million rentable square feet of offices, libraries, courts, detention centers, shops, clinics, and other types of leased and owned space in over 130 locations.
- Information Technology provides telecommunication, network, and hardware support, manages over 8,000 PCs, laptops, and tablets, 7,500 phone numbers, 125 network circuits, 500 virtual servers and 300 business applications.
- Fleet, Records, Distribution, and Strategic Sourcing maintains and manages vehicles, develops and maintains records, provides pick up and delivery of mail and provides contract management.
- Administrative Services Hub provides Human resources, procurement and contracting, finance, budget, rate-setting, capital planning, accounts payable, and other administrative services to DCA, and a subset of these services to the Department of County Management (DCM) and the non-departmental agencies and offices.

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

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



Budget Overview

The FY 2017 budget for the Department of County Assets (DCA) is \$330.4 million. It consists of: \$6.8 million in the General Fund, \$107.9 million in Internal Service funds and \$215.7 million in Capital funds. Internal Service Funds are primarily facilities, information technology and fleet related.

The budget increases by \$80 million from the FY 2016 Adopted budget. The increases are \$45.6 million in the Downtown Courthouse and \$20.3 million in the Health Headquarters Capital funds. In addition, 2 new funds are added, \$6.9 million in the Information Technology Capital Fund, most of which is transferred from the Information Technology Fund, and \$5.4 million in the Hansen Building Replacement Fund. Changes in contractual services and capital outlay are primarily from changes in the Downtown Courthouse and Health Headquarters funds due to anticipated expenditures in FY 2017.

The programs listed below are receiving a total of \$31,229,456 of General Fund one-time-only funding:

- Downtown Courthouse (78212), \$19,900,000.
- Hansen Building Replacement (78218), \$3,000,000.
- DCJ Mid County Facility (78220), \$6,750,000.
- MCDC Electronics (78221), \$100,000.
- CRIMES Replacement (78319), \$1,479,456. The District Attorney's Office also has a program for CRIMES Replacement (15012), \$270,030.

Budget Trends*	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted</u>	<u>Adopted</u>	
Staffing FTE	320.95	326.95	326.95	343.65	16.70
Personnel Services	\$40,006,517	\$42,564,458	\$44,499,090	\$49,073,776	\$4,574,686
Contractual Services	19,696,686	25,964,909	31,718,386	196,398,616	164,680,230
Materials & Supplies	30,161,862	31,673,145	35,886,474	38,965,565	3,079,091
Internal Services	10,862,685	9,747,707	15,650,886	16,540,156	889,270
Capital Outlay	<u>4,897,905</u>	<u>7,765,475</u>	<u>122,588,776</u>	<u>29,379,724</u>	<u>(93,209,052)</u>
Total Costs	\$105,625,654	\$117,715,694	\$250,343,612	\$330,357,837	\$80,014,225

*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 2016:

- Board of County Commissioners approval of project plans for the design and construction of the new Central Courthouse and the new Health Headquarters facility, completion of Phase 1 of the Hansen replacement project, and the final sale of the Morrison Bridgehead property.
- Completion of the VoIP implementation project, including the Downtown Courthouse, with the migration of nine State Court call centers and 590 phones across four public safety entities and completion of the Library Digital Collection project. The Gallery provides Library staff with the ability to store, maintain and display materials and allows patrons to search, explore and interact with various digital collections.
- Migration of the downtown motor pool to a third-party CarShare program resulting in reduction in capital costs and improved self-service reservations.
- Development of a senior management program for equity, diversity and inclusion including the completion of a readiness assessment, implementation of structured learning at senior management meetings, and development of a business case for equity, diversity and inclusion.

Several other important projects are in process:

- Planning for a new Mid-County DCJ campus.
- Implementation of Direct Messaging tool, our first cross-departmental system for supporting health care transformation.
- Expansion of County fueling capabilities with installation of above ground tanks at the Yeon location.

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

Key challenges include:

- Effectively balancing workloads against competing priorities: The demand for internal service provision continues to outpace the available resources. There is a continuous need to have the appropriate governance structures in place to re-prioritize the work.
- Recruitment and retention of management and staff: DCA continues to focus on best practices for retaining excellent staff, recruiting new staff, and providing an inclusive workplace.

Diversity and Equity

In FY 2016, the Department of County Assets made a significant investment in equity, diversity, and inclusion. We re-classified an existing position to fund a new senior management position to focus on equity, diversity, and inclusion. Both the new senior team member and the Department Director are members of the Equity Council and equity and inclusion learning is an agenda item for every senior management meeting. Equity is also explicitly addressed in the DCA mission, vision, values tag line and FY 2016-17 goals.

We have developed a senior management program for equity, diversity, and inclusion. As a part of the program, we developed and completed an equity assessment, added structured learning at senior management meetings, and developed a business case to further inform our program. In FY 2015, we formed an Equity and Sustainability Advisory Team (E-SAT) which evaluated and measured our carbon footprint and developed recommendations for reductions. In FY 2016, we are asking a team of managers and staff to develop an organizational assessment tool to measure where we are, guide our planning, and identify where support is needed. This team will further develop and publish our business case for equity, diversity, and inclusion. The business case will clearly describe the importance of equity, diversity, and inclusion from a business perspective and the valuable results that are possible. This is critical in getting our whole team on board and will inform our recruitment and retention plans. We also continue to consider the environment, equity and economy in our Strategic Sourcing planning. Finally, in partnership with Office of Diversity and Equity (ODE), we conducted a three hour workshop with the entire Central Courthouse team (County staff and contractors) on the importance of building an inclusive, trauma-informed space.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$500,586	\$0	\$500,586	2.00
Administrative Hub Services	5,768,965	0	5,768,965	41.40
Facilities & Property Management	0	256,481,785	256,481,785	107.75
Information Technology	0	55,229,632	55,229,632	165.15
Fleet Records Distribution & Strategic Sourcing	<u>499,997</u>	<u>14,267,383</u>	<u>14,767,380</u>	<u>27.35</u>
Total County Assets	\$6,769,548	\$325,978,800	\$332,748,348	343.65

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 2017. The IT Division will focus on implementation planning for a new Enterprise Resourcing Planning (ERP) System, implementing the County's new Assessment and Taxation System and assisting the DA's Office in the replacement of their CRIMES System. Facilities and Property Management will move forward with the design and construction of the new Central Courthouse and the new Health Department Headquarters building, as well as with the replacement of the Hansen Complex and the build out of the new Mid-County DCJ facility. The County partners with the City of Portland's CityFleet for fleet maintenance of downtown vehicles and will utilize a third-party CarShare program for our downtown motor pool. Additionally, the Strategic Sourcing team will create at least eight sourcing plans, Records Administration will initiate the county-wide rollout of the new electronic records management system, and Distribution Services will streamline using their 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 an inventory of more than 3.7 million square feet of owned and leased space in 130 buildings geographically dispersed throughout the County. The FPM mission is to proactively plan, operate and manage all County properties in a safe, accessible, effective and efficient manner. FPM strives to provide innovative, sustainable, and affordable workplace solutions to enable all County programs to deliver effective services to the public.

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

In FY 2017, FPM will continue to build on the Facilities Asset Strategic Plan, conducting condition assessments for medium performance buildings and developing near and long-term investment strategies that align with future County service delivery goals.

Significant Changes

While the total Facilities Fund (3505) budget request only increases 2.0 % over the FY 2016 adopted budget, there are notable changes within the relatively flat bottom line. To provide consistent and reliable services to support County operations, the budget reduces contract repair and maintenance services and adds nine new positions. Additionally, FY 2017 internal service rates reflect the end of a spend-down of Facilities Fund beginning working capital (BWC). In recent years, BWC subsidized a portion of operating costs that Facilities, in-turn, did not need to recover from customers. Therefore, while the total Facilities Fund budget remains flat, basic charges to County departments are expected to increase by 6.5%. About half of these charges are for general operations, which increase 8.8% with the end of the BWC subsidy (other basic charges are lease, debt and utilities). Capital Funds BWC was overestimated by \$6M in prior years. The correction for FY 2017 entailed a re-prioritization of projects in the 5 Year Capital Plan to remain within budget constraints.

In addition, The Hansen Building Replacement project (78218) is now assigned its own fund (2512), which combines and supersedes two preexisting projects -- Hansen Operations Relocation and Hansen Reconfiguration. A new program offer, DCJ Mid County Facility (78220), was established to acquire an asset in a mid-county location to consolidate four separate Department of Community Justice (DCJ) sites into a single County owned facility.

Information Technology

The Information Technology (IT) Division's mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide residents and County employees the technology and information they need, any time, any place. IT has worked hard to define a mission and vision that 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 2017 technology initiatives. This solid framework empowers IT employees to solve County business challenges by focusing on priority projects and by embracing new technologies to provide enhanced service and reduce costs.

The IT Division manages more than 8,000 PCs, laptops, and mobile devices, about 7,500 phone numbers, over 500 virtual servers and 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, elections, emergency management, assessment and taxation, land use planning, libraries, jail management, and community justice. In addition, IT staff support the County's public facing web presence as well as an intranet for staff. County employees using these systems are located in over 130 different sites across the County, and the technologies required are as diverse as the lines of business.

Significant Changes

The IT Fund (3503) budget increased 6.2% over the FY 2016 adopted budget. The increase is driven by overall County head count, which has increased 2.3% over the last year, and specific requests from individual departments.

A new Information Technology Capital Fund 2508 totaling \$6.9 million is established to separately account for the Information Technology capital projects, formerly in fund 3503. This is in response to an audit recommendation and the Chief Operating Officer's County-wide capital project oversight initiative. Programs include IT Continuity of Operations (78300), IT Innovation & Investment Projects (78301A), IT Network Convergence (78301B), IT Cyber Security (78318), and CRIMES Replacement (78319).

An assessment of IT projects and priorities resulted in a reallocation of \$2 million for the Enterprise Resourcing Planning (ERP) Design and Implementation project within IT Innovation & Investment Projects (78301A).

Fleet, Records, Distribution and Strategic Sourcing

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

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

The Motor Pool program, after a successful pilot, implemented an alternative Motor Pool strategy using a third-party CarShare program. The County's owned Downtown Motor Pool vehicles have been re-purposed to meet other County needs and the CarShare program vehicles are located at a parking lot adjacent to the Lincoln building where the heaviest concentration of Downtown Motor Pool users reside.

Also in FY 2016, the aging Records Management and Archiving system was replaced with an industry-standard and compliant system. The use of the electronic records management system will be expanded in the coming years to extend its capabilities and advance adoption of its self-service archive and retrieval features.

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. These services are provided to the 350 employees in DCA while many are also provided to approximately 345 employees in the Department of County Management and the non-departmental agencies and offices. Functional areas supported include:

- Human Resources and Administration, providing services that include strategic planning, job recruitment and outreach, investigations, performance management, HR transaction processing, 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, rate setting and capital planning services. Activities include County-wide rate analysis and creation, budget development, budget management and oversight, capital planning and on-going analysis.
- Finance, providing accounts payable and accounts receivable transaction processing, grant accounting and travel & training arrangements.

Significant Changes

The Administrative Services Hub continues to develop and implement business process improvements. Budget and Planning continues to implement the Kaizen Blitz LEAN improvements to the Internal Services Rates process. In FY 2016, the FPM rate process was addressed and the IT rate will be evaluated in FY 2017. LEAN process analysis lays a strong foundation with room for further efficiencies in the budgeting process.

Procurement and Contracting is requesting the addition of 1.00 FTE, a management position, to directly oversee the portfolio of IT Procurement and Contracting, which continues to grow in volume and complexity. The position will supervise 7 to 10 represented and non-represented staff members and be responsible for hundreds of technology related transactions per year.

