

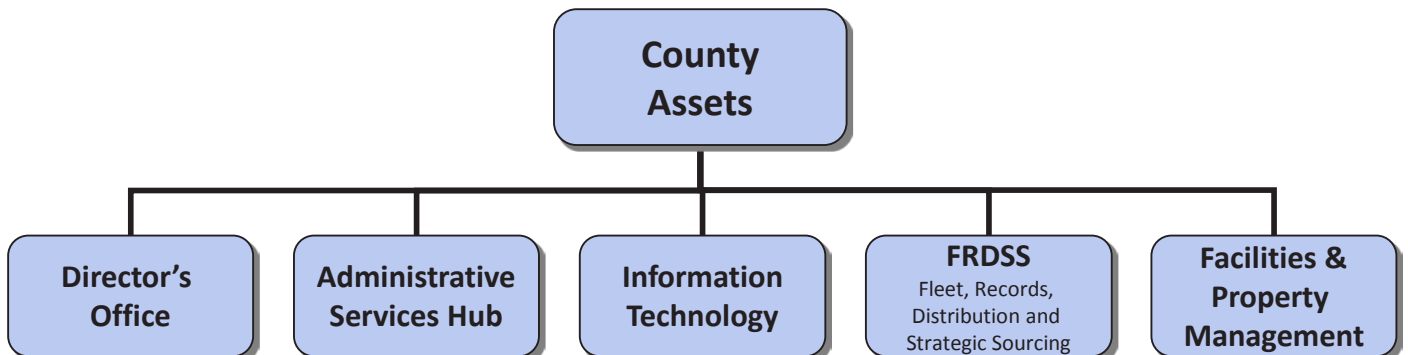
Department Overview

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 community services efficiently and effectively. Major programs in the department include:

- Facilities and Property Management, managing over three million square feet of general office, library, court, jail, probation, shop, clinic, and other types of specialized space owned or leased by the County in over 130 locations, and the Facilities Capital programs.
- Information Technology, providing telecommunications, network, and hardware infrastructure support, as well as managing over 5,500 PCs, laptops, and tablets, 114 network circuits, and over 300 business applications used by County employees and business partners.
- Fleet, Motor Pool, Records, Distribution, and Strategic Sourcing, providing countywide services in all of these specialized service areas.
- Administrative Services Hub, providing human resources, procurement, contracting, finance, budget, rate-setting, capital planning, accounts payable, and other administrative services to DCA, the Department of County Management, and the Nondepartmental agencies and offices.

DCA continually evaluates opportunities to implement best practices, integrate service delivery, streamline and improve internal accounting functions, and significantly re-think 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 and inventory control for County assets;
- Streamlining business processes and implementing best practices for asset portfolio management; and
- Providing cost-effective, customer-focused infrastructure and business services.



Budget Overview

The Department of County Assets (DCA) has an FY 2015 budget of \$232.8 million, a \$44.3 million increase from the FY 2014 Adopted Budget. Only \$0.4 million of this increase is in the General Fund with \$6.1 million budgeted for FY 2015. The remainder includes \$32.2 million in the budget for a new Downtown Courthouse and \$6.9 million in the budget for the new Downtown Health Department Headquarters.

DCA's Capital funds are restructured in FY 2015 to increase transparency in budgeting major construction projects and delineate Library capital projects following the formation of the new Library District:

- Two new funds, Downtown Courthouse Construction (2500) and Health Department Headquarters Construction (2510) have been separated out from Capital Improvement (2507).
- The new fund Library Construction (2506) for Library capital projects includes reassigned funds from both Asset Preservation (2509) and Capital Improvement (2507).

The following program offers in the FY 2015 budget include items funded with one-time-only General Fund cash transfers into Internal Service and Capital Funds:

- Facilities Capital Improvement Program (78006): \$1,000,000 for construction of the Downtown Health Department Headquarters
- Facilities Downtown Courthouse (78013): \$2,300,000
- Columbia River Boathouse and Portage Building (78014): \$100,000
- Animal Services Renovation (78015): \$700,000
- IT Continuity of Operations (78017): \$600,000
- IT Network Convergence (78018B): \$1,139,000

Budget Trends*	FY 2013	FY 2014	FY 2014	FY 2015	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	307.97	312.90	311.15	320.95	9.80
Personnel Services	\$35,280,173	\$39,056,007	\$41,104,019	\$43,007,822	\$1,903,803
Contractual Services	16,141,702	16,270,507	18,126,112	18,138,403	12,291
Materials & Supplies	39,654,262	41,904,107	48,265,956	46,968,828	(1,297,128)
Capital Outlay	2,102,272	1,382,875	78,049,509	122,037,936	43,988,427
Debt Service	<u>20</u>	<u>45</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$93,178,430	\$98,613,540	\$185,545,596	\$230,152,990	\$44,607,394

*Does not include cash transfers, contingencies or unappropriated balances. Program offers DO contain contingencies, transfers, and unappropriated balances.

Successes and Challenges

A number of strategic projects were initiated and/or completed in FY 2014 in support of DCA's long-term goals, including:

- Initiation of Phase II of the Facilities Strategic Plan, an extensive Countywide assessment of the County's building portfolio and future needs performed in collaboration with County programs.
- Successful implementation of the Network Convergence project with over 50% of County employees converted and significant progress toward completing the transition to Voice Over IP (VoIP) by the end of FY 2015.
- Implementation of the Countywide budget system for use in the FY 2015 budget process.
- Successful completion of the fleet maintenance pilot and initiation of an IGA with the City of Portland's CityFleet organization to provide Countywide fleet maintenance services in FY 2015 utilizing the County's Yeon facility.

Other important projects in process include:

- Planning for a new Downtown Courthouse
- Planning and design for the construction of the County's new Health Department Headquarters in partnership with Home Forward
- Planning for the redevelopment of the Hansen facility
- Strategic Sourcing efforts to modernize the County's fleet

In all of these projects, DCA considers the County's values and industry best practices. For example, the County's recently-completed East County Courthouse is a LEED Gold-certified building with the data center using on-site well water for primary cooling and providing heat from the servers to heat the building. Our partnership with CityFleet will bring best practices in fleet maintenance and operations to the County. Strategic Sourcing is a procurement best practice that enables the County to implement its values of sustainability and supporting the local economy while potentially improving commodity pricing, streamlining processes and/or minimizing risks.

Key challenges include:

- Effectively managing change. New technologies and streamlined business processes are less effective when employees are not prepared to use them. Ongoing leadership, training, and communication are necessary to maximize the value proposition.
- Focusing on high priority projects. Implementing the highest priorities and providing appropriate oversight and project management ensures project success. DCA is working toward consistent governance and project management practices across all DCA projects.
- Recruiting and retaining excellent employees. Continuing to focus on best practices to retain existing staff and recruit new, diverse staff to fill vacancies.

Diversity and Equity

DCA supports diversity and equity goals through its policies, its mission, vision, and values, and participation in diversity and equity initiatives. DCA is represented on the Equity Council and trains Equity Lens facilitators. DCA is identifying new ways to recruit, analyze adverse hiring decision impacts, and integrate diversity and equity into its culture. DCA's management team attends Executive Learning Series diversity trainings and senior managers utilized the Equity Lens to evaluate FPM and IT projects in FY 2014. In FY 2015, employees will attend the County's new Equity Lens training.

DCA participates in the Summer Youth Intern Program and the College to County Mentorship Program providing opportunities for county youth to be introduced to county job opportunities. The IT Division sponsors iUrban Teen Tech summits to introduce at-risk youth to careers in information technology.