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 2017 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000	DCA Director's Office	\$500,586	\$0	\$500,586	2.00
Administrative Hub Services					
78100	Administrative Hub Budget & Planning	892,807	0	892,807	6.00
78101	Administrative Hub Procurement & Contracting	2,437,758	0	2,437,758	17.40
78102	Administrative Hub Finance	936,861	0	936,861	8.00
78103	Administrative Hub Human Resources	1,501,539	0	1,501,539	10.00
Facilities & Property Management					
78200	Facilities Director's Office	0	4,320,113	4,320,113	10.25
78201	Facilities Debt Service and Capital Fee Pass Through	0	5,978,692	5,978,692	0.00
78202	Facilities Operations & Maintenance	0	13,732,270	13,732,270	67.50
78203	Facilities Client Services	0	7,935,492	7,935,492	9.00
78204	Facilities Capital Operation Costs	0	1,445,177	1,445,177	10.00
78205	Facilities Capital Improvement Program	0	12,231,202	12,231,202	0.00
78206	Facilities Capital Asset Preservation Program	0	13,186,606	13,186,606	0.00
78208	Facilities Utilities Pass Through	0	6,048,618	6,048,618	0.00
78209	Facilities Lease Management	0	6,989,234	6,989,234	2.00
78210	Facilities Strategic Planning and Projects	0	1,096,235	1,096,235	6.00
78211	Facilities Construction Management and Design	0	579,293	579,293	3.00
78212	Facilities Downtown Courthouse	0	98,602,542	98,602,542	0.00
78213	Library Construction Fund	0	3,514,790	3,514,790	0.00
78214	Health Headquarters Construction	0	65,451,152	65,451,152	0.00
78215	ESPC-Juvenile Justice Complex Lighting	0	1,040,000	1,040,000	0.00
78216	ESPC-Inverness Jail-Water	0	1,496,627	1,496,627	0.00
78217	Yeon-AG Fuel Tanks Installation	0	436,661	436,661	0.00
78218	Hansen Building Replacement	0	5,390,766	5,390,766	0.00
78219	Yeon Annex - Reception and Lobby Redesign	0	156,315	156,315	0.00
78220	DCJ Mid County Facility	0	6,750,000	6,750,000	0.00
78221	MCDC Detention Electronics	0	100,000	100,000	0.00

County Assets

fy2017 adopted budget

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Information Technology					
78300	IT Continuity of Operations	0	114,630	114,630	0.00
78301A	IT Innovation & Investment Projects	0	3,740,269	3,740,269	0.00
78301B	IT Network Convergence	0	165,158	165,158	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,024,801	2,024,801	11.00
78303	IT Help Desk Services	0	972,940	972,940	7.30
78304	IT Telecommunications Services	0	2,344,129	2,344,129	5.00
78305	IT Mobile Device Expense Management	0	1,057,968	1,057,968	1.00
78306	IT Network Services	0	4,875,235	4,875,235	12.00
78307	IT Desktop Services	0	2,250,383	2,250,383	17.10
78308	IT Asset Replacement	0	3,714,129	3,714,129	0.00
78309	IT Health & Human Services Application Services	0	4,676,523	4,676,523	22.00
78310	IT Public Safety Application Services	0	3,980,183	3,980,183	18.00
78311	IT General Government Application Services	0	1,645,027	1,645,027	6.00
78312	IT Data & Reporting Services	0	2,796,841	2,796,841	11.60
78313	IT SAP Application Services	0	2,002,833	2,002,833	9.00
78314	IT Enterprise and Web Application Services	0	3,523,511	3,523,511	15.40
78315	IT Library Application Services	0	278,264	278,264	2.00
78316	IT Shared Operating Expenses	0	7,217,937	7,217,937	3.00
78317	IT Data Center & Technical Services	0	5,007,805	5,007,805	24.75
78318	IT Cyber Security	0	1,266,610	1,266,610	0.00
78319	CRIMES Replacement	0	1,574,456	1,574,456	0.00
Fleet Records Distribution & Strategic Sourcing					
78400	Fleet Services	0	4,327,443	4,327,443	9.90
78401	Fleet Vehicle Replacement	0	5,965,054	5,965,054	0.00
78402	Motor Pool	0	828,756	828,756	2.25
78403	Distribution Services	0	1,934,731	1,934,731	6.60
78404	Records Management	0	1,211,399	1,211,399	5.20
78405	Countywide Strategic Sourcing	499,997	0	499,997	3.40
Total County Assets		\$6,769,548	\$325,978,800	\$332,748,348	343.65

Includes cash transfers, contingencies, and unappropriated balances.

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Department: County Assets

Program Contact: Sherry Swackhamer

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Department of County Assets (DCA) Director's Office is accountable for leadership in the oversight and management of county assets including information technology, facilities and property management, fleet administration and maintenance, motorpool, records and archive management, distribution services, and 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 and maintenance, motorpool, 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 the services to DCA, and a variety of services to the Department of County Management (DCM), the Chair's Office, the Board of County Commissioners, and other non-departmental entities. The hub strives to eliminate duplication of resources and streamline processes through economies of scale across these groups, where appropriate.

Additionally, the department includes the county-wide Strategic Sourcing initiative. Strategic Sourcing 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, and aligns strategic sourcing initiatives with County values.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Equity Lens project/process evaluations completed	N/A	6	3	6
Outcome	Percent of administrative processes analyzed through the LEAN methodology.	N/A	20	5	10

Performance Measures Descriptions

Output - Equity and inclusion principles including EPL will be used in the evaluation of at least 6 processes/projects.
 Outcome - Percent of administrative processes analysed per the LEAN methodology.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$410,848	\$0	\$429,072	\$0
Contractual Services	\$25,000	\$0	\$22,000	\$0
Materials & Supplies	\$23,375	\$0	\$23,210	\$0
Internal Services	\$27,142	\$0	\$26,304	\$0
Total GF/non-GF	\$486,365	\$0	\$500,586	\$0
Program Total:	\$486,365		\$500,586	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$486,365	\$0	\$500,586	\$0
Total Revenue	\$486,365	\$0	\$500,586	\$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 2016: 78000-16 DCA Director's Office

No significant changes.

Department: County Assets

Program Contact: Lisa Whedon

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

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

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

*capital planning for FPM, IT and Fleet

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	On-time Billing	N/A	N/A	80%	90%
Outcome	Percent reduction in billing errors	N/A	N/A	80%	85%

Performance Measures Descriptions

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

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$765,326	\$0	\$793,073	\$0
Contractual Services	\$0	\$0	\$5,000	\$0
Materials & Supplies	\$11,015	\$0	\$15,466	\$0
Internal Services	\$94,999	\$0	\$79,268	\$0
Total GF/non-GF	\$871,340	\$0	\$892,807	\$0
Program Total:	\$871,340		\$892,807	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Other / Miscellaneous	\$772,447	\$0	\$892,807	\$0
Total Revenue	\$772,447	\$0	\$892,807	\$0

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2016: 78047-16 Administrative Hub Budget & Planning

No significant program changes.

Department: County Assets **Program Contact:** Tony Dornbusch
Program Offer Type: Administration **Program Offer Stage:** As Adopted
Related Programs: 78405-17
Program Characteristics:

Executive Summary

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

Program Summary

This program includes the administrative group responsible for consultation, oversight and direct delivery of the procurement and purchasing of goods and services, and commercial, personal services and construction contracting (including software licensing, and facilities). This organization reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA. The staff of 17.4 FTE support the procurement and contracting requests of 380+ DCA and Non-Departmental employees by processing well over 1,200 transactions per year, ranging from a few dollars to tens of millions of dollars and from a simple contract amendment to a multi-million dollar request for proposal.

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

The Strategic Sourcing component of the area is addressed under program offer 78405-17.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of procurements and contracts processed	1,747*	504	1,260	1,400
Outcome	Percentage of contracts processed following established processes	100%	100%	100%	100%

Performance Measures Descriptions

Output– Measures the total volume of procurements, contracts, amendments, renewals, and purchase orders processed by the Procurement and Contracting staff. (*Prior Year Actual = 1,241 without Conversion activity)

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

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Construction and Architectural/Engineering contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA 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	2016	2016	2017	2017
Personnel	\$1,908,484	\$0	\$2,155,261	\$0
Contractual Services	\$25,000	\$0	\$12,000	\$0
Materials & Supplies	\$93,733	\$0	\$40,855	\$0
Internal Services	\$181,856	\$0	\$229,642	\$0
Total GF/non-GF	\$2,209,073	\$0	\$2,437,758	\$0
Program Total:	\$2,209,073		\$2,437,758	
Program FTE	16.40	0.00	17.40	0.00

Program Revenues				
Other / Miscellaneous	\$1,780,343	\$0	\$2,161,821	\$0
Total Revenue	\$1,780,343	\$0	\$2,161,821	\$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 2016: 78048-16 Administrative Hub Procurement & Contracting

No Significant Changes

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

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

Related Programs:

Program Characteristics:

Executive Summary

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

Program Summary

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

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

In addition to the functions referenced above, support also includes collaboration with departmental partners in the review and modification of Administrative Procedures, policies, internal controls and the implementation of best practices.

In FY 2016, the Finance Hub is on pace to reconcile more than 50,000 Marketplace transactions, 16,000 accounting and finance related transactions, and 7,000 P card transactions.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of out of town travel and training events reconciled within 30 days of traveler return date.	73%	N/A	90%	100%
Outcome	Maintain quarterly aged receivable balance below \$50,000	\$26,283	N/A	\$311,446	\$50,000

Performance Measures Descriptions

PM #1 Output - Reconciliation of out of town travel and training completed within 30 days of travel return. Important because travel expenses are among the most closely scrutinized expenses. It is important that any questions or issues are resolved quickly.

PM #2 Outcome - Management of external revenue sources to ensure timely payment of money owed the Department of County Assets.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$791,800	\$0	\$822,089	\$0
Materials & Supplies	\$7,475	\$0	\$8,644	\$0
Internal Services	\$122,143	\$0	\$106,128	\$0
Total GF/non-GF	\$921,418	\$0	\$936,861	\$0
Program Total:	\$921,418		\$936,861	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$629,624	\$0	\$696,605	\$0
Total Revenue	\$629,624	\$0	\$696,605	\$0

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2016: 78049-16 Administrative Hub Finance

No significant program changes.

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

Executive Summary

The Administrative Hub Human Resources (HR) team is one of the four service teams in the Department of County Assets (DCA) Administrative Services Hub. HR provides direct human resources, labor relations and related services for over 600 employees to the departments of County Management (DCM), DCA, and Non-Departmental County agencies and offices.

Program Summary

This program provides a full range of HR services to 649 regular employees and approximately 61 temporary and/or on-call employees. The supported employees include 395 members of AFSCME Local 88, 14 members in IUOE Local 701 (Operating Engineers) and 17 members of IBEW Local 48 (electrical workers). Additionally, there are 190 executive and management employees, 27 employees who serve as staff to elected officials; and six (6) elected officials. Under the direction of the Human Resources Manager, unit staff provides professional HR guidance on managing both represented and exempt employees; direct services such as recruitment, compliance and interpretation of Collective Bargaining Agreements and County Personnel Rules; wage and hour law; tracking required trainings; HR information systems data entry, and complex records management and compliance; timekeeping and e-timesheet training and review; and serve as a resource for employees in connection with County policies, training, and career development.

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of recruitments conducted	126	NA	135	135
Outcome	Number of employees provided full range of HR services	680	NA	710	717

Performance Measures Descriptions

Output - Number of all recruitment 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	2016	2016	2017	2017
Personnel	\$1,122,731	\$0	\$1,346,087	\$0
Contractual Services	\$7,166	\$0	\$0	\$0
Materials & Supplies	\$12,800	\$0	\$23,507	\$0
Internal Services	\$122,143	\$0	\$131,945	\$0
Total GF/non-GF	\$1,264,840	\$0	\$1,501,539	\$0
Program Total:	\$1,264,840		\$1,501,539	
Program FTE	9.00	0.00	10.00	0.00

Program Revenues				
Other / Miscellaneous	\$789,257	\$0	\$692,677	\$0
Total Revenue	\$789,257	\$0	\$692,677	\$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 2016: 78050-16 Administrative Hub Human Resources

No significant program changes.

Department: County Assets

Program Contact: Henry Alaman

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Facilities Director's Office provides comprehensive strategic and operational guidance for facilities related issues to County executives and operating departments. It directs and supports the strategies, policies, and operations of the Facilities 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, managing the Moves/Adds/Changes (MAC) program, administering the division-wide process improvement projects, and overseeing key performance and benchmark metrics.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee performance evaluations completed on time.	100%	100%	100%	100%
Outcome	Facility Portfolio Performance Report Completed	N/A	N/A	N/A	1

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: Portfolio performance report demonstrates effectiveness of current initiatives and informs future strategies. New performance measure created for FY17.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,390,658	\$0	\$1,398,632
Contractual Services	\$0	\$55,000	\$0	\$109,487
Materials & Supplies	\$0	\$482,767	\$0	\$180,386
Internal Services	\$0	\$2,334,636	\$0	\$2,131,608
Unappropriated & Contingency	\$0	\$525,000	\$0	\$500,000
Total GF/non-GF	\$0	\$4,788,061	\$0	\$4,320,113
Program Total:	\$4,788,061		\$4,320,113	
Program FTE	0.00	10.25	0.00	10.25

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$2,547,545
Beginning Working Capital	\$0	\$775,000	\$0	\$500,000
Service Charges	\$0	\$0	\$0	\$1,272,568
Total Revenue	\$0	\$775,000	\$0	\$4,320,113

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities as well as beginning working capital from prior years. For FY 2017 revenues are realigned across Facilities to balance program offers.

Other/Misc. Revenue:
 Dividends & Rebates \$40,000
 Service Reimbursements \$2,363,706
 Write off \$144,385

Significant Program Changes

Last Year this program was: FY 2016: 78002-16 Facilities Director's Office

To realign program offer organization structures, this offer now includes the MAC group, previously in Client Services (78203) and the Compliance Unit, previously in this offer, is now in Operations and Maintenance (78202).

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

Executive Summary

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

Program Summary

The Facilities & Property Management Division collects payments from departments for the following obligations for FY 2017:

Full Faith & Credit Series 2014 Facilities Fund \$4,718,000

Full Faith & Credit 2010A \$450,000

The outstanding debt issues have funded a number of capital improvements and acquisitions. These include purchase of the Multnomah, East County Health/Aging and Blanchard buildings and related equipment. All binding obligations were confirmed by the CFO and approved by the Board of County Commissioners.

FPM pays building debt service and capital cash transfers which are administratively “passed through” as an expense to County departments. Due to funding requirements by departments for Federal/State/Local grants these expenses are allocated back to the tenants either occupying or leasing the facility. This process equitably distributes costs between County departments and ensures that facilities costs for grant funded projects are appropriately charged to those grants and not subsidized by the County General Fund.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Internal Services	\$0	\$5,419,771	\$0	\$5,168,000
Cash Transfers	\$0	\$805,310	\$0	\$810,692
Total GF/non-GF	\$0	\$6,225,081	\$0	\$5,978,692
Program Total:	\$6,225,081		\$5,978,692	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,225,081	\$0	\$5,975,333
Service Charges	\$0	\$0	\$0	\$3,359
Total Revenue	\$0	\$6,225,081	\$0	\$5,978,692

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities.

Significant Program Changes

Last Year this program was: FY 2016: 78003-16 Facilities Debt Service and Capital Fee Pass Through

Department: County Assets **Program Contact:** Liz Rodriguez

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

Related Programs:
Program Characteristics:
Executive Summary

The Facilities Operations and Maintenance Program comprises a broad spectrum of services ensuring Multnomah County's over 130 buildings are operating & functioning as designed and constructed, and are meeting the requirements of County programs and operations. These services are provided to operate, maintain, & repair the mechanical, electrical, & structural systems in all Multnomah County buildings which total over 3.7 million gross square feet. The Program is responsible for operations, services, & projects that are regulated by multiple federal, state, & local laws, codes, and mandates.

Program Summary

The Facilities Operations and Maintenance program consists of 67.5 FTE in 8 trade groups who cover the 24/7/365 day-to-day activities necessary to effectively maintain the County's diverse facility portfolio & respective assets of building systems & equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities form a comprehensive Operations and Maintenance program which:

- Reduces capital repairs;
- Reduces unscheduled shutdowns and repairs;
- Extends equipment and facility life to realize life-cycle cost savings;
- Conserves energy and resources by optimizing the efficiency of equipment and systems (Climate Action Plan actions 18-4,18-8, and 18-9);
- Minimizes administrative costs while maximizing human resource capacity;
- Institutes data collection systems that create management control reports and performance indices of operating effectiveness;
- Provides safe, compliant and functional facilities that meet programmatic requirements;
- Maximizes occupant comfort; and
- Maintains credible relations with clients & the public by providing safe, accessible, & well-maintained facilities and information on planned maintenance activities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Preventive Maintenance work orders scheduled (proactive vs. reactive)	50%	55%	55%	60%
Outcome	Customer Satisfaction Rating	90%	90%	90%	90%

Performance Measures Descriptions

PM #1--The percentage of preventive maintenance work orders scheduled indicates the effort of a more proactive approach to monitor and maintain the efficiency & life cycle of major building systems. Focus on major systems life cycle monitoring and replacement will adjust and stabilize this metric.

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$6,960,117	\$0	\$8,011,284
Contractual Services	\$0	\$1,355,453	\$0	\$226,150
Materials & Supplies	\$0	\$4,464,207	\$0	\$4,318,121
Internal Services	\$0	\$1,076,897	\$0	\$1,176,715
Total GF/non-GF	\$0	\$13,856,674	\$0	\$13,732,270
Program Total:	\$13,856,674		\$13,732,270	
Program FTE	0.00	60.00	0.00	67.50

Program Revenues				
Fees, Permits & Charges	\$0	\$31,500	\$0	\$0
Other / Miscellaneous	\$0	\$18,510,855	\$0	\$13,732,270
Interest	\$0	\$0	\$0	\$0
Service Charges	\$0	\$131,000	\$0	\$0
Total Revenue	\$0	\$18,673,355	\$0	\$13,732,270

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78004-16 Facilities Operations & Maintenance

This offer has been combined with Building Materials and Services (PO 78009-16) to align the revenues and expenses for maintaining all County buildings.

Increased staffing by 7.5 FTE and reduced reliance on contracted services to remain budget neutral.

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Facilities Client Services program manages more than 3,700,000 gross square feet of County facilities space. The team of seven property managers, a contract administrator, and a client service manager serves as the customer service interface between County programs and the Facilities Division. This team of liaisons coordinates all aspects of building management and related activities to ensure collaboration, communication and coordination for optimal programmatic service delivery.

Program Summary

Property Managers ensure that all County building users have a single, visible, and accessible point of contact for facilities services. Each has direct oversight of their respective building portfolios, and is responsible for coordinating 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 Contract Administrator manages over \$6.5m in operational contracted services that support property management efforts. The Client Services Manager manages the team and provides an overall point of contact for the Facilities Division for topics related to the level of performance, process improvements, and client communications.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Annual Customer Service Satisfaction Survey with a 90% rating.	N/A	1	1	1
Outcome	Public procurement compliance for contracted services.	100%	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. New program and performance measures created in FY16, no previous year actual exists.

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	2016	2016	2017	2017
Personnel	\$0	\$1,050,371	\$0	\$1,260,130
Contractual Services	\$0	\$5,558,770	\$0	\$6,401,206
Materials & Supplies	\$0	\$197,500	\$0	\$103,319
Internal Services	\$0	\$173,466	\$0	\$170,837
Total GF/non-GF	\$0	\$6,980,107	\$0	\$7,935,492
Program Total:	\$6,980,107		\$7,935,492	
Program FTE	0.00	8.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,198,886	\$0	\$7,933,738
Interest	\$0	\$25,000	\$0	\$0
Service Charges	\$0	\$3,521,487	\$0	\$1,754
Total Revenue	\$0	\$6,745,373	\$0	\$7,935,492

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78005-16 Facilities Client Services

One new position is dedicated to and reimbursed by the Health Department. To realign program offer and organization structures, the Moves Adds and Changes (MAC) work unit, previously in this offer is now in Facilities Director's Office (78200).

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78205-17, 78206-17, 78213-17
Program Characteristics:

Executive Summary

The Capital Program Section manages the County's long-term improvement and replacement plan for the major building systems in all County owned buildings. The program prioritizes required work with available resources, and provides management and oversight of all the required improvements, construction, renovation and capital maintenance work in these buildings. The majority of the funding for this offer comes from the Capital Improvement Program (CIP) and Asset Preservation (AP) fees.

Program Summary

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

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

The Capital Program Section is funded by the Capital Improvement Program (78205-17), the Asset Preservation (78206-17) and Library Construction Fund (78213-17) Program Offers. The section provides an annual assessment of all Capital facility needs and develops a specific strategy consistent with available funding, which permits the completion of improvements in a carefully planned approach.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Completed Projects - planned % fiscal year projects to be completed. (PO's 78205-17 & 78206-17 & 78213-17)	78.3%	85.0%	92.3%	85.0%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	56.3%	56.3%	56.3%
Quality	Provide monthly FM Capital Status report	12	12	12	12

Performance Measures Descriptions

PM #1: Combination metric CIP & AP program offers set at 85%. This allows flexibility for changes due to County needs.

PM #2: Percent of Primary Owned Buildings rated as Tier 1. Note: Overall the Capital program was without 3 project managers for several months each during FY15.

PM #3: Monthly Capital Project Status reporting.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,234,866	\$0	\$1,347,180
Contractual Services	\$0	\$15,000	\$0	\$15,000
Materials & Supplies	\$0	\$37,300	\$0	\$40,281
Internal Services	\$0	\$41,134	\$0	\$42,716
Total GF/non-GF	\$0	\$1,328,300	\$0	\$1,445,177
Program Total:	\$1,328,300		\$1,445,177	
Program FTE	0.00	9.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,475,288	\$0	\$1,445,177
Total Revenue	\$0	\$1,475,288	\$0	\$1,445,177

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78006-16 Facilities Capital Operation Costs

This offer adds one FTE in FY 2017 for capital project support.

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78204-17, 78206-17, 78213-17
Program Characteristics:

Executive Summary

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

Program Summary

The Capital Improvement Program (CIP) creates an annual 5-year Capital Plan that focuses on the County's 14 primary owned Tier II and III buildings. A Tier II building is one that is a desirable part of the County's long-term portfolio but has significant deferred maintenance needs which must be addressed. A Tier III building is one that is not economical or impractical to bring to County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible. The plan works in conjunction with the Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities over a 10 year horizon. The program allows Capital, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix. The program looks for project efficiencies that benefit the building users and extend the useful life of the building. The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users. The program uses a PULSE (Planned Useful Life - System Evaluation) database to track building system life cycles.

The Facilities Asset Strategic Plan (FASP) will also alter the projections on capital needs into the future. There is currently an identified capital need estimated at \$25,000,000 per year in fiscal years FY18-FY22. Efforts are underway County-wide to work on our building portfolio's recapitalization needs, which the current 8% annual CIP revenue increases are not adequate to address.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of Planned CIP Projects Completed	90.3%	85.0%	80.0%	85.0%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	56.3%	56.3%	56.3%

Performance Measures Descriptions

PM #1: Capital Improvement Program (CIP) program offer metric is set at 85%. This allows flexibility for changes due to County needs. Note: Overall the Capital program was without 3 project managers for several months each during FY2015 which impacted delivery capacity.

PM #2: Percent of Primary Owned Buildings rated as Tier 1. There were no changes in the last year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$15,065
Contractual Services	\$0	\$5,771,000	\$0	\$6,007,853
Materials & Supplies	\$0	\$1,285,351	\$0	\$3,660,000
Capital Outlay	\$0	\$11,553,658	\$0	\$2,548,284
Total GF/non-GF	\$0	\$18,610,009	\$0	\$12,231,202
Program Total:	\$18,610,009		\$12,231,202	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,214,778	\$0	\$3,505,847
Financing Sources	\$0	\$671,731	\$0	\$585,439
Interest	\$0	\$25,000	\$0	\$35,000
Beginning Working Capital	\$0	\$13,161,000	\$0	\$7,514,475
Service Charges	\$0	\$1,537,500	\$0	\$590,441
Total Revenue	\$0	\$18,610,009	\$0	\$12,231,202

Explanation of Revenues

Fund 2507 Capital Improvement Program:

- 50000 BWC \$7,139,289 from Routine Project Carryover
- 50236 IG City of Portland share of Justice Center Projects \$590,441
- 50270 Interest on fund 2507 \$35,000
- 50310 Intl Svc Reimbursement CIP Fee from County Occupants \$3,505,847
- 50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$550,088

Fund 2503 Equipment Acquisition:

- 50000 BWC Carryover \$375,186

Significant Program Changes

Last Year this program was: FY 2016: 78007-16 Facilities Capital Improvement Program

FY 2016 Beginning Working Capital was overstated by \$6.4 million, which is corrected in the FY 2017 budget.

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78204-17, 78205-17, 78213-17
Program Characteristics:

Executive Summary

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

Program Summary

The 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 efficiencies, 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of Planned AP Projects Completed	72%	85%	100%	85%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	56.3%	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. Note: Overall the Capital program was without 3 project managers for several months each during FY15.
 PM #2: Percent of Primary Owned Buildings rated as Tier 1. There were no changes in the last year.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$2,000,000	\$0	\$1,424,695
Materials & Supplies	\$0	\$350,000	\$0	\$390,000
Capital Outlay	\$0	\$10,007,747	\$0	\$11,371,911
Total GF/non-GF	\$0	\$12,357,747	\$0	\$13,186,606
Program Total:	\$12,357,747		\$13,186,606	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,508,817	\$0	\$3,837,872
Financing Sources	\$0	\$168,930	\$0	\$260,604
Interest	\$0	\$20,000	\$0	\$20,000
Beginning Working Capital	\$0	\$8,660,000	\$0	\$9,068,130
Total Revenue	\$0	\$12,357,747	\$0	\$13,186,606

Explanation of Revenues

50000 BWC from Routine Project Carryover \$9,643,435
50270 Interest Earnings \$20,000
50310 Intl Svc Reimbursement AP Fee from County Occupants \$3,837,872
50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$260,604

Significant Program Changes

Last Year this program was: FY 2016: 78008-16 Facilities Capital Asset Preservation Program

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

Executive Summary

This program accounts for the energy and utility costs incurred in County facilities including electric, natural gas, water, sewer and waste/recycling for County owned buildings. Expenses are passed through to County Departments as a building specific utility charge based on occupancy. The 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

Facilities and Property Management 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 leased space in facilities used for County operations.