DCA works with Minority, Women, and Emerging Small Business (MWESB) communities and agencies in its procurements to ensure collaboration, solicitation, and partnership with MWESB contractors, vendors, and suppliers to meet the annual division goal of 98% participation in contracts and/or procurements. FPM promotes the MWESB program through the Good Faith Effort Program by making subcontractors aware of County construction projects to allow ample time to provide bids to prime contractors and ensure diverse construction contracting opportunities.

In FY 2015, DCA will apply the Equity Lens to the recruitment process, the strategic sourcing process and to the Phase II Facilities Asset Strategic Planning process.

Budget by Division

Division Name	FY 2015 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$649,377	\$0	\$649,377	2.00
Facilities and Property Management	0	163,823,517	163,823,517	94.25
Information Technology	0	48,808,994	48,808,994	159.45
Fleet, Records Distribution, and Strategic Sourcing	474,148	14,071,584	14,545,732	26.35
Administrative Services Hub	<u>4,961,154</u>	<u>0</u>	<u>4,961,154</u>	<u>38.90</u>
Total County Assets	\$6,084,679	\$226,704,094	\$232,788,774	320.95

Includes cash transfers, contingencies, and unappropriated balances.

Director's Office

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

Large capital projects will be a focus in FY 2015. The IT Division will focus on completing the Network Convergence, or VoIP, project and completing the implementation of the County's new budget system, Team Budget. Facilities and Property Management will move forward with planning for the Downtown Courthouse and with the design and engineering of the new Health Department Headquarters building, built in partnership with Home Forward. The County will enter into a service contract with the City of Portland's CityFleet organization for fleet maintenance and repair services, and fleet modernization activities will continue with the Strategic Sourcing plan for fleet vehicle replacements.

Administrative Services Hub teams will continue to streamline services and add value in financial management and reporting. The Human Resources team will further develop strategies and tactics for sourcing and recruiting talented, diverse individuals to fill existing vacancies and prepare for the future.

Significant Changes

There are no significant changes planned for the Director's Office in FY 2015.

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of more than 3 million square feet of owned and leased space in 131 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.

While buildings are our business, people are our purpose. We strive to provide innovative, sustainable, and affordable workplace solutions to enable all County programs to deliver effective services to the public. In addition to serving our clients' specific needs, FPM has a broader vision of building thriving communities and promoting stewardship of the taxpayers' assets. FPM supports environmental sustainability and energy efficiency through ongoing energy conservation projects, leadership in County recycling initiatives, sustainable procurement processes, and Green Building construction practices. Our commitment to supporting local businesses and promoting diversity and equity is demonstrated by our use of MWESB and QRF firms for contracted services.

In FY 2014, FPM initiated Phase II of the Facilities Asset Strategic Plan (5-25 years) to analyze the future modernization of our owned and/or leased facility portfolio. Associated with this work is a rate analysis based on current expenses, projected needs, and recent audits. The Equity Lens will be used in this analysis.

Significant Changes

Beginning in FY 2014, and continuing for the next few years, FPM is focusing on developing and implementing a disposition and investment strategy to replace aging and/or under-performing properties. This effort includes major new building construction, redevelopment of disadvantageous sites, and the disposition of unoccupied facilities. In order to address the additional workload, while improving internal processes (recommended in the 2013 Project Management and Deferred Maintenance Audits), FPM is reorganizing, creating new work units and new positions. The costs for new personnel are offset in FY 2015 by reducing operational and capital investments in properties slated for disposition. Changes include:

- Reorganization of the Director's Office and the creation of a new Facilities Engineering section to create capacity for major new construction and modernization projects spanning the next 5 to 10 years.
- Initiation of key large projects including plans for a new Downtown Courthouse, a new Health Department Headquarters, and the evaluation of the redevelopment of the Hansen facility.
- Implementation of process improvement measures including improved project management practices, a new approach to moves-adds-changes, and the evaluation of technology enhancements to produce greater project transparency and efficiency.

Information Technology

The Information Technology Division's (IT's) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide residents and County employees the 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 2015 IT initiatives. This solid framework empowers IT employees to solve County business challenges by focusing on priority projects and by embracing new technologies to provide enhanced service and reduce costs.

The IT Division manages more than 5,500 PCs and laptops, 448 virtual servers, 31 physical servers, 125 network circuits, and approximately 300 business applications. IT staff support a wide array of business applications spanning primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, emergency management, assessment and taxation, land use and planning, library, jail management, and community justice. In addition, IT staff support the County's public facing web presence as well as an intranet for staff. County employees using these systems are located in 96 different sites across the county, and the technologies required are as diverse as are the lines of business.

Significant Changes

Significant changes for FY 2015 include the substantial completion of the following major projects:

- Network Convergence (Voice Over IP). To complete the majority of the project on an accelerated time frame, the IT budget includes one time only funding of \$1.14 million (Program Offer 78018B).
- Countywide budget system (TeamBudget). The system is being utilized for the first time in FY 2014 for the FY 2015 budget process with enhancements scheduled into FY 2015.
- Mobile Device Management system. The completion of enrollment for all existing County-owned devices is scheduled for FY 2015. Enrollment of new devices was initiated in FY 2014.

The IT Budget also includes one time only funding of \$600,000 to fund two projects designed to increase IT capacity to accommodate alternate work locations and telework capabilities in an emergency event where Continuity of Operation Plans are activated (see program offer 78017).

In addition, IT will continue to work closely with Health Share Oregon to implement changes required by health care transformation initiatives.

Fleet, Records, Distribution and Strategic Sourcing

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

- Fleet Services, maintaining and managing over 700 vehicles of various types, including four all-electric vehicles added to the fleet in FY 2012.
- Records and Archive Management, developing and maintaining record retention schedules to ensure that all legal and administrative requirements are met. The program manages over 121 million documents dating back to 1855.
- Distribution Services, providing pick and delivery of mail, supplies and medical lab tests, processing and metering of US Mail, US Mail training and consultation, and management of mail services contracts.

The County's Strategic Sourcing program focuses on the holistic approach to the selection and sourcing of goods and services. This occurs 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. The County's first two strategic sourcing-based contracts were renegotiated in FY 2014.

Significant Changes

Significant changes for FY 2015 include:

- In FY 2014, DCA entered into an agreement with the City of Portland to pilot the County's use of the City's award winning Fleet Maintenance program, CityFleet. As a result of this pilot, for FY 2015, the County expects to extend the services being offered by CityFleet to include providing fleet maintenance services for the County's entire fleet of vehicles and equipment. Services will be available at CityFleet locations and at the County's Yeon facility.
- In FY 2015, new technology is planned for both Records and Archive Management and Distribution Services. Outdated records management software and mail sorting hardware will be replaced, respectively.

Administrative Hub

The DCA Administrative Hub provides human resources (HR), procurement, contracting, finance, budget, internal service rate-setting, capital planning, accounts payable, travel and training arrangements, and other administrative services to over 600 County employees in DCA, DCM, and Non-departmental agencies and offices. The functional areas supported include:

- Human Resources and Administration, providing HR services that include strategic planning, recruiting, investigations, performance management, and HR transaction processing. Administrative services include front desk reception, supplies ordering, and timekeeping.
- Procurement and contracting, providing contracting and procurement for commercial services, construction, leases, software, maintenance and repair, and architectural and engineering contracts. This includes 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 Countywide 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 and training arrangements.