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.

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Energy Use Intensity (Energy use per square foot)	67	72	71	71
Outcome	Percent reduction in utility consumption.	6.4%	1%	1%	2%

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	2016	2016	2017	2017
Materials & Supplies	\$0	\$6,027,237	\$0	\$6,048,618
Total GF/non-GF	\$0	\$6,027,237	\$0	\$6,048,618
Program Total:	\$6,027,237		\$6,048,618	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,566,916	\$0	\$5,517,517
Service Charges	\$0	\$460,321	\$0	\$531,101
Total Revenue	\$0	\$6,027,237	\$0	\$6,048,618

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities.

Significant Program Changes

Last Year this program was: FY 2016: 78010-16 Facilities Utilities Pass Through

Department: County Assets **Program Contact:** Peggidy Yates

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

Related Programs:
Program Characteristics:
Executive Summary

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

Program Summary

The Lease Management program is responsible for approximately 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 effectively position the Departments' needs and the overall County portfolio.

In addition, working with the Departments in assessing options, Lease Management negotiates lease terms, obtains pertinent public permits, manages landlord disputes and proactively coordinates lease renewals. The program also provides operational support including Board approvals, lease representation, documentation, administration, legal coordination and enforcement. Team members manage leases to the highest professional standards to ensure full compliance and protection of the County's interest. The existing revenue leases represent approximately 70,000 square feet and \$1.5 million in FY 2016. The revenue is applied against operating expenses to reduce Facility rates to County Departments.

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Proactively manage revenue and expense leases to meet occupant requirements.	98%	99%	99%	99%
Outcome	Lease revenue and expenses align with annual budget projections.	98%	99%	98%	99%

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$242,595	\$0	\$244,193
Contractual Services	\$0	\$5,000	\$0	\$10,000
Materials & Supplies	\$0	\$6,118,517	\$0	\$6,478,796
Internal Services	\$0	\$4,384	\$0	\$256,245
Total GF/non-GF	\$0	\$6,370,496	\$0	\$6,989,234
Program Total:	\$6,370,496		\$6,989,234	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,753,008	\$0	\$6,501,654
Service Charges	\$0	\$577,007	\$0	\$487,580
Total Revenue	\$0	\$6,330,015	\$0	\$6,989,234

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78011-16 Facilities Lease Management

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

Executive Summary

The Strategic Planning and Projects Program is responsible for developing, implementing, and tracking performance against the Facilities Asset Strategic Plan. The program evaluates and recommends strategic portfolio opportunities including acquisitions, dispositions, major project development, renovations, energy efficiency measures, and strategic programming.

Program Summary

The Facilities Strategic Planning and Project program includes the ongoing efforts relating to the Facilities Asset Strategic Plan (FASP); property disposition and acquisition; pre-development and evaluation of major portfolio projects; energy and utility strategy relating to operating costs and the Climate Action Plan. Phase II of the Facilities Strategic Planning initiated the assessment of potential renovation, modernization and seismic to determine the cost/benefit of specific investments in the portfolio. Initial condition assessments, cost estimates and programming evaluation commenced in FY2016. In FY2017, the program focus is on continuing the assessments on medium and poor performance buildings and commencing on the cost/benefit analysis to identify investment priorities.

The Strategic section coordinates the overall county portfolio including the acquisition and disposition of County assets, planning major capital projects and the long term energy plan. The strategic team members continues to focus on balancing the Departmental needs against the portfolio capacity. In FY2016, Strategic closed on the sale of the Morrison Bridgehead with proceeds applied to the new Downtown Courthouse. The program continues to work with the Portland Housing Bureau, HomeForward and PDC in the development of affordable housing on the North Williams property and the North Edgefield property closed in FY2016.

The strategic section is focused on the strategy for the Gladys McCoy Building and Central Probation. In addition, staff is continuing to focus on the Health Department Headquarters, a potential Public Safety campus and the potential redevelopment of the Hansen site. The team is also responsible for leading the County's Strategic Energy Management program, tracking buildings carbon emissions and the Energy Savings Performance Contract.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of assessments of County owned core properties	1	5	5	5
Outcome	Number of dispositions of surplus property completed	2	2	2	2
Outcome	% of County's carbon footprint reduced for owned facilities operations by 2%/yr (per Climate Action Plan)	2%	2%	2%	2%

Performance Measures Descriptions

PM #1: A facility condition assessment is critical to developing a long term strategy for the building portfolio.
 PM #2: Dispositions of surplus and underutilized property is a function of long term portfolio management to reduce operating costs and invest proceeds into valuable assets.
 PM #3: The reduction of carbon emissions supports the sustainability goals outlined in the Climate Action Plan jointly supported by Multnomah County and City of Portland.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$838,011	\$0	\$810,835
Contractual Services	\$0	\$0	\$0	\$275,000
Materials & Supplies	\$0	\$2,600	\$0	\$10,400
Total GF/non-GF	\$0	\$840,611	\$0	\$1,096,235
Program Total:	\$840,611		\$1,096,235	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$1,096,235
Total Revenue	\$0	\$0	\$0	\$1,096,235

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78012-16 Facilities Strategic Planning and Projects

The North Edgefield and Morrison Bridgehead properties closed in 2016. The net proceeds from the Morrison Bridgehead sale is applied to the Multnomah County Courthouse project.

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
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 Headquarters Building to replace the McCoy Building and new Multnomah County Central Courthouse replacing the 100+ year old Downtown Courthouse.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Complete design development for Multnomah County Courthouse and Health Dept Headquarters	N/A	N/A	N/A	1
Outcome	Board presentation and approval to proceed with construction of MCCH & HDHQ	N/A	N/A	N/A	1

Performance Measures Descriptions

- PM #1: Completion of development drawings for Multnomah County Courthouse and Health Dept Headquarters to meet project timelines
- PM #2: Obtain MCC Board approval to proceed with construction of above and meet project schedule.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$465,077	\$0	\$504,025
Contractual Services	\$0	\$25,000	\$0	\$25,000
Materials & Supplies	\$0	\$18,200	\$0	\$34,500
Internal Services	\$0	\$15,192	\$0	\$15,768
Total GF/non-GF	\$0	\$523,469	\$0	\$579,293
Program Total:	\$523,469		\$579,293	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$688,687	\$0	\$579,293
Total Revenue	\$0	\$688,687	\$0	\$579,293

Explanation of Revenues

Revenue in this offer includes reimbursements from large scale capital project funds. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78013-16 Facilities Construction Management and Design

Department: County Assets **Program Contact:** Henry Alaman

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

Related Programs:

Program Characteristics:

Executive Summary

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

Program Summary

The current Multnomah County Downtown Courthouse is functionally obsolete and is in need of replacement. Day CPM with HDR will act as the Owner's Representative and assist the County in delivering the project.

The County has procured the services of the SRG/CGL Ricci Greene partnership as the project architect to perform the design, and Hoffman Construction to construct the courthouse using the CM/GC (Construction Manager/General Contractor) method. The architect will perform final design of the courthouse with input from various stakeholders. During the design phase the architect and CM/GC will collaborate on the design to meet the project values and goals. The CM/GC will prepare detailed cost estimates during the design phase and develop value engineering alternatives.

A program addition, per BCC approval in FY 2016, was the inclusion of the District Attorney's offices and the Parking/Traffic/Small Claims/Tenant-Landlord high volume courts to the program.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Complete architectural design	N/A	N/A	N/A	100%
Outcome	Obtain approval from the Portland Design & Sustainability Commission	N/A	N/A	N/A	100%

Performance Measures Descriptions

The metric (output) is completing the design and (outcome) get approval from the City of Portland's Design & Sustainability Commission in order to proceed to construction.

Legal / Contractual Obligation

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$67,791
Contractual Services	\$0	\$6,613,000	\$0	\$92,480,282
Materials & Supplies	\$0	\$132,000	\$0	\$974,469
Capital Outlay	\$0	\$46,225,900	\$0	\$5,080,000
Unappropriated & Contingency	\$0	\$1,360,000	\$0	\$0
Total GF/non-GF	\$0	\$54,330,900	\$0	\$98,602,542
Program Total:	\$54,330,900		\$98,602,542	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,000,000	\$0	\$32,451,607
Other / Miscellaneous	\$0	\$10,430,000	\$0	\$0
Financing Sources	\$0	\$28,120,000	\$0	\$34,250,000
Beginning Working Capital	\$0	\$10,780,900	\$0	\$31,900,935
Total Revenue	\$0	\$54,330,900	\$0	\$98,602,542

Explanation of Revenues

- \$31,900,935 BWC carryover of unrestricted funds from FY2016.
- \$34,251,607 in State Bonds to match 50% of approved county expenses.
- \$19,900,000 OTO from County General Fund.
- \$12,550,000 from County Bond sale.

Significant Program Changes

Last Year this program was: FY 2016: 78014-16 Facilities Downtown Courthouse

The program was expanded, per BCC approval in FY2016, to include the District Attorney's offices and the Parking/Traffic/Small Claims/Tenant-Landlord high volume courts. This program offer includes the funding necessary to accomplish this addition.

Department:	County Assets	Program Contact:	John Lindenthal
Program Offer Type:	Internal Service	Program Offer Stage:	As Adopted
Related Programs:	78204-17		

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 is managed via the annual 5-year Capital Plan 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of Library District Projects Completed	61.5%	85%	85.7%	85%
Outcome	Provide the Library District with a 5-yr Capital Improvement plan updated annually.	1	1	1	1

Performance Measures Descriptions

PM#1--The FY 2016 project completion metric is set at 85%. This allows for flexibility due to Library District changing needs. Note: FY 2016 was the first year for this as a separate metric. There are a small number of projects in the Library Construction Fund and the delay of 3 projects had a significant impact on the FY2015 (previous year) actual project completion rate. Overall the Capital program was without 3 project managers for several months during FY2015.

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	2016	2016	2017	2017
Contractual Services	\$0	\$1,230,000	\$0	\$1,375,000
Materials & Supplies	\$0	\$200,000	\$0	\$897,790
Capital Outlay	\$0	\$1,518,700	\$0	\$1,242,000
Total GF/non-GF	\$0	\$2,948,700	\$0	\$3,514,790
Program Total:	\$2,948,700		\$3,514,790	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,148,700	\$0	\$1,238,162
Beginning Working Capital	\$0	\$1,800,000	\$0	\$2,276,628
Total Revenue	\$0	\$2,948,700	\$0	\$3,514,790

Explanation of Revenues

\$2,201,628 ~ 50000 BWC Estimated carry forward of ongoing projects

\$1,238,162 ~ 50310 Intl Svc Reimbursement Capital Fee on Owned Libraries

Significant Program Changes

Last Year this program was: FY 2016: 78017-16 Library Construction Fund

Department: County Assets Program Contact: Henry Alaman

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

Related Programs:

Program Characteristics:

Executive Summary

This project is to construct a new headquarters (HDHQ) and clinic facility for the Multnomah County Health Department (MCHD) in the Old Town/Chinatown Neighborhood of Portland. The facility will be approximately 153,500 square feet and located on the easterly half of the block U immediately adjacent to the recently completed Bud Clark Commons building. The project team is focused on delivering a well-functioning, flexible building for County operations that is welcoming to clients. The building will be an attractive and durable asset, which compliments the neighborhood.

Program Summary

The proposed building is a headquarters for the Multnomah County Health Department. It is an approximately 153,500 gross square foot, nine story structure located on a half block in Portland's Central City. The building will have a public entry sequence fronting on NW 6th Avenue & NW Hoyt St. Major elements at the ground floor are an Emergency Preparedness and Response center; a pharmacy; a vaccine depot; a loading dock and related service functions; a security desk; an ATM machine and a coffee cart. The upper eight floors house a variety of Health Department functions: Office of the Deputy Director; Business, Financial & Quality Services; Community Health Services; Health Officer; Human Resources & Workforce Development; Integrated Clinical Services; Office of Policy & Planning; Laboratory services; Communicable Disease services; and Public Health & Community Initiatives. Clinics are located on lower floors to facilitate public access; workplace is located on upper floors. Vertical circulation, restrooms for public use and staff use, break rooms, mechanical rooms, and other ancillary program spaces are distributed throughout the building.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Complete Design Development and Construction Documents.	N/A	N/A	N/A	1
Outcome	Board presentation and approval to proceed with construction of HDHQ	N/A	N/A	N/A	1

Performance Measures Descriptions

PM #1: Completion of design development drawings and construction documents for Health Dept Headquarters to meet project timelines.