Significant Changes

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

- In conjunction with Central Accounts Payable, the Finance Team is working with the County's utility providers to streamline and automate the payment process for County utility bills.
- The Human Resources Team is developing and implementing improvements to the recruiting process, including in FY 2014, the DCA YouTube Channel featuring videos that spotlight what it is like to work for the County's IT organization and the tech initiatives that are underway. The DCA YouTube Channel can be found at <http://www.youtube.com/user/MultcoDCA>. The HR team is broadening our social media outreach campaign via LinkedIn and Twitter (@MultcoltJobs) aimed at marketing our clients' job opportunities.
- The Procurement and Contracting Team is standardizing contract development across DCA divisions, and implementing and refining advanced contract development and negotiation techniques.
- The Administrative Services Hub teams are evaluating activities and tasks that can be shared among work teams, maximizing economies of scale and aligning processes across functions.

Department of County Assets

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

Prog. #	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Director's Office					
78000	DCA Director's Office	\$649,377	\$0	\$649,377	2.00
Facilities & Property Management					
78001	Facilities Director's Office	-	3,347,106	3,347,106	6.25
78002	Facilities Debt Service and Capital Fee Pass Through	-	6,076,621	6,076,621	0.00
78003	Facilities Operations and Maintenance	-	6,788,600	6,788,600	54.00
78004	Facilities Property Management	-	6,677,651	6,677,651	11.00
78005	Facilities Capital Operation Costs	-	1,326,766	1,326,766	9.00
78006	Facilities Capital Improvement Program	-	65,667,980	65,667,980	0.00
78007	Facilities Capital Asset Preservation Program	-	10,584,000	10,584,000	0.00
78008	Facilities Building Materials and Services	-	5,929,163	5,929,163	0.00
78009	Facilities Utilities Pass Through	-	5,900,000	5,900,000	0.00
78010	Facilities Lease Management	-	5,990,692	5,990,692	2.00
78011	Facilities Strategic Planning and Projects	-	1,525,919	1,525,919	8.00
78012	Facilities Construction Management and Design	-	714,419	714,419	4.00
78013	Facilities Downtown Courthouse	-	42,494,600	42,494,600	0.00
78014	Columbia River Boat House and Portage Building	-	100,000	100,000	0.00
78015	Animal Services Renovation	-	700,000	700,000	0.00
Information Technology					
78017	IT Continuity of Operations	-	600,000	600,000	0.00
78018A	IT Innovation & Investment Projects	-	5,462,275	5,462,275	0.00
78018B	IT Network Convergence	-	1,139,000	1,139,000	0.00
78019	IT Planning, Projects & Portfolio Management	-	1,929,877	1,929,877	12.00
78021	IT Help Desk Services	-	864,044	864,044	7.30
78022	IT Telecommunications Services	-	2,817,231	2,817,231	5.50

County Assets

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Prog. #	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Information Technology (cont.)					
78023	IT Mobile Device Expense Management	0	1,060,329	1,060,329	1.00
78024	IT Network Services	0	4,266,860	4,266,860	11.50
78025	IT Desktop Services	0	2,974,349	2,974,349	22.60
78026	IT Asset Replacement	0	2,865,572	2,865,572	0.00
78027	IT Health & Human Services Application Services	0	3,483,886	3,483,886	19.80
78028	IT Public Safety Application Services	0	2,858,061	2,858,061	17.00
78029	IT General Government Application Services	0	1,107,812	1,107,812	6.00
78030	IT Data & Reporting Services	0	2,538,046	2,538,046	12.00
78031	IT SAP Application Services	0	2,307,227	2,307,227	10.00
78032	IT Enterprise and Web Application Services	0	2,430,164	2,430,164	10.67
78033	IT Library Application Services	0	214,479	214,479	1.33
78034	IT Shared Operating Expenses	0	5,888,799	5,888,799	2.50
78035	IT Data Center & Technical Services	0	4,000,983	4,000,983	20.25
Distribution, Fleet, Records and Strategic Sourcing					
78037	Fleet Services	0	3,973,876	3,973,876	9.90
78038	Fleet Vehicle Replacement	0	6,791,113	6,791,113	0.00
78039	Motor Pool	0	402,792	402,792	2.00
78040	Distribution Services	0	2,000,236	2,000,236	6.85
78041	Records Management	0	903,566	903,566	4.20
78042	Countywide Strategic Sourcing	474,148	0	474,148	3.40

County Assets

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Prog. #	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Administrative Hub					
78044	Administrative Hub Budget & Planning	922,923	0	922,923	7.00
78045	Administrative Hub Procurement & Contracting	1,861,233	0	1,861,233	14.40
78046	Administrative Hub Finance	868,404	0	868,404	8.00
78047	Administrative Hub Human Resources	<u>1,308,593</u>	<u>0</u>	<u>1,308,593</u>	<u>9.50</u>
Total Department of County Assets		\$6,084,679	\$226,704,094	\$232,788,774	320.95

Includes cash transfers, contingencies, and unappropriated balances.

Department: County Assets

Program Contact: Sherry Swackhamer

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics: In Target

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 and the new Wellness Program.

Program Summary

The Department of County Assets (DCA) aligns the management of specific County assets including information technology, facilities and property management, fleet operations, records, and distribution services. The goals of DCA include managing physical assets and the associated costs to ensure that the County's limited resources are invested where they are needed most. DCA management provides leadership, strategic direction, and operational assessment and accountability to ensure these goals are met.

The organization also includes an administrative services hub providing Human Resources and Administration, Procurement and Contracting, and Budget and Finance services. The hub provides these services to DCA, the Department of County Management (DCM), the Chair's Office, the Board of County Commissioners, and other non-departmental entities. The hub is designed to eliminate duplication of resources and streamline processes through economies of scale across these groups.

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

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Number of Equity Lens project/process equaluations completed	0	0	0	3
Outcome	Percent of employee performance evaluations completed on time.	0%	0%	0%	95%

Performance Measures Descriptions

Output - Equity Lens will be used in the evaluation of at least 3 processes/projects (new measure).
 Outcome - Percent of performance evaluations completed on time (new measure).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$497,844	\$0	\$391,235	\$0
Contractual Services	\$50,000	\$0	\$50,000	\$0
Materials & Supplies	\$9,500	\$0	\$25,646	\$0
Internal Services	\$22,433	\$0	\$182,496	\$0
Total GF/non-GF	\$579,777	\$0	\$649,377	\$0
Program Total:	\$579,777		\$649,377	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$579,777	\$0	\$646,932	\$0
Total Revenue	\$579,777	\$0	\$646,932	\$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: 78000 DCA Director's Office

No significant changes.

Department: County Assets **Program Contact:** Michael Bowers
Program Offer Type: Administration **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: In Target

Executive Summary

The Facilities Director's Office provides comprehensive strategic and operational guidance on real property and facilities to County executives and operating departments. It directs and supports the strategies, policies, and operations of the Facilities Division within the Department of County Assets, and helps ensure the proper operation and functioning of the County's 130+ buildings.

Program Summary

The 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.

In addition to Facilities operations, the Director's Office oversees the County's 5-Year Facilities Capital Improvement Program, and ensures that decisions made about County facilities are guided by Climate Action Plan goals (CAP 18-1, 18-2, 18-4, 18-8, 18-9).

In 2012, the Facility Asset Strategic Plan (FASP) was completed. During FY 2013 and continuing in FY 2014, the Director's Office will play an integral role in developing and implementing a multi-year recapitalization strategy for aging County facilities, along with a rate analysis review.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Annual Employee Performance Reviews Completed	100%	100%	100%	100%
Outcome	Sustainability goals integrated into project plans	95%	100%	100%	100%

Performance Measures Descriptions

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

FPM strategies and operations are a major component of the Climate Action goals. All facility plans include sustainability criteria that must be considered to achieve the County's Climate Action objectives.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$762,562	\$0	\$859,839
Contractual Services	\$0	\$105,000	\$0	\$120,000
Materials & Supplies	\$0	\$41,970	\$0	\$273,350
Internal Services	\$0	\$1,660,609	\$0	\$2,093,917
Total GF/non-GF	\$0	\$2,570,141	\$0	\$3,347,106
Program Total:	\$2,570,141		\$3,347,106	
Program FTE	0.00	4.50	0.00	6.25

Program Revenues				
Other / Miscellaneous	\$0	\$2,570,141	\$0	\$0
Total Revenue	\$0	\$2,570,141	\$0	\$0

Explanation of Revenues

This program receives internal service reimbursements from the County departments.

Significant Program Changes

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

- 1 FTE moved from Facilities Property Management
- 2 FTEs moved from Facilities Operations and Maintenance

Department: County Assets **Program Contact:** Colleen Bowles

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

Related Programs:
Program Characteristics: In Target

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: UPDATE Series 2004 Advance Refunding (\$54.2 million) - Full Faith & Credit
 Series 2003 Refunding (\$9.6 million) - Full Faith & Credit
 Series 2010A (\$9.8 million) - Full Faith & Credit
 Sellwood Library 2002 (\$1.1 million) - Capital Lease
 Sheriff's Office Warehouse 2010 (\$815,000) - Capital Lease

The outstanding debt issues have funded a number of capital improvements and acquisitions. These include purchase of the Multnomah, McCoy, and Mead buildings, health clinic equipment and improvements, deferred capital maintenance, construction of the East County Courthouse, and various computer applications. All binding obligations were 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	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Complete annual allocations to departments	100%	100%	100%	100%
Outcome	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	2014	2014	2015	2015
Internal Services	\$0	\$5,449,771	\$0	\$5,419,771
Cash Transfers	\$0	\$604,310	\$0	\$656,850
Total GF/non-GF	\$0	\$6,054,081	\$0	\$6,076,621
Program Total:	\$6,054,081		\$6,076,621	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,054,081	\$0	\$5,419,771
Total Revenue	\$0	\$6,054,081	\$0	\$5,419,771

Explanation of Revenues

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

Significant Program Changes

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

Department: County Assets

Program Contact: Colleen Bowles

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics: In Target

Executive Summary

The Facilities Operations and Maintenance (O&M) Program comprises a broad spectrum of services ensuring Multnomah County's 131 buildings are operating and functioning as designed and constructed, as well as, meeting the requirements of County programs and operations. These services are provided to operate, maintain and repair the mechanical, electrical and structural systems in all Multnomah County buildings which total over 3.1 million square feet. We are responsible for operations, services and projects that are regulated by multiple federal, state and local laws, codes and mandates.

Program Summary

The Facilities Operations and Maintenance program consists of 54 FTE in 8 trade groups who cover the 24/7, day-to-day activities necessary to maintain the County's 131 buildings and their respective systems/equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities form a comprehensive Operations and Maintenance program that:

- Reduces capital repairs;
- Reduces unscheduled shutdowns and repairs;
- Extends equipment and facility life to realize life-cycle cost savings;
- 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 by providing well-maintained facilities and information on planned maintenance activities.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	PM work orders schedule	50%	50%	60%	70%
Outcome	Customer Satisfaction Rating	90%	90%	90%	90%
Efficiency	Billable hours as a percentage of total available labor hours	70%	70%	70%	70%
Outcome	Fire, Life, Safety Priority Work Orders (MC09's) completed on time	90	95	95	95

Performance Measures Descriptions

The percentage of work orders completed/closed indicates the volume of work performed annually, currently approximately 26,000 work orders . This number varies primarily due to the amount of client requested work (e.g. office moves), but overall measures include analysis of hours and dollars allocated.

Customer service surveys are issued with each closed work order notification with a goal of 92% client satisfaction.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$5,736,310	\$0	\$6,052,104
Contractual Services	\$0	\$22,033	\$0	\$12,000
Materials & Supplies	\$0	\$186,966	\$0	\$195,050
Internal Services	\$0	\$774,772	\$0	\$529,446
Total GF/non-GF	\$0	\$6,720,081	\$0	\$6,788,600
Program Total:	\$6,720,081		\$6,788,600	
Program FTE	0.00	53.00	0.00	54.00

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$11,500
Other / Miscellaneous	\$0	\$6,494,775	\$0	\$848,712
Service Charges	\$0	\$225,306	\$0	\$177,972
Total Revenue	\$0	\$6,720,081	\$0	\$1,038,184

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: 78003 Facilities Operations and Maintenance

2 positions moved from Compliance unit into Facilities Director's Office

Department: County Assets **Program Contact:** Michael Bowers

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

Related Programs:

Program Characteristics: In Target

Executive Summary

The Facilities Property Management (FPM) program manages more than 3,000,000 square feet of County facilities space. The team of seven property managers serves as the liaison between County programs and the Facilities Division, coordinating all aspects of building management and activities to ensure the smooth operation of County programs. FPM intends to consolidate Moves-Adds-Changes function with this unit in FY 2015.

Program Summary

Property Managers ensure that all County building users have a single, visible, and accessible point of contact for facilities services. Each have direct oversight of their respective building portfolios, and are 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 Moves-Adds-Changes (MACs) team plans and executes a significant number of personnel shifts in the County for each Department or Division that needs to grow or shrink a function; or to move from one facility into another location.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Public procurement compliance for contracted services	100%	100%	100%	100%
Outcome	Customer Service Satisfaction Rating	90%	92%	90%	90%

Performance Measures Descriptions

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

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

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 \$7,000,000 in operational contracts, of which \$2.5M are QRF contracts.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,021,107	\$0	\$1,381,548
Contractual Services	\$0	\$4,132,382	\$0	\$4,885,790
Materials & Supplies	\$0	\$430,614	\$0	\$241,900
Internal Services	\$0	\$93,492	\$0	\$168,413
Total GF/non-GF	\$0	\$5,677,595	\$0	\$6,677,651
Program Total:	\$5,677,595		\$6,677,651	
Program FTE	0.00	8.00	0.00	11.00

Program Revenues				
Fees, Permits & Charges	\$0	\$20,000	\$0	\$0
Other / Miscellaneous	\$0	\$4,153,566	\$0	\$1,613,701
Interest	\$0	\$30,000	\$0	\$0
Beginning Working Capital	\$0	\$710,000	\$0	\$0
Service Charges	\$0	\$764,029	\$0	\$0
Total Revenue	\$0	\$5,677,595	\$0	\$1,613,701

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: 78004 Facilities Property Management

Add 1 new Program Manager 1

Moved 2 FTE into program from Capital Operations (MACs unit)

Moved 1 FTE into program from Strategic Planning and Projects (MACs unit)

Department:	County Assets	Program Contact:	John Lindenthal
Program Offer Type:	Internal Service	Program Offer Stage:	As Adopted
Related Programs:	78006, 78007		
Program Characteristics:	In Target		