PM #2: Obtain MCC Board approval to proceed with construction of above and meet project schedule.

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	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$67,791
Contractual Services	\$0	\$0	\$0	\$65,149,361
Materials & Supplies	\$0	\$0	\$0	\$234,000
Capital Outlay	\$0	\$45,139,000	\$0	\$0
Total GF/non-GF	\$0	\$45,139,000	\$0	\$65,451,152
Program Total:	\$45,139,000		\$65,451,152	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$16,900,000	\$0	\$16,948,460
Financing Sources	\$0	\$13,739,000	\$0	\$36,851,540
Beginning Working Capital	\$0	\$14,500,000	\$0	\$11,651,152
Total Revenue	\$0	\$45,139,000	\$0	\$65,451,152

Explanation of Revenues

FY2017 Revenues are:

- \$11,000,000 carryover from FY2016.
- \$16,948,460 to be received from Portland Development Commission at issuance of building permit.
- \$36,851,540 from county bond sale.

Future revenues expected are:

- \$ 9,300,000 to be received from Portland Development Commission in FY2018.
- \$ 5,000,000 (est.) from the sale of the McCoy Building

Significant Program Changes

Last Year this program was: FY 2016: 78018-16 Health Headquarters Construction

Addition of 3 floors and 57,500 square feet in order to relocate all functions from the McCoy Building. Funding necessary to accomplish this addition is included.

Department: County Assets **Program Contact:** Naomi Butler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 an 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 savings 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 and operational saving 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 \$228,000 in FY 2015. 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 safer 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Electric consumption for the Juvenile Justice Complex	2.7 million kwh	2.3 million kwh	2.8 million kwh	2.2 million kwh
Outcome	Maintain stable or reduce electricity expenses	\$227,000	N/A	\$228,000	\$186,000

Performance Measures Descriptions

PM #1- measures the electricity consumption utilized and charged in kilowatt hours (kwhs) used.
 PM #2- reflects efforts to maintain or reduce energy consumption even while rates are increasing.

Legal / Contractual Obligation

Require the negotiation of the 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	2016	2016	2017	2017
Contractual Services	\$0	\$810,000	\$0	\$1,040,000
Total GF/non-GF	\$0	\$810,000	\$0	\$1,040,000
Program Total:	\$810,000		\$1,040,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$230,000
Financing Sources	\$0	\$810,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$810,000
Total Revenue	\$0	\$810,000	\$0	\$1,040,000

Explanation of Revenues

This program will carryover FY 2016 one-time only General Funds. Anticipate full installation of improvements first half of the 2017 fiscal year.

Significant Program Changes

Last Year this program was: FY 2016: 78055-16 ESPC - Juvenile Justice Complex Lighting

Revenue assumes \$80,000 from ETO Energy Trust Incentive and \$150,000 from ODE Energy Incentive Program

Department: County Assets **Program Contact:** Naomi Butler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 an 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 savings 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 savings 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Water consumption in hundred cubic feet (ccf)	30,394	32,000	32,000	17,920
Outcome	Reduction in water usage and sewer fees	\$409,000	\$360,000	\$420,000	\$235,200

Performance Measures Descriptions

PM #1 Output-City of Portland meters water usage fee along with a sewer fee that is based upon consumption. 100 cubic feet (ccf) equates to 748 gallons of water. A reduction in ccf results in utility savings.
 PM #2 Outcome-amount of utility savings achieved.

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	2016	2016	2017	2017
Contractual Services	\$0	\$1,496,627	\$0	\$1,496,627
Total GF/non-GF	\$0	\$1,496,627	\$0	\$1,496,627
Program Total:	\$1,496,627		\$1,496,627	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program will carry over FY 2016 one-time only carryover of General Funds. Completion of installation of improvements will occur in the first half of the 2017 fiscal year.

Significant Program Changes

Last Year this program was: FY 2016: 78056-16 ESPC-Inverness Jail - Water

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

Executive Summary

This Program Offer is to restore the Yeon fueling station to full operation utilizing above-ground tanks. The old facility was decommissioned. This will provide a dedicated fuel resource for Multnomah County in the East County area. This will also ensure that County staff are able to effectively meet fuel consumption needs in order to perform mission critical activities during an emergency event.

Program Summary

Install two (2) 12,000 gallon above-ground fuel storage tanks (AST), one unleaded fuel and one diesel fuel, fuel dispensers with related hardware; install the safety and protection equipment, and fuel control and monitoring systems; and perform the work related to concrete and asphalt pavements, excavation, curbs and drive lanes, piping, drains, clean outs, fittings; electrical upgrades to meet the city, county and DEQ code and permits requirements; and provide Project Management, contingency and site improvements.

Yeon fueling station construction will be underway in FY2016 but the project will carry over into FY2017.

Performance Measures					
Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Successful project punch list completion.	N/A	N/A	N/A	100%
Outcome	Percent of operational Yeon fueling station with unleaded and diesel fuel completed	N/A	100%	100%	100%

Performance Measures Descriptions

Performance measure #1 - Successful project punch list completion.
Performance Measure #2 - % of Yeon fueling station operational.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$80,000	\$0	\$80,000
Materials & Supplies	\$0	\$260,000	\$0	\$260,000
Capital Outlay	\$0	\$110,000	\$0	\$96,661
Total GF/non-GF	\$0	\$450,000	\$0	\$436,661
Program Total:	\$450,000		\$436,661	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$450,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$436,661
Total Revenue	\$0	\$450,000	\$0	\$436,661

Explanation of Revenues

This program is carrying over FY2016 one-time only General Funds.

Significant Program Changes

Last Year this program was: FY 2016: 78052-16 Yeon - AG Fuel Tanks Installation

Department:	County Assets	Program Contact:	Naomi Butler
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:	78205-17		
Program Characteristics:	One-Time-Only Request		

Executive Summary

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

Program Summary

The Sheriff's office moved to its current location at the Hansen Building complex, corner of NE Glisan and NE 122ND Avenue in 1976. The Hansen Building was built in 1956 as a County health clinic. Due to the buildings infrastructural needs, seismic liability, inefficient layout, security challenges and the distance to the Sheriff's current service districts, it no longer meets the operational requirements of a modern law enforcement agency.

In FY 2015, Phase 1 of the project including the Project Plan and Programming was completed along with conceptual budget estimate to the Board followed as well as a request for approval for Phase 2 Project Delivery and Development Plan according to the FAC 1 Administrative Procedure. Phase 3 of the program will be a request for funding of the Design and Construction anticipated in 2017 based upon Board Approval.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Phase 1 completion with Preliminary Planning Proposal presented to Board of County Commissioners	0	100%	100%	100%
Outcome	Approval of FAC-1 authorizes Phase 2 Development of Project Plan	0	70%	70%	70%

Performance Measures Descriptions

PM #1--Phase 1 includes developing the programming requirements and options along with exploring development scenarios. Additionally, a conceptual budget estimate will be developed. This information will be presented to the Board of County Commissioners as the Preliminary Planning Proposal in alignment with the FAC-1 administrative procedure.

PM #2--Phase 2 work is pending approval of the Preliminary Planning Proposal by the Board of County Commissioners. Upon approval the team will move into Phase 2 and expect to complete 70% of the work related to that phase in FY2017.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$3,973,411
Capital Outlay	\$0	\$500,000	\$0	\$1,417,355
Total GF/non-GF	\$0	\$500,000	\$0	\$5,390,766
Program Total:	\$500,000		\$5,390,766	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$500,000	\$0	\$5,390,766
Beginning Working Capital	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$500,000	\$0	\$5,390,766

Explanation of Revenues

- [A] This program offer will be funded with carryover of FY 2016 one-time-only General Fund, \$2,390,766, consists of:
- [1] Total \$2.7M in OTO from General Fund: \$1,200,000 Hansen Operations Relocation (OTO from General Fund in FY14) in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A) \$1,000,000 Hansen Reconfigure (OTO from General Fund in FY14) in 78007-16 (CIP) previous year. (Project CP08.14.17) \$500,000 Hansen Operations Relocation (OTO from General Fund in FY16) in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A)
- [2] Minus project-to-date expenses consist of: (\$282,645) for Hansen Operations Relocation. (Project CP08.11.08A) and (\$26,589) for Hansen Reconfigure. (Project CP08.14.17).
- [B] Additional \$3,000,000 in new OTO from General Fund has also been added.

Significant Program Changes

Last Year this program was: FY 2016: 78059-16 Hansen Building Relocation

Significant program impact was the MCSO entered into a 10 year agreement with the City of Troutdale to 1) provide patrol services and 2) a lease agreement for the use of the Troutdale Public Community Center for County patrol operations.

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

Executive Summary

This program offer will 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.

Although the project will be well into construction in June 2016, the design phase of this project has taken longer than anticipated.

Funds are requested for carry-over to ensure we can complete the project as planned.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Successful project punch list completion	N/A	N/A	N/A	100%
Outcome	% of work complete to improve program service delivery by re-configuring Yeon Annex main lobby.	N/A	100%	70%	100%

Performance Measures Descriptions

PM #1 Successful project punch list completion.

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	2016	2016	2017	2017
Contractual Services	\$0	\$100,000	\$0	\$136,288
Materials & Supplies	\$0	\$15,000	\$0	\$4,622
Capital Outlay	\$0	\$50,000	\$0	\$15,405
Total GF/non-GF	\$0	\$165,000	\$0	\$156,315
Program Total:	\$165,000		\$156,315	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$165,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$156,315
Total Revenue	\$0	\$165,000	\$0	\$156,315

Explanation of Revenues

This program offer will be funded through FY 2016 carryover of one-time only General Funds, \$49,500

Significant Program Changes

Last Year this program was: FY 2016: 78054-16 Yeon Annex - Reception and Lobby Redesign

Request funding to be carried over to complete project in FY2017

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

Executive Summary

The Department of Community Justice (DCJ) and the Facilities and Property Management Division (FPM) have identified the need to acquire an asset in a mid-county location that will consolidate four separate sites into a single County owned facility. This aligns with the County's Facilities Asset Strategic Plan to increase operational efficiencies, align departmental points of service with their client base and eliminate the lease risks associated with the existing leased facilities.

Program Summary

This program envisions the co-location of DCJ District Managers, seven Parole and Probation units, space for Teaming Partners, a client Resource Center, a Training Facility for Parole Officers, a Community Services support facility and convenient staff amenities including break areas, respite room, fitness room and showers. As part of the Facilities Strategic Asset Plan, the majority of these functions will be relocated from facilities with expiring leases or properties that the County is planning to reposition. Some functions will be relocated from the Mead Building to better serve the central Mid-County area.

Goals for this new mid-county facility include:

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Board presentation and approval of Purchase Sale Agreement (PSA)	N/A	N/A	N/A	1
Outcome	Board presentation and approval of FAC-1	N/A	N/A	N/A	1

Performance Measures Descriptions

PM 1: Obtain BCC approval of PSA for the acquisition of real property
 PM2: Obtain BCC approval of FAC-1 authorizing major capital projects in excess of \$1 million

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$6,750,000
Total GF/non-GF	\$0	\$0	\$0	\$6,750,000
Program Total:	\$0		\$6,750,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$6,750,000
Total Revenue	\$0	\$0	\$0	\$6,750,000

Explanation of Revenues

\$7,500,000 OTO from County General Fund

Significant Program Changes

Last Year this program was:

N/A

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs: MCSO PO 60047-17
Program Characteristics: One-Time-Only Request

Executive Summary

The detention electronics systems at MCDC have reached the end of their serviceable lives. They were last updated in 2004. This program offer funds analysis and the development of a project plan for upgrades.

Program Summary

Updating the MCDC detention electronics systems will provide uniformity in the programming and interface of electronic controls that are used in all County detention facilities. This will provide efficiency in training of County staff, equipment and software maintenance, and ongoing maintenance of the electronic controls in all County detention facilities.

DCA and MCSO will work together to perform analysis and develop a project plan for the detention electronics upgrade.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Completed Analysis and Project Plan	NA	NA	NA	1
Outcome	DCA project-component scope completed within defined timeline				100%

Performance Measures Descriptions

PM #1: Completed analysis and project plan documented with options, timelines and associated costs.
PM #2: DCA analysis and project planning scope completed and delivered per the approved timeline.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
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

\$100,000 one-time-only from General Fund

Significant Program Changes

Last Year this program was:

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

Executive Summary

This program offer is 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 product has been selected and procured. Implementation, training and migration of users will start in FY2016 and extend into FY2017.