Executive Summary

The Capital Program Section manages the County's long-term replacement plan for the major building systems in all County owned buildings. The program prioritizes required work within available resources and provides management and oversight of all the required 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) 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 are 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, etc.) 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 (#78006) and the Asset Preservation (#78007) 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	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Completed Projects -% of planned fiscal year projects to be completed. Proa Offers 78006A & 78007 combined.	58.8%	85.0%	85.0%	85.0%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	66.7%	66.7%	66.7%
Quality	Provide monthly FM Capital Status report.	11	12	12	12

Performance Measures Descriptions

The measures for completed projects and project management costs encompass both the Capital Improvement Program (CIP) and Asset Preservation (AP) program offers. The metric (output) for completed projects are those adopted stand-alone projects that are scheduled (planned) to be completed in the current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,643,439	\$0	\$1,246,530
Contractual Services	\$0	\$5,000	\$0	\$5,000
Materials & Supplies	\$0	\$39,408	\$0	\$35,300
Internal Services	\$0	\$125,154	\$0	\$39,935
Total GF/non-GF	\$0	\$1,813,001	\$0	\$1,326,766
Program Total:	\$1,813,001		\$1,326,766	
Program FTE	0.00	13.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,813,001	\$0	\$1,604,641
Total Revenue	\$0	\$1,813,001	\$0	\$1,604,641

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: 78005 Facilities Capital Operation Costs

Two existing Moves, Adds, and Changes (MAC's) project manager's are being moved to program offer #78004.

Two temporary positions are being added to allow for advance hiring for two planned retirements in FY15. The plan is to hire to allow a turnover and transition period six months in advance of the planned retirements.

Department:	County Assets	Program Contact:	John Lindenthal
Program Offer Type:	Internal Service	Program Offer Stage:	As Adopted
Related Programs:	78007		
Program Characteristics:	In Target		

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.

Program Summary

The Capital Improvement Program (CIP) creates an annual 5-year Capital Plan that focuses on the County's 17 primary owned Tier II and III buildings. (Two buildings are Libraries)

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 is working on modifying the Facility Asset Management Evaluation (FAME) database into PULSE (Planned Useful Life - System Evaluation). The modified database is a better reflection of the County's business practices on capital improvements.

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	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Percent of Planned CIP Projects Completed	62.2%	85.0%	88.0%	85.0%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	66.7%	66.7%	66.7%

Performance Measures Descriptions

The metric (output) for completed projects are those adopted stand-alone projects that are scheduled to be completed in current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances.

Legal / Contractual Obligation

Health Dept Headquarters (HDHQ) agreement with Home Forward

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$4,000,000	\$0	\$0
Materials & Supplies	\$0	\$1,120,531	\$0	\$301,479
Internal Services	\$0	\$450,000	\$0	\$0
Capital Outlay	\$0	\$61,058,999	\$0	\$65,191,980
Cash Transfers	\$0	\$0	\$0	\$174,521
Total GF/non-GF	\$0	\$66,629,530	\$0	\$65,667,980
Program Total:	\$66,629,530		\$65,667,980	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$30,322,511	\$0	\$31,899,480
Financing Sources	\$0	\$15,700,755	\$0	\$20,412,500
Interest	\$0	\$110,000	\$0	\$110,000
Beginning Working Capital	\$0	\$20,000,000	\$0	\$28,384,600
Service Charges	\$0	\$496,264	\$0	\$1,220,000
Total Revenue	\$0	\$66,629,530	\$0	\$82,026,580

Explanation of Revenues

Asset Replacement Revolving Fund (2503): \$476,000

Library Capital Construction Fund (2506): \$2,358,680

Capital Improvement Fund (2507): \$33,791,900 that includes a \$1,000,000 one-time-only General Fund cash transfer

Health Department Headquarters Capital Fund (2510): \$45,400,000

Significant Program Changes

Last Year this program was: 78006A Facilities Capital Improvement Fund

Capital Improvement Fund Significant Changes for FY15:

The Library District Capital Fee for capital projects is now fund 2506 and segregated from County capital funds 2507 & 2509. Health Department Headquarters project is now fund 2510 and segregated from County capital fund 2507. Downtown Courthouse project is now fund 2500 and segregated from County capital fund 2507 (see program offer 78013-15)

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78006
Program Characteristics: In Target

Executive Summary

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

Program Summary

The program creates accessible, functional, and energy efficient facilities that provide County services with space that meets their program needs. The program focuses on the County's 34 primary owned Tier I buildings (13 are Libraries) and provides the funding to complete capital projects within these buildings. A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the County with assets that are worth their market value. It creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

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

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Percent of Planned AP Projects Completed	50.0%	85.0%	85.0%	85.0%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	66.7%	66.7%	66.7%

Performance Measures Descriptions

The metric (output) for completed projects are those adopted stand-alone projects that are scheduled to be completed in the current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$2,000,000	\$0	\$2,500,000
Materials & Supplies	\$0	\$400,000	\$0	\$435,000
Capital Outlay	\$0	\$9,409,000	\$0	\$7,649,000
Total GF/non-GF	\$0	\$11,809,000	\$0	\$10,584,000
Program Total:	\$11,809,000		\$10,584,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,732,759	\$0	\$3,164,000
Financing Sources	\$0	\$541,201	\$0	\$289,350
Interest	\$0	\$35,040	\$0	\$30,000
Beginning Working Capital	\$0	\$7,500,000	\$0	\$7,100,650
Total Revenue	\$0	\$11,809,000	\$0	\$10,584,000

Explanation of Revenues

- \$7,100,650 carryover of ongoing Asset Preservation projects from FY14 budget
- \$30,000 Interest Earnings \$30,000
- \$3,164,000 Internal Services from County Depts for Asset Preservation fee \$3.75 psf \$3,164,000
- \$289,350 Cash Transfer Asset Preservation fee from Facilities fund 3505

Significant Program Changes

Last Year this program was: 78007 Facilities Capital Asset Preservation

The Library District Asset Preservation fee is now accounted for in Fund 2506. This moves 13 primary owned Tier 1 buildings out of fund 2509 and into fund 2506

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$1,829,282	\$0	\$1,170,268
Materials & Supplies	\$0	\$4,214,564	\$0	\$3,723,716
Internal Services	\$0	\$423,205	\$0	\$510,179
Unappropriated & Contingency	\$0	\$525,000	\$0	\$525,000
Total GF/non-GF	\$0	\$6,992,051	\$0	\$5,929,163
Program Total:	\$6,992,051		\$5,929,163	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$20,000
Other / Miscellaneous	\$0	\$5,677,061	\$0	\$18,331,044
Interest	\$0	\$0	\$0	\$25,000
Beginning Working Capital	\$0	\$1,314,990	\$0	\$774,150
Service Charges	\$0	\$0	\$0	\$2,932,955
Total Revenue	\$0	\$6,992,051	\$0	\$22,083,149

Explanation of Revenues

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

Significant Program Changes

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

Department: County Assets **Program Contact:** Peggy Yates
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78011
Program Characteristics: In Target

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 80 County owned buildings. Expenses are passed through to County Departments as a building specific utility charge based on occupancy. Facility and Property Management's (FPM) Strategic Planning and Projects section monitors, evaluates and approves payment of all building utility expenses as an ongoing effort to increase operating efficiencies and reduce the financial impact on critical County programs and services.

Program Summary

FPM is continuously evaluating energy and utility use across the County in order to maximize energy conservation and minimize the County's utility expenses. Utility expenses are charged to the building tenants that either occupy or lease space in County facilities.

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 will be working with the partners to not only address operating efficiencies but working with internal occupants around behaviors to reduce consumption. The existing waste/recycling contract expires in FY 2015 and Facilities will be assessing potential cost savings opportunities and soliciting for a new waste/recycling contract.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Energy Use Intensity (Energy use per square foot)	74	73	73	72
Outcome	Percent change in utility costs.	-2.5%	-0%	-1%	-0.5%

Performance Measures Descriptions

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 utility rate increases in electricity, natural gas, water and waste management.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Materials & Supplies	\$0	\$6,000,000	\$0	\$5,900,000
Total GF/non-GF	\$0	\$6,000,000	\$0	\$5,900,000
Program Total:	\$6,000,000		\$5,900,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,000,000	\$0	\$5,365,328
Service Charges	\$0	\$0	\$0	\$534,672
Total Revenue	\$0	\$6,000,000	\$0	\$5,900,000

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: 78009 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: In Target

Executive Summary

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

Program Summary

The Lease Management program is responsible for approximately 430,000 square feet, or 14%, of the County's portfolio. The Leasing Section works directly with departments to identify their space needs based upon existing and future program requirements, logistics, operating efficiencies, adjacency opportunities and schedules. Working strategically with Departments to assess future space needs, the staff identifies potential county owned space and leasing options. The team evaluates lease requirements and space needs three to five years in advance to strategically position the Departments' needs and the overall County portfolio.

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

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

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Renew critical expense and revenue leases in advance of termination.	100%	100%	100%	100%
Outcome	Lease revenue and expenses align with annual budget projections.	98%	98%	98%	99%

Performance Measures Descriptions

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. Assuring budget projections align with actual revenues and expenses ensure 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	2014	2014	2015	2015
Personnel	\$0	\$233,749	\$0	\$236,564
Contractual Services	\$0	\$10,000	\$0	\$7,000
Materials & Supplies	\$0	\$5,422,128	\$0	\$5,742,872
Internal Services	\$0	\$19,934	\$0	\$4,256
Total GF/non-GF	\$0	\$5,685,811	\$0	\$5,990,692
Program Total:	\$5,685,811		\$5,990,692	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,859,413	\$0	\$5,950,368
Service Charges	\$0	\$1,826,398	\$0	\$0
Total Revenue	\$0	\$5,685,811	\$0	\$5,950,368

Explanation of Revenues

The existing revenue leases represent approximately 70,000 square feet and \$2 million in FY 2015. The revenue is applied against operating expenses to reduce Facility rates to County Departments.

Significant Program Changes

Last Year this program was: 78010 Facilities Lease Management

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

Executive Summary

The Strategic Planning and Projects Section is responsible for developing, implementing, and assessing the Division's performance against the Facilities Asset Strategic Plan. The program evaluates and recommends strategic portfolio opportunities including acquisitions, dispositions, major project development, energy efficiency measures and space utilization while maintaining the integrity of building data to ensure consistent assessment of the County's 3.1 million square foot portfolio.

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 and building data integrity. Phase II of the Facilities Strategic Planning effort supports the development of detailed Facility Assessments of a select number of County owned buildings.

The strategic section coordinates the overall county portfolio including the acquisition and disposition of County assets, planning major capital projects and long term space optimization. The strategic team members continues to focus on the Facility Asset Strategic Plan which is focused on balancing the Departmental needs against the portfolio capacity. A few of the efforts include the disposition of the Morrison Bridgehead, the critical planning of the Health Department Headquarters construction, planning for a new Downtown Courthouse, and the potential Hansen redevelopment.

The Building Data Management Center section is responsible for ensuring building data is accurate, complete and timely for owned and leased property as well as providing technical building data to clients and staff. This includes County building location, occupancy and emergency maps as well as critical building system data. In addition, this section is enhancing the Planned Useful Life System Evaluation (PULSE) data base for predicting life cycle investments. This data base will be enhanced with the electronic tagging of equipment to track warranty information, repair and routine maintenance for more accurate life cycle analysis information to support long term asset planning.

If it is determined that it is economically viable to enter into a long term Energy Service Performance Contract, the energy and utility section will be taking on the responsibility of managing the contract including capital expenditures, constructions efforts and performance monitoring.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	% complete of PULSE database for 900 key bldg svstems in 45 County owned bldas.	60%	98%	85%	98%
Outcome	Disposition of surplus property completed.	1	2	1	4
Outcome	Reduce County's carbon footprint from owned facilities by 2% annually (per Climate Action Plan).	(3.7%)	(2%)	(2%)	(2%)

Performance Measures Descriptions

PULSE extracts critical equipment information including installation dates and costs from SAP to quantify the current and future replacement dates and costs of key critical systems by building to support strategic planning, asset management, and capital planning. Dispositions of surplus and underutilized property is a function of long term portfolio management to reduce operating costs and invest proceeds into valuable assets. The reduction of carbon emissions supports the sustainability goals outlined in joint Multnomah County and City of Portland Climate Action Plan.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,089,540	\$0	\$1,146,111
Contractual Services	\$0	\$250,000	\$0	\$290,000
Materials & Supplies	\$0	\$68,361	\$0	\$59,700
Internal Services	\$0	\$104,698	\$0	\$30,108
Total GF/non-GF	\$0	\$1,512,599	\$0	\$1,525,919
Program Total:	\$1,512,599		\$1,525,919	
Program FTE	0.00	8.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,112,599	\$0	\$0
Beginning Working Capital	\$0	\$400,000	\$0	\$0
Total Revenue	\$0	\$1,512,599	\$0	\$0

Explanation of Revenues

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

Significant Program Changes

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

1 FTE moved to Property Management section to consolidate Move, Add, Changes (MACs) work

Department: County Assets **Program Contact:** Michael Bowers
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

The County envisions completing \$300 million to \$400 million of new facility construction, remodeling, redevelopment and recapitalization over the next decade. This program is responsible for real estate development, engineering design, construction, and project management for new construction and/or repair and alterations for complex, multi-use, public facilities.

The team of Professional Engineers is responsible for managing the planning, scheduling and coordination of major design and construction projects. This includes performing complex risk management, public process and other management functions. Integrating several disciplines into the design to achieve efficient building operations and maintenance is of utmost importance.

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

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	5 Year Major Investment Plan complete	0	0	0	100%
Outcome	RFP for new Court Facility	0	0	0	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$0	\$625,669
Contractual Services	\$0	\$0	\$0	\$65,000
Materials & Supplies	\$0	\$0	\$0	\$9,000
Internal Services	\$0	\$0	\$0	\$14,750
Total GF/non-GF	\$0	\$0	\$0	\$714,419
Program Total:	\$0		\$714,419	
Program FTE	0.00	0.00	0.00	4.00

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

Explanation of Revenues

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

Significant Program Changes

Last Year this program was:

This is a new program for FY 2015.

Department: County Assets **Program Contact:** Michael Bowers

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

Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

The new Downtown Courthouse will replace the functionally obsolete 100 year old existing courthouse. The new courthouse will be based on the current standards in courthouse design and construction, energy efficiency as well as operational efficiency. The County will have a Business Case Analysis prepared and study the alternative of using a Public-Private-Partnership for delivery of the project.

Program Summary

The Multnomah County Downtown Courthouse is functionally obsolete and is in need of replacement. The County has hired the National Center for State Courts (NCSC) to perform a programming study to determine the appropriate size and operational structure for a new Downtown Courthouse. Partnerships BC has been hired by the County to perform a Business Case Analysis and evaluate the use of a Public-Private-Partnership as a possible delivery method.