Project 2: The high-availability wireless network expansion project was completed in FY2016. At completion, the new system is able to support over three times the old systems' access point capacity with full system controller redundancy at two locations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of licensing requirements met to support County access to VPN and wireless services.	N/A	100%	50%	100%
Outcome	Percent of VPN and wireless capacity and redundancy met as identified by the County's COOP plan.	N/A	100%	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	2016	2016	2017	2017
Contractual Services	\$0	\$350,000	\$0	\$114,630
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$350,000	\$0	\$114,630
Program Total:	\$350,000		\$114,630	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$114,630
Beginning Working Capital	\$0	\$350,000	\$0	\$0
Total Revenue	\$0	\$350,000	\$0	\$114,630

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2016: 78019-16 IT Continuity of Operations

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 78302-17 IT Planning, Projects & Portfolio Management
Program Characteristics: One-Time-Only Request

Executive Summary

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

Program Summary

The IT Planning, Projects, and Portfolio Management group provides oversight to the projects within this program offer. For Fiscal Year 2017, the projects included within this portfolio are:

- Vendor management system
- Lease management system
- Enterprise records management system
- SAP required maintenance related initiatives
- Universal Client Registry replacement
- Healthcare Transformation initiatives
- ERP Design and Analysis
- SRM Optimization (SciQuest contracts enhancements)
- Budget System Enhanced Reporting

These projects once initiated become part of the County Operations Strategic Technology Portfolio. These projects are managed using industry-based project management practices. Monthly reporting is provided and is available on the County's Commons Intranet for County leadership.

In FY 2016, these projects were completed: ERP Analysis and RFP Development, SRM Optimization (not including SciQuest enhancements), and Restaurant Inspection. Significant progress is expected to be made by fiscal year end on these projects and initiatives: Healthcare Transformation, Universal Client Registry, and DCJ Records/Documents Management.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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 IT Senior Leadership.

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	2016	2016	2017	2017
Personnel	\$0	\$192,000	\$0	\$172,967
Contractual Services	\$0	\$3,150,125	\$0	\$3,567,302
Total GF/non-GF	\$0	\$3,342,125	\$0	\$3,740,269
Program Total:	\$3,342,125		\$3,740,269	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$3,740,269
Beginning Working Capital	\$0	\$3,342,125	\$0	\$0
Total Revenue	\$0	\$3,342,125	\$0	\$3,740,269

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 2016: 78020A-16 IT Innovation & Investment Projects

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

Executive Summary

This program offer carries over the remaining funds from the acquisition of the Session Initiation Protocol (SIP) to continue the rollout of the SIP solution in a multiple site configuration to eliminate the high risk, single point routing of calls through the unsupported Nortel system at the Courthouse. The remaining funds will also be used in FY2017 for the labor to disconnect circuits and decommission the retired Nortel system.

Program Summary

This program offer is a carry over request for the SIP circuit testing and conversion to production completion. SIP circuit testing continues and plans are in progress to convert the test SIP environment into production by the end of FY2016. SIP migration will extend into FY2017 as a phased transition. Small site VoIP conversions will be completed by the end of FY2016. Remaining RightFax migrations (required by the transition to VoIP) are also tracking to complete by the end of FY2016. Circuit disconnects and Nortel decommissioning will extend into FY2017.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Nortel single point of failure architecture transitioned from the Courthouse to a multi-site redundant configuration.	NA	100%	100%	100%
Outcome	Requirements for phone system redundancy and voice Continuity of Operations objectives are met.	NA	100%	100%	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	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$138,789
Materials & Supplies	\$0	\$325,000	\$0	\$26,369
Total GF/non-GF	\$0	\$325,000	\$0	\$165,158
Program Total:	\$325,000		\$165,158	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$165,158
Beginning Working Capital	\$0	\$325,000	\$0	\$0
Total Revenue	\$0	\$325,000	\$0	\$165,158

Explanation of Revenues

This program is carrying over one-time resources from the County General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 78020B-16 IT Network Convergence

Funding being carried over into FY2017 for the completion of SIP implementation and the labor for circuit disconnects and Nortel decommissioning.

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

Executive Summary

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

Program Summary

The program includes the staff responsible for developing and implementing industry standards for managing IT projects, especially high-risk capital projects. Skilled project managers provide the hands-on expertise needed to successfully manage risk and complete these projects following adopted project management practices. This program coordinates and manages the quarterly strategic planning and review process. The quarterly planning process ensures that the right resources are focused on the strategic IT projects within the County. The output from these meetings is shared with departmental leaders countywide. The program also includes contract/vendor/partner management for outsourcing and/or intergovernmental agreements associated with strategic projects. In FY 2015, the full IT Project Portfolio consisted of 262 projects active during the course of the year and 170 projects that were completed during the year. The Planning, Projects, and Portfolio Management group maintains a County Operations Strategic Technology Portfolio consisting of approximately 20 of the highest priority projects across the County. Progress on the projects within this portfolio are reported and shared monthly through the County's intranet.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Maintain ratio of planned to unplanned work	70-30	70-30	67-33	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	79%	90%	70%	80%

Performance Measures Descriptions

Output- Designed to ensure that project management staff are working on planned projects. Outcome #1- Designed to ensure that information concerning strategic IT projects are consistently shared with County leadership. Provides transparency to IT work. 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. In FY 16, several projects will complete outside of the planned schedule due to changes in scope and vendor related issues.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,604,131	\$0	\$1,789,246
Contractual Services	\$0	\$50,000	\$0	\$40,000
Materials & Supplies	\$0	\$182,875	\$0	\$195,055
Internal Services	\$0	\$100	\$0	\$500
Total GF/non-GF	\$0	\$1,837,106	\$0	\$2,024,801
Program Total:	\$1,837,106		\$2,024,801	
Program FTE	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,837,106	\$0	\$2,024,801
Total Revenue	\$0	\$1,837,106	\$0	\$2,024,801

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 2016: 78021-16 IT Planning, Projects & Portfolio Management

No significant changes.

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Help Desk program offer provides a single point of contact for computer system troubleshooting, information, mobile device support and technical assistance. It supports County staff in furthering their goals to serve the citizens of Multnomah County. 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 5,000 employees and business partners. By focusing on first call resolution of problems, such as inability to access documents, working with Word documents, spreadsheets, and other desktop applications, the Help Desk is able to minimize escalations to other IT teams and resolve customer problems as quickly as possible. The Help Desk provides support of mobile devices in use by county staff. Mobile support includes setup and delivery of mobile phones, support 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of customer tickets processed	28,799	34,000	30,000	30,000
Outcome	Percent of total calls to the Help Desk that are abandoned	4.3%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	62.14%	60%	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. This should be between 0-5 percent.

Outcome Measure - Percent of 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	2016	2016	2017	2017
Personnel	\$0	\$856,214	\$0	\$868,925
Contractual Services	\$0	\$0	\$0	\$90,000
Materials & Supplies	\$0	\$7,800	\$0	\$14,015
Total GF/non-GF	\$0	\$864,014	\$0	\$972,940
Program Total:	\$864,014		\$972,940	
Program FTE	0.00	7.30	0.00	7.30

Program Revenues				
Other / Miscellaneous	\$0	\$864,014	\$0	\$972,940
Total Revenue	\$0	\$864,014	\$0	\$972,940

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 2016: 78022-16 IT Help Desk Services

No significant changes.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Telecommunications program manages all voice and video communication services for over 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 voicemails each day. This program coordinates the installation and maintenance of all voice equipment and associated technologies including: wiring, switching and routing equipment, desk phones, call center consoles and connectivity to the public telephone system. Telecom is responsible for supporting phones and applications for over 5,000 customers across all County locations. Telecom works closely with Departments to identify communication needs and then implement technologies to address them. Key services supported by this program include all County call centers, such as the Mental Health Crisis line. Large projects coordinated by Telecom 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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	2016	2016	2017	2017
Personnel	\$0	\$687,557	\$0	\$720,980
Materials & Supplies	\$0	\$1,741,390	\$0	\$1,612,649
Internal Services	\$0	\$10,434	\$0	\$10,500
Total GF/non-GF	\$0	\$2,439,381	\$0	\$2,344,129
Program Total:	\$2,439,381		\$2,344,129	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,194,533	\$0	\$2,138,834
Service Charges	\$0	\$244,848	\$0	\$205,295
Total Revenue	\$0	\$2,439,381	\$0	\$2,344,129

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 2016: 78023-16 IT Telecommunications Services

No significant changes.



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

Executive Summary

The Mobile Device Expense Management program 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. The implementation of the Telecom Expense Management system was completed in FY 2015. The average cost per minute metric has been re-baselined to establish the ongoing benchmark for future comparison. The total overall costs include personnel and non-personnel expenses plus the costs for all wireless services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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	8%	4%	4%	2%

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 related services (per device) over similar costs from the prior fiscal year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$109,012	\$0	\$132,566
Materials & Supplies	\$0	\$870,007	\$0	\$925,402
Total GF/non-GF	\$0	\$979,019	\$0	\$1,057,968
Program Total:	\$979,019		\$1,057,968	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$979,019	\$0	\$1,057,968
Total Revenue	\$0	\$979,019	\$0	\$1,057,968

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 2016: 78024-16 IT Mobile Device Expense Management

No significant changes.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

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

Program Summary

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services include routing and switching, firewall management, IP address management, monitoring, and incident management. This program implements wireless access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. WAN works closely with external partners such as the City of Portland to create secure network links in order to share vital data. The Security program is responsible for instituting appropriate cost-effective safeguards to provide reasonable assurance around the security of Multnomah County's IT information assets. The security team achieves this through policy development, audit and compliance monitoring, incident response and investigations, system monitoring, identity and access management, encryption and antivirus as well as education and awareness.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	County WAN sites network availability 24 x 7, excluding scheduled maintenance	99.9%	99.9%	99.9%	99.9%
Outcome	County workstations with security antivirus agent installed with current virus signatures	95%	95%	95%	95%

Performance Measures Descriptions

Output Measure - This measure is designed to ensure Network availability. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

Outcome Measure - This measure is designed to minimize the impact of cybersecurity incidents involving county computers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,916,001	\$0	\$2,117,635
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$2,394,705	\$0	\$2,586,600
Internal Services	\$0	\$600	\$0	\$1,000
Capital Outlay	\$0	\$70,000	\$0	\$100,000
Total GF/non-GF	\$0	\$4,451,306	\$0	\$4,875,235
Program Total:	\$4,451,306		\$4,875,235	
Program FTE	0.00	12.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,434,006	\$0	\$4,853,235
Service Charges	\$0	\$17,300	\$0	\$22,000
Total Revenue	\$0	\$4,451,306	\$0	\$4,875,235

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. Service charge revenue of \$22,000 from external clients.

Significant Program Changes

Last Year this program was: FY 2016: 78025-16 IT Network Services

No significant changes.

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Desktop Services program 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 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 support 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	90%	90%	90%	90%
Outcome	New hire devices installed and functional on emp start date on requests rcvd 5 days prior to start day.	90%	90%	90%	90%

Performance Measures Descriptions

Output Measure - This measures moves of county staff desktop devices during moves from one county location to another
 Outcome Measure - This measures our ability to have new hire desktops ready when they arrive to work on their first day

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,825,379	\$0	\$1,992,373
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$166,790	\$0	\$171,510
Internal Services	\$0	\$8,404	\$0	\$16,500
Total GF/non-GF	\$0	\$2,070,573	\$0	\$2,250,383
Program Total:	\$2,070,573		\$2,250,383	
Program FTE	0.00	16.10	0.00	17.10

Program Revenues				
Other / Miscellaneous	\$0	\$2,070,573	\$0	\$2,250,383
Total Revenue	\$0	\$2,070,573	\$0	\$2,250,383

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 2016: 78026-16 IT Desktop Services

No significant changes.

Department: County Assets

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Multnomah County has made a significant financial investment in our technology infrastructure. This program provides for the lifecycle management and replacement of outdated, unsupported, broken or damaged IT assets allowing the county to spread the cost of the equipment replacements over multiple years. It also enables IT to better keep pace with rapidly changing technology in the technology 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 four years. The County looks for opportunities to assist the local community via donating operational retired equipment via Free Geek and local public schools, e.g. Portland Public Schools.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule (IT.Hardware)	40%	100%	74%	95%
Outcome	Asset database quality: Accuracy and completeness	85%	99%	98%	98%

Performance Measures Descriptions

Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the replacement 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	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$148,438
Materials & Supplies	\$0	\$2,458,066	\$0	\$2,532,222
Capital Outlay	\$0	\$531,107	\$0	\$1,033,469
Total GF/non-GF	\$0	\$2,989,173	\$0	\$3,714,129
Program Total:	\$2,989,173		\$3,714,129	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,617,741	\$0	\$2,471,503
Beginning Working Capital	\$0	\$371,432	\$0	\$1,242,626
Total Revenue	\$0	\$2,989,173	\$0	\$3,714,129

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 2016: 78027-16 IT Asset Replacement

No significant changes.