Day CPM with HDR will act as the Owner's Representative and assist the County in delivering the project. This will include supporting NCSC on the programming, collaborating with Partnerships BC on the Business Case Analysis, site selection, and selection of a delivery method with accompanying preparation of procurement documents.

The programming study will be used to prepare a concept design of the new courthouse. The concept design will be tailored to site size and location. Site selection criteria will be prepared to allow for an evaluation of possible locations of a new Downtown Courthouse. Using the concept design, the County will prepare a Request for Interest from landowners to determine their interest in selling or trading land. Once sites have been shortlisted, the County will prepare a Phase 1 Environmental assessment and Phase II assessment on the preferred site.

A detailed cost estimate will be performed that includes construction and operation for a new Downtown Courthouse. The construction and operational cost estimates will be input into the financial model for the Business Case Analysis. The results of the Business Case Analysis will allow the County to choose a project delivery model. Procurement documents will be prepared for the design and construction of the new Downtown Courthouse.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Completion of Business Case Analysis	0	0	0	100%
Outcome	Select site for purchase	0	0	0	90%

Performance Measures Descriptions

The metric (output) is the Business Case Analysis will be 100% complete by the end of FY 2015. The site selection criteria will be 90% complete by the end of FY 2015.

Legal / Contractual Obligation

TBD

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$0	\$150,000
Contractual Services	\$0	\$0	\$0	\$2,150,000
Capital Outlay	\$0	\$0	\$0	\$40,194,600
Total GF/non-GF	\$0	\$0	\$0	\$42,494,600
Program Total:	\$0		\$42,494,600	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$15,000,000
Financing Sources	\$0	\$0	\$0	\$27,494,600
Total Revenue	\$0	\$0	\$0	\$42,494,600

Explanation of Revenues

- \$915,083 cash transfer balance of FY13 \$1M budget from fund 2507 to fund 2500
- \$9,279,517 cash transfer of PDC funds for Hawthorne Bridge Ramp Move Project from fund 2507 to fund 2500
- \$2,300,000 One Time Only cash transfer from County General Fund
- \$15,000,000 from State of Oregon for purchase of property to site new Downtown Courthouse
- \$15,000,000 One Time Only Financing Proceeds as Match for State funds

Significant Program Changes**Last Year this program was:**

The new Downtown Courthouse (DTCH) project was in fund 2507 in FY14. FY15 now uses fund 2500 to account for this project specifically.

Department: County Assets **Program Contact:** Michael Bowers**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:** One-Time-Only Request, Out of Target**Executive Summary**

This program offer requests one-time resources to plan for replacing an existing, poor condition Marine Building at Metro's Gleason facility that houses the Sheriff's Office Columbia River Patrol unit.

Program Summary

The purpose is to renovate or replace the former Portage Marine Building at Metro's M. J. Gleason Marine Facility, located at 4141 Marine Drive, Portland, Oregon. This is a 3,250 square foot, single story flat-roofed, concrete tilt up building which has been deemed unsafe.

The County has an interest in upgrading or replacing the Building for use by the Sheriff's Office as a marine equipment maintenance shop in support of sustaining the needed Columbia River safety and security presence.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Meet 2030 Columbia River facility need.	0	0	0	100%
Outcome	Design new facility in FY15.	0	0	0	90%

Performance Measures Descriptions

N/A

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Capital Outlay	\$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

50320 \$100,000 One Time Only Cash Transfer from County General Fund

Significant Program Changes**Last Year this program was:**

This program offer did not exist in FY14. The purpose is to plan for renovating or replacing the former Portage Marine Building which has been deemed unsafe and is used by the Sheriff's Office as a marine equipment maintenance shop supporting the Columbia River safety and security presence.

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

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

Related Programs:

Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

Facilities and Property Management is requesting \$700,000 for the programming, design, construction, resulting reconfiguration and possible expansion of the County's Animal Services office operations. In addition, a portion of these funds may be spent to evaluate the potential opportunity to open a satellite adoption facility closer to the County's population center. The current facility is inadequate to meet the needs of the over 90,000 walk-in customers and the intake of approximately 8,000 animals annually.

Program Summary

The Animal Services operation in Troutdale provides critical and unique public service to the Multnomah County community, including animal adoptions, licensing, business transactions, and call center operations. The Animal Shelter provides in-take and shelter services, and provides health care to homeless, stray, sick and abused pets. Public space for the 90,000 walk in clients per year is currently limited to the main entry hall of the facility which is shared with volunteers, in-take of animals and critical overflow activities. The existing situation is extremely challenging for customers, as well as the over 250 volunteers and 50 staff that support the operation.

In addition to planning the renovation of the Troutdale location, a portion of these funds may be used to determine the economic feasibility of a satellite location closer to the County's population center for pet adoptions as well as the Outreach and Fostering programs.

This one time only request is focused on providing increased, dedicated public space for employees, volunteers and clients to conduct business, interact with animals, provide training as required and make services more accessible to the community.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Plan/design facility modifications	0	0	0	90%
Outcome	Meet projected 2025 space requirements	0	0	0	0

Performance Measures Descriptions

N/A

Legal / Contractual Obligation

Facilities and Property Management is obligated to work with the City of Troutdale for design review and all necessary permitting.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Capital Outlay	\$0	\$0	\$0	\$700,000
Total GF/non-GF	\$0	\$0	\$0	\$700,000
Program Total:	\$0		\$700,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$700,000
Total Revenue	\$0	\$0	\$0	\$700,000

Explanation of Revenues

50320 \$700,000 One Time Only Cash Transfer from County General Fund.

Significant Program Changes

Last Year this program was:

This program offer did not exist in FY14 and will provide increased, dedicated public space for employees, volunteers and clients to conduct business, interact with animals and make services more accessible to the community.

Department: County Assets **Program Contact:** Rodney Chin

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

Related Programs:

Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

This program offer funds 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 capabilities 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 project will increase capacity and redundancy for Virtual Private Network (VPN) access from locations outside County facilities. Our current solution is almost 10 years old and was originally designed primarily for IT use with a planned user base of approximately 200 users. Since then, with teleworking options, staff mobility increasing, and the enhanced focus on COOP county-wide, the demand for VPN access continues to grow. This project will include analysis and replacement of the current VPN system to ensure COOP needs are addressed for large-scale remote access to County applications.

Project 2: For many of the same reasons, reliance on the County wireless network has grown significantly. IT has attempted to meet the demands by continuing to expand the wireless network to more County sites. This program offer's wireless expansion scope will increase County-wide wireless capacity in addition to providing redundancy of the wireless system to minimize disruptions to this critical IT service. Wi-Fi access will be expanded to selected County locations to support relocation and alternate work environments within the County. It will also increase hardware and licensing to provide fully redundant controllers for the wireless network.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Meets licensing requirements to support County access to VPN and wireless services.	0	0	0	100%
Outcome	Provides VPN and wireless capacity and redundancy identified by the County's COOP plan.	0	0	0	99%

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	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$0	\$600,000
Total GF/non-GF	\$0	\$0	\$0	\$600,000
Program Total:	\$0		\$600,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$600,000
Total Revenue	\$0	\$0	\$0	\$600,000

Explanation of Revenues

One time only general fund request.

Significant Program Changes

Last Year this program was:

New Program

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

Executive Summary

The IT Innovation and Investment offer provides funding and governance for the one-time-only portion of IT capital projects greater than \$75,000. These dollars are available to all departments, MCDA, & MCSO via an application & evaluation process that defines the criteria and governance for selecting and monitoring cross-departmental technology capital investment projects. The process was designed to ensure the County measures and receives value from these investments.