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department (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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	80%	70%	80%	65%
Outcome	Percentage point increase in employee hours spent on planned work	15%	10%	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	2016	2016	2017	2017
Personnel	\$0	\$3,446,610	\$0	\$3,959,160
Contractual Services	\$0	\$980,354	\$0	\$574,383
Materials & Supplies	\$0	\$159,763	\$0	\$142,980
Internal Services	\$0	\$600	\$0	\$0
Total GF/non-GF	\$0	\$4,587,327	\$0	\$4,676,523
Program Total:	\$4,587,327		\$4,676,523	
Program FTE	0.00	20.80	0.00	22.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,587,327	\$0	\$4,830,463
Total Revenue	\$0	\$4,587,327	\$0	\$4,830,463

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 2016: 78028-16 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 Adopted

Related Programs:
Program Characteristics:

Executive Summary

IT Public Safety Application Services provides reliable, effective software systems for Community Justice, Decision Support System for Justice (DSSJ) (3 systems) and the Sheriff's Office. The wide variety of services provided require focus on increasing and improving delivery of technology to provide higher value to departments and constituents 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 applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests, 2) leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and 3) using Total Cost of Ownership to make informed IT investment decisions. These strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	58%	65%	60%	65%
Outcome	Percentage point increase in time spent on planned projects	3%	5%	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	2016	2016	2017	2017
Personnel	\$0	\$2,697,745	\$0	\$2,860,553
Contractual Services	\$0	\$84,000	\$0	\$1,033,000
Materials & Supplies	\$0	\$134,059	\$0	\$86,264
Internal Services	\$0	\$332	\$0	\$366
Total GF/non-GF	\$0	\$2,916,136	\$0	\$3,980,183
Program Total:	\$2,916,136		\$3,980,183	
Program FTE	0.00	17.00	0.00	18.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,916,136	\$0	\$3,980,183
Total Revenue	\$0	\$2,916,136	\$0	\$3,980,183

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 2016: 78029-16 IT Public Safety Application Services

No significant changes.

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

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

Related Programs:
Program Characteristics:

Executive Summary

IT General Government Application Services provide reliable, effective software systems for the Departments of County Assets (DCA), Department of County Management (DCM), Department of Community Services (DCS), 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 twenty-three systems for DCM and DCA and nine 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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%	3%	2%	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	2016	2016	2017	2017
Personnel	\$0	\$1,254,555	\$0	\$1,581,660
Contractual Services	\$0	\$86,849	\$0	\$0
Materials & Supplies	\$0	\$79,874	\$0	\$63,367
Total GF/non-GF	\$0	\$1,421,278	\$0	\$1,645,027
Program Total:	\$1,421,278		\$1,645,027	
Program FTE	0.00	5.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,421,278	\$0	\$1,645,027
Total Revenue	\$0	\$1,421,278	\$0	\$1,645,027

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 2016: 78030-16 IT General Government Application Services

No significant changes.

Department: County Assets **Program Contact:** Chris Clancy

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

Related Programs:

Program Characteristics:

Executive Summary

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

Program Summary

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

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

Database and Reporting services provide the data storage and reporting structure and tools to allow information access and sharing with the public, County departments, and external business partners. This includes our enhancements in Business Intelligence capabilities being rolled out in FY2016.

All services include understanding and defining enterprise business needs, recommending effective and innovative technology solutions, constructing and upgrading platforms as required and ensuring the integrity and security of the platforms. Key to effectively providing these services is meeting common cross department needs and identifying new opportunities; while at the same time standardizing services and platforms in order to provide a low total cost of ownership.

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	23%	25%	25%	25%
Outcome	Percent of time production systems are available for customer usage	99%	99%	99%	99%

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,871,845	\$0	\$1,923,291
Contractual Services	\$0	\$0	\$0	\$169,727
Materials & Supplies	\$0	\$335,891	\$0	\$633,823
Internal Services	\$0	\$249	\$0	\$0
Capital Outlay	\$0	\$70,000	\$0	\$70,000
Total GF/non-GF	\$0	\$2,277,985	\$0	\$2,796,841
Program Total:	\$2,277,985		\$2,796,841	
Program FTE	0.00	11.60	0.00	11.60

Program Revenues				
Other / Miscellaneous	\$0	\$2,277,985	\$0	\$2,642,901
Total Revenue	\$0	\$2,277,985	\$0	\$2,642,901

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 2016: 78031-16 IT Data & Reporting Services

No significant changes.

Department:	County Assets	Program Contact:	Michelle Smith
Program Offer Type:	Internal Service	Program Offer Stage:	As Adopted
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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Employee hours spent on planned work versus unplanned work.	48%	52%	50%	52%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work.	7%	4%	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	2016	2016	2017	2017
Personnel	\$0	\$1,524,487	\$0	\$1,535,779
Materials & Supplies	\$0	\$742,803	\$0	\$467,054
Internal Services	\$0	\$100	\$0	\$0
Total GF/non-GF	\$0	\$2,267,390	\$0	\$2,002,833
Program Total:	\$2,267,390		\$2,002,833	
Program FTE	0.00	10.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,267,390	\$0	\$2,002,833
Total Revenue	\$0	\$2,267,390	\$0	\$2,002,833

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 2016: 78032-16 IT SAP Application Services

No significant changes.

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

Executive Summary

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

Program Summary

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

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

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

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

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	51%	55%	53%	55%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	NA	2%	2%	2%

Performance Measures Descriptions

Output Measure - Employee hours spent on planned versus unplanned work: 55% planned/45% unplanned. This includes available work time (excludes time for training, vacation, holidays). 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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,983,347	\$0	\$2,336,711
Contractual Services	\$0	\$50,000	\$0	\$100,000
Materials & Supplies	\$0	\$956,695	\$0	\$1,086,800
Internal Services	\$0	\$300	\$0	\$0
Total GF/non-GF	\$0	\$2,990,342	\$0	\$3,523,511
Program Total:	\$2,990,342		\$3,523,511	
Program FTE	0.00	13.40	0.00	15.40

Program Revenues				
Other / Miscellaneous	\$0	\$2,990,342	\$0	\$3,523,511
Total Revenue	\$0	\$2,990,342	\$0	\$3,523,511

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 2016: 78033-16 IT Enterprise and Web Application Services

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

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

The Application Service team is working closely with the Library to complete the first-ever MakerSpace at the Rockwood Library Branch in the east county area. The new space, geared towards teens, girls, and others in the area near the branch, will provide the public with tools, equipment, and expertise in a number of technology areas, including 3D Printing, software design, and mobile device applications. In addition, innovations in programming for library services will be tried in the new flexible space to set the stage for wider adoption in other libraries. The Application Service team is also expanding its work in developing web-based and mobile device-based applications for patrons of the library.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	NA	55%	50%	55%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	NA	5%	5%	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	2016	2016	2017	2017
Personnel	\$0	\$154,566	\$0	\$258,854
Materials & Supplies	\$0	\$9,081	\$0	\$19,410
Total GF/non-GF	\$0	\$163,647	\$0	\$278,264
Program Total:	\$163,647		\$278,264	
Program FTE	0.00	1.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$163,647	\$0	\$278,264
Total Revenue	\$0	\$163,647	\$0	\$278,264

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 2016: 78034-16 IT Library Application Services

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

This program offer 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 identified enterprise systems, and the budget for IT trainers that work in the County's Talent Development group in the Department of County Management.

Program Summary

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two primary locations (in the Multnomah and 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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	2016	2016	2017	2017
Personnel	\$0	\$497,363	\$0	\$683,225
Materials & Supplies	\$0	\$525,401	\$0	\$578,351
Internal Services	\$0	\$4,393,320	\$0	\$5,071,851
Unappropriated & Contingency	\$0	\$869,510	\$0	\$884,510
Total GF/non-GF	\$0	\$6,285,594	\$0	\$7,217,937
Program Total:	\$6,285,594		\$7,217,937	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,401,084	\$0	\$6,333,427
Beginning Working Capital	\$0	\$884,510	\$0	\$884,510
Total Revenue	\$0	\$6,285,594	\$0	\$7,217,937

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 2016: 78035-16 IT Shared Operating Expenses

No significant changes.

Department: County Assets

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of recovery data available off site and refreshed at least once every 24 hours.	99%	99%	99%	99%
Outcome	Percent of production system scheduled availability for hardware and operating systems	99%	99%	99%	99%

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$3,945,060	\$0	\$3,978,375
Contractual Services	\$0	\$6,700	\$0	\$7,200
Materials & Supplies	\$0	\$922,879	\$0	\$1,022,230
Total GF/non-GF	\$0	\$4,874,639	\$0	\$5,007,805
Program Total:	\$4,874,639		\$5,007,805	
Program FTE	0.00	25.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$4,874,639	\$0	\$5,007,805
Total Revenue	\$0	\$4,874,639	\$0	\$5,007,805

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 2016: 78036-16 IT Data Center & Technical Services

No significant changes.

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

Executive Summary

This Program Offer is a carryover request. Several aspects of the County's cybersecurity components are in process of being addressed. The efforts include replacement of the County's obsolete firewall (the primary network defense system that protects the County from external cyber threats); replacement of the end of life email security monitoring and archiving service; development of a County security awareness training program; and implementing tools dedicated to the management of data and systems in the cloud.

Program Summary

Several efforts were initiated in FY2016. The firewall analysis and re-architecture plan was completed. Vendor product demos, final product selection, procurement and implementation will be completed in FY2017.

Security improvement work and vulnerability remediation for a critical business system was completed in FY2016.

The email security monitoring and archiving projects have completed the vendor demo and product selection phase. The contracting phase is underway and will be completed in FY2016, with the purchase and implementation of the selected products completed in FY2017.

Efforts planned for FY2017 include a security awareness training program for the County staff and procuring and implementing tools dedicated to the management and monitoring of our systems in the "cloud" and in our physical data center.

County staff are both our front line of defense as well as the last mile in our protection strategy. The security awareness program is a resource that will educate our staff on not only what they can do to reduce malicious activity, but also how to detect and resist attacks. Over the past few years, County IT has made a strategic decision to embrace a "cloud-first" strategy. As we move data between systems internally and externally, we need to be able to identify and classify data hosted in these environments, then monitor to identify malicious activity or anomalous behavior and provide scalable protections for those activities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	% of project completion for firewall, email archiving and retention	N/A	75%	40%	100%
Outcome	Firewall system is supported by vendor and patches are up to date.	N/A	100%	100%	100%

Performance Measures Descriptions

PM #1 Output - This measure is designed to ensure a secure, redundant firewall system is fully implemented and operational.

PM #2 Outcome - This measure is designed to ensure our firewall system is patched at their current levels.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$1,091,197
Materials & Supplies	\$0	\$1,155,000	\$0	\$175,413
Capital Outlay	\$0	\$570,000	\$0	\$0
Total GF/non-GF	\$0	\$1,725,000	\$0	\$1,266,610
Program Total:	\$1,725,000		\$1,266,610	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,725,000	\$0	\$1,266,610
Total Revenue	\$0	\$1,725,000	\$0	\$1,266,610

Explanation of Revenues

This program will use FY 2016 one-time only General Funds.

Significant Program Changes

Last Year this program was: FY 2016: 78037-16 Cyber Security

The ongoing nature of changes in the threats to our cybersecurity capabilities require identifying those threats and establishing mitigation plans related to those vulnerabilities. The initial work identified for FY2016 is under way, and new items have been identified and will be addressed with in FY2017. Continued vigilance and planning are expected as an ongoing component of this program offer. Requesting FY2016 carryover to continue the project completions in FY2016.

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

Executive Summary

Assessment and implementation for the replacement of the legislatively mandated CRIMES case management system, Adult and Juvenile modules. The current system is 15 years old and the underlying technology has become outdated and prohibitively expensive to maintain. The IT Division will work in conjunction with the MCDA to implement a new system.

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 15 years ago. Technology capabilities have advanced considerably and continued modification of the underlying obsolete technology has become cost prohibitive. Along with increasingly prohibitive licensing costs, the current system is contributing to delays in the timely pursuit of prosecution of crime and public safety. The purpose of this funding request is to implement new technology that will modernize the case management system, thereby ensuring speedy prosecution while reducing operating costs.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Successful project completion based on agreed upon scope, timeline, and budget.	N/A	N/A	N/A	100%
Outcome	Creation and implementation of a set of project plans (schedule, cost, and quality) for the replacement of the e	N/A	N/A	N/A	100%
Quality	Assignment of dedicated project manager to ensure appropriate oversight and project management	N/A	N/A	N/A	1

Performance Measures Descriptions

Output Measure: This project is expected to be complete within the fiscal year. The scope, timeline, and budget at completion will be evaluated against the agreed upon schedule, budget, and deliverables.