Program Summary

The County Operations Council functions as a county-wide IT advisory group to oversee the county's cross-departmental capital investments in technology. The program includes carryover dollars for 7 previously approved projects that either support the entire county or support Department specific initiatives including DCJ, DCM/HR, DCM/BO, DCA/Facilities.

Projects that are fully in process:

- Network Convergence (Voice Over Internet Protocol has been implemented for about 50% of employees, full rollout across the County will continue through FY2015)
- County-wide Budget System (TeamBudget system went live in FY2013 for use in the FY2014 budget cycle, however full implementation will continue in FY2014)
- SAP Enhancements--eTimesheets, SRM Optimization, and Performance Management projects are underway
- ERP Analysis and Recommendation project is in process
- MHASD Evolv Optimization

Projects in evaluation/analysis:

- DCJ Content Management
- Facilities Asset/Portfolio Management-Phase 1 (FM Tracker Replacement)
- Healthcare Transformation

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Number of projects monitored per monitoring process	100%	100%	100%	100%
Outcome	Strategic reports shared with leaders improving transparency.	NA	NA	NA	12

Performance Measures Descriptions

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

Outcome Measure - This measure is designed to ensure that information and data concerning strategic IT projects are consistently shared with County leadership. This measure helps provide transparency to the work of County IT.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$328,720	\$0	\$817,330
Contractual Services	\$0	\$4,796,363	\$0	\$4,347,761
Materials & Supplies	\$0	\$1,418,884	\$0	\$70,000
Capital Outlay	\$0	\$1,068,312	\$0	\$227,184
Total GF/non-GF	\$0	\$7,612,279	\$0	\$5,462,275
Program Total:	\$7,612,279		\$5,462,275	
Program FTE	0.00	2.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,500,000	\$0	\$0
Beginning Working Capital	\$0	\$6,112,279	\$0	\$5,462,275
Total Revenue	\$0	\$7,612,279	\$0	\$5,462,275

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: 78013A IT Innovation & Investment Fund

No significant changes.

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

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

Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

This program offer provides additional funding for the network convergence project (VoIP) for the necessary staffing and equipment to complete the upgrades and migration of the remaining 90 sites on an accelerated schedule, excluding the Courthouse, Hansen and Justice Center sites.

Program Summary

IT has successfully migrated the Multnomah, Lincoln, Multnomah County East, Mead and multiple Library buildings. During these upgrades, IT learned more about the complexity of the work along with the discovery of unplanned equipment and power upgrades required to convert a site. IT also identified that the team is not staffed at the appropriate level to implement a new system while trying to manage an old and a new system at the same time. To complete the work on an accelerated schedule, IT will temporarily increase the number of resources working on this effort and incorporate the lessons learned from the initial deployments to the remaining locations. The accelerated schedule will reduce the risks associated with the current schedule including the increased cost of maintaining two systems, the cost of the additional circuits to support two systems, and the increased risk of major system failures and outages running on an end-of-life, 30 year old phone system.

Excluding the Downtown Courthouse, the Hansen Building, and the Downtown Justice Center, IT has implemented 43% (2,000) of the total phones and 11% of the total locations (10 locations) to be converted. The three buildings that are excluded cannot be readily converted to VoIP due to the age of their infrastructure, thus they are being evaluated separately.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Total planned phones to be converted to VoIP by June 2015.	0	0	0	2700
Outcome	Total planned call centers to be converted to VoIP by June 2015.	0	0	0	26
Outcome	Total locations to be converted to VoIP by June 2015.	0	0	0	80

Performance Measures Descriptions

These measures establish the target to complete the county's conversion to the new VoIP system by June 2015 excluding the Courthouse, Hansen and Justice Center buildings.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$0	\$422,800
Capital Outlay	\$0	\$0	\$0	\$716,200
Total GF/non-GF	\$0	\$0	\$0	\$1,139,000
Program Total:	\$0		\$1,139,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,139,000
Total Revenue	\$0	\$0	\$0	\$1,139,000

Explanation of Revenues

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

Significant Program Changes

Last Year this program was:

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

Department: County Assets

Program Contact: Tracey Massey

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics: In Target

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 Bond funded projects and Board 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. 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 FY2013, the IT Project Portfolio consisted of 269 projects active during the course of the year and 236 of completed projects. The Planning, Projects, and Portfolio Management group maintains a Strategic Project Portfolio consisting of approximately 20 of the highest priority projects across the County.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Increased percentage of planned work for the PPM team.	72%	80%	75%	75%
Outcome	Strategic reports shared with leaders improving transparency.	4	4	4	4

Performance Measures Descriptions

Output Measure - This measure is designed to ensure that project management staff are working on planned project work rather than administrative support. Planned project work is the primary focus of this program offer.

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	2014	2014	2015	2015
Personnel	\$0	\$1,665,884	\$0	\$1,693,011
Contractual Services	\$0	\$65,000	\$0	\$60,000
Materials & Supplies	\$0	\$171,294	\$0	\$176,766
Internal Services	\$0	\$100	\$0	\$100
Total GF/non-GF	\$0	\$1,902,278	\$0	\$1,929,877
Program Total:	\$1,902,278		\$1,929,877	
Program FTE	0.00	10.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,902,278	\$0	\$1,929,878
Total Revenue	\$0	\$1,902,278	\$0	\$1,929,878

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: 78015 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: In Target

Executive Summary

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

Program Summary

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for over 4,500 employees and business partners. By focusing on first call resolution of problems, such as inability to access documents, working with Word documents, spreadsheets, and other desktop applications, the Help Desk is able to minimize escalations to other IT teams and resolve customer problems as quickly as possible. The Help Desk provides support of mobile devices in use by county staff. Mobile support includes setup and delivery of mobile phones, support while using county mobile devices and management of mobile phones in the county's mobile management tool. Services are provided 24x7, 365 days a year to ensure that customer needs are addressed in a timely manner to enable county employees to focus on their mission to serve the public. In addition to resolving specific issues with desktop applications and vendor provided applications, the Help Desk also provides ad hoc training for software and hardware use, in order to minimize future problems that hinder employees' ability to work effectively. Help Desk staff provides support and help for internal IT functions such as the Applications, Desktop, Data Center, and Administration groups. The Help Desk averages 2,500 customer tickets per month. Of those tickets, an average of 61% are resolved at the Help Desk. The other 39%, that are not able to be resolved at the Help Desk, are escalated to Level 3 IT support for resolution.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Number of customer tickets	28,290	38,000	33,600	34,000
Outcome	Abandonment rate	5%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	61%	65%	60%	60%

Performance Measures Descriptions

These measures are industry standards for Help Desk organizations.

Output Measure - Number of help desk tickets created based on calls from customers.

Outcome Measure - Abandonment rate = customer calls the Help Desk but then hangs up.

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$983,623	\$0	\$854,199
Contractual Services	\$0	\$60,000	\$0	\$0
Materials & Supplies	\$0	\$183,945	\$0	\$9,845
Total GF/non-GF	\$0	\$1,227,568	\$0	\$864,044
Program Total:	\$1,227,568		\$864,044	
Program FTE	0.00	7.90	0.00	7.30

Program Revenues				
Other / Miscellaneous	\$0	\$1,227,568	\$0	\$864,044
Total Revenue	\$0	\$1,227,568	\$0	\$864,044

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: 78017 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: In Target

Executive Summary

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

Program Summary

The County maintains an enterprise voice system that processes over 25,000 incoming