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$100,000	\$0	\$1,574,456
Total GF/non-GF	\$0	\$100,000	\$0	\$1,574,456
Program Total:	\$100,000		\$1,574,456	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$100,000	\$0	\$1,574,456
Total Revenue	\$0	\$100,000	\$0	\$1,574,456

Explanation of Revenues

This program offer will use one-time only General Funds

Significant Program Changes

Last Year this program was: FY 2016: 78058-16 CRIMES Replacement Assessment

Partial FY2016 funding will be carried over and the program has expanded to include the purchase and implementation of the technology solution.

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

Executive Summary

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

Program Summary

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

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

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

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

Fleet Services, through the Fleet Vehicle Replacement program (program offer #78401-17), continues to invest in hybrid and electric vehicle technologies.

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of billable Hours as a % of total hours	70	70%	71%	72%
Outcome	Percent of vehicles out of service less than 48 hrs	46%	55%	45%	55%
Quality	Percent of Customers Rating Service as Excellent	90	90%	93%	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.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$965,560	\$0	\$1,024,536
Contractual Services	\$0	\$602,546	\$0	\$526,590
Materials & Supplies	\$0	\$1,904,380	\$0	\$1,713,330
Internal Services	\$0	\$809,254	\$0	\$970,207
Capital Outlay	\$0	\$0	\$0	\$70,000
Unappropriated & Contingency	\$0	\$423,418	\$0	\$22,780
Total GF/non-GF	\$0	\$4,705,158	\$0	\$4,327,443
Program Total:	\$4,705,158		\$4,327,443	
Program FTE	0.00	9.90	0.00	9.90

Program Revenues				
Other / Miscellaneous	\$0	\$3,899,111	\$0	\$3,962,443
Interest	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$350,000
Service Charges	\$0	\$28,000	\$0	\$15,000
Total Revenue	\$0	\$3,927,111	\$0	\$4,327,443

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 2017 charge rates. The FY 2017 budget has been developed based on FY 2015 cumulative charges.

Significant Program Changes

Last Year this program was: FY 2016: 78039-16 Fleet Services

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

Executive Summary

Vehicle replacement planning is provided as an interdependent function within Fleet Services (program offer #78400-17). The key objective is to administer the life-cycle replacement schedule and collection of replacement funds on assigned vehicles and equipment (capital expenditures). This service is responsible for keeping county agencies supplied with vehicle and equipment options that support their core operational missions.

Program Summary

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 county agencies to evaluate the following elements when considering purchase of a new or replacement vehicle or piece of equipment: vehicle utilization (miles driven/time of operation); agency operational needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; and sustainability;
- Ongoing evaluation of opportunities for electric and hybrid vehicles when purchasing new vehicles.

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

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of vehicles and equipment on delayed replacement	15%	10%	10%	10%
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase	29%	15%	20%	20%
Output	Number of replacement Gap Vehicles Purchased	16	13	15	0

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	2016	2016	2017	2017
Personnel	\$0	\$134,129	\$0	\$0
Capital Outlay	\$0	\$4,763,999	\$0	\$5,965,054
Total GF/non-GF	\$0	\$4,898,128	\$0	\$5,965,054
Program Total:	\$4,898,128		\$5,965,054	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,677,160	\$0	\$1,832,300
Interest	\$0	\$19,000	\$0	\$20,000
Beginning Working Capital	\$0	\$3,728,902	\$0	\$4,112,754
Total Revenue	\$0	\$5,425,062	\$0	\$5,965,054

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, was to be spent over a 3 year period, FY 2014-FY 2016, and is on track to be spent by end of FY16.

Significant Program Changes

Last Year this program was: FY 2016: 78040-16 Fleet Vehicle Replacement

Department: County Assets **Program Contact:** Andrez Posada
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78400
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 three Motor Pool sites located around the County to help programs manage their short-term business transportation needs as well as managing a vendor that supports the downtown County employee's 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 with an overhead charge. The purpose of the centrally managed Motor Pool is to eliminate underutilized assigned vehicles and reduce private mileage reimbursement costs, thereby supporting departmental travel needs with ease of use and efficient administration.

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Motor Pool trips	16,093	15,500	16,200	16,500
Outcome	Vehicle availability	99%	99%	99%	99%

Performance Measures Descriptions

Output: Motor pool trips is a estimated number of trips (capacity) required to meet customer 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. FY 17 is a transition year for the Motor Pool Program, expect new performance measures for next years Program Offer Performance.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$153,059	\$0	\$176,925
Contractual Services	\$0	\$2,239	\$0	\$82,457
Materials & Supplies	\$0	\$39,931	\$0	\$452,101
Internal Services	\$0	\$56,253	\$0	\$111,914
Capital Outlay	\$0	(\$7,835)	\$0	\$0
Unappropriated & Contingency	\$0	\$24,185	\$0	\$5,359
Total GF/non-GF	\$0	\$267,832	\$0	\$828,756
Program Total:	\$267,832		\$828,756	
Program FTE	0.00	2.00	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$483,820	\$0	\$828,256
Service Charges	\$0	\$35,125	\$0	\$500
Total Revenue	\$0	\$518,945	\$0	\$828,756

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2016: 78041-16 Motor Pool

With the sale of our primary Motor Pool site at 530 SW 2nd Avenue, a pilot program was tested to simulate a transition to a new model of using a vendor to support the County's downtown transportation needs rather than replacing the motor pool location with an expensive external parking lot solution. The pilot was successful and all of the downtown based transportation needs have been shifted to the vendor as of December, 2015. We are currently in the process of clarifying how our program will change and using FY 2017 as a transition year.

Department: County Assets

Program Contact: Andrez Posada

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Distribution Services provides county agencies pickup and delivery of mail and supplies, processing and metering of U.S. Mail, U.S. Mail training and consultation, and management of mail services contracts.

Program Summary

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

1. Central coordination of a complex and multifaceted system of distribution logistics across more than 95 County locations. Distribution Services moves a wide variety of items every day, via fixed routes and/or on-demand, including: U.S. Mail, Health Department patient care items, County records, interoffice mail, recyclables, and operational equipment and supplies. In addition, Distribution Services seamlessly coordinates with other governments throughout the Portland metropolitan region and the Willamette Valley to send and deliver interoffice mail in a manner that saves on postage and enhances intergovernmental communication and workflow.
2. Management of a multi-jurisdictional contract for presort services. This maximizes available postage discounts for all partners by pooling the mail to be presorted prior to delivery to the US Post Office. These savings are further enhanced by centralized metering of U.S. Mail, ensuring accuracy, timeliness of delivery, lower cost single-point pickup for mail services partners, and the reduction of county-wide meter maintenance costs. Distribution Services also maintains county-wide mail services contracts (for example, in folding/insertion, addressing and metering) that lower departmental costs for tax mailings, license renewals, and other projects.
3. Partnering with the USPS to ensure accurate and up to date information on mailing standards in an increasingly complex and changing environment. Distribution Services shares that expertise by providing clear instruction and training to County employees on existing and proposed USPS standards, ensuring efficient mailings that maximize available savings.
4. Serving a vital role in emergency preparedness for Multnomah County. Distribution Services is a component of the Receipt, Stage and Storage Center.

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of pieces of mail processed.	1,311,197	895,000	1,400,000	1,400,000
Outcome	Miles driven per citizen complaint.	32,353	18,324	16,809	16,809
Input	Number of mail stops on dedicated routes.	187	248	173	175

Performance Measures Descriptions

PM #1 OUTPUT - The number of pieces of mail processed is a measure of customers' transactional business mailing needs.

PM #2 OUTCOME - Miles driven per citizen complaint captures how well the employees are presenting themselves while driving a County vehicle out in the field. The current internal goal for FY 2016 is 16,809 miles (or 4 complaints or less as a group) per complaint. As of February 2016 we only have one complaint for FY16.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$578,710	\$0	\$579,476
Contractual Services	\$0	\$10,000	\$0	\$3,025
Materials & Supplies	\$0	\$956,099	\$0	\$671,186
Internal Services	\$0	\$262,407	\$0	\$280,755
Capital Outlay	\$0	\$61,500	\$0	\$293,689
Unappropriated & Contingency	\$0	\$181,504	\$0	\$106,600
Total GF/non-GF	\$0	\$2,050,220	\$0	\$1,934,731
Program Total:	\$2,050,220		\$1,934,731	
Program FTE	0.00	6.85	0.00	6.60

Program Revenues				
Other / Miscellaneous	\$0	\$1,433,633	\$0	\$1,513,554
Interest	\$0	\$5,000	\$0	\$0
Beginning Working Capital	\$0	\$592,353	\$0	\$331,000
Service Charges	\$0	\$95,724	\$0	\$90,177
Total Revenue	\$0	\$2,126,710	\$0	\$1,934,731

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 2016: 78042-16 Distribution Services

No significant program changes.

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

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

Related Programs:
Program Characteristics:
Executive Summary

The Records Management Program provides a full suite of records services, managing and safeguarding the information assets of the county through identification, classification, appraisal, storage, tracking, digital preservation planning, and confidential destruction.

Program Summary

Records Management is the professional practice of managing records throughout their life cycle, a series of discrete phases that carries a record from creation to destruction. This work includes identifying, classifying, appraising, storing, securing, preserving, retrieving, tracking, and disposing of county records in accordance with state and federal retention and privacy regulations and industry best practices. The program provides a full suite of records services, including planning for the management and safeguarding of the information assets of the county, regardless of digital or analog format, in compliance with Oregon Administrative Rule 166-030-0016. The program is staffed by three professional records managers/archivists and two Records Administration Assistants. The Records Officer serves the state-mandated role, also functioning as the lead worker.

The primary functions of the program include, but are not limited to:

- Administration of HP Records Manager (HPRM), an electronic document and records management system, including implementation and maintenance of user accounts in other county agencies for use as a system for document management and inactive electronic records storage;
- Records Center services, including storage/retrieval of inactive records and secure destruction of physical records;
- Historic archives development and preservation, including research and reference services for customers within and outside of the county;
- Retention scheduling across all departments, as required by state and federal regulation, and by county code;
- Records management consulting and training;
- and providing the Locating Records service, primarily through the program's public facing website.

These efforts contribute to the Climate Action Plan activities related to local government operations, item 19G, due to ongoing consultation with other programs to enable use of retention- and preservation-compliant electronic records systems.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers	7,103	10,000	5,000	5,000
Outcome	Percentage Increase of Reference and Referral Requests Compared to Previous Fiscal Year	36.2%	50.0%	0.0%	30.0%
Output	Cubic Feet of Boxes, Microfilm Rolls, Maps and Plans Maintained in Records Center and Archives	52,781	56,468	54,789	55,202

Performance Measures Descriptions

Measure 1: Decrease in this measure is due to a statistic change in the new software system, which does not quantify refiles or track errant requests for records that are already destroyed.

Measure 2: Combination of in-person, telephone, and website statistics. Expected to increase with improved online content.

Measure 3: Physical Records Center holdings expected to decrease, though historic archives holdings (and electronic inactive records holdings, not captured here) expected to increase.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$483,721	\$0	\$509,516
Contractual Services	\$0	\$128,000	\$0	\$31,500
Materials & Supplies	\$0	\$65,618	\$0	\$37,450
Internal Services	\$0	\$448,627	\$0	\$496,467
Capital Outlay	\$0	\$0	\$0	\$75,896
Unappropriated & Contingency	\$0	\$101,390	\$0	\$60,570
Total GF/non-GF	\$0	\$1,227,356	\$0	\$1,211,399
Program Total:	\$1,227,356		\$1,211,399	
Program FTE	0.00	5.20	0.00	5.20

Program Revenues				
Other / Miscellaneous	\$0	\$972,503	\$0	\$1,073,399
Beginning Working Capital	\$0	\$178,363	\$0	\$138,000
Total Revenue	\$0	\$1,150,866	\$0	\$1,211,399

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 FY2015.

Significant Program Changes

Last Year this program was: FY 2016: 78043-16 Records Management

No significant program changes.

Department: County Assets

Program Contact: Tony Dornbusch

Program Offer Type: Administration

Program Offer Stage: As Adopted

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Strategic Sourcing Initiatives undertaken and completed	0	8	8	8
Outcome	Percent of goods available from and purchased via Multco MarketPlace	37%	41%	42%	45%

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	2016	2016	2017	2017
Personnel	\$437,155	\$0	\$450,077	\$0
Materials & Supplies	\$13,290	\$0	\$5,000	\$0
Internal Services	\$46,143	\$0	\$44,920	\$0
Total GF/non-GF	\$496,588	\$0	\$499,997	\$0
Program Total:	\$496,588		\$499,997	
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 2016: 78044-16 Countywide Strategic Sourcing

No significant changes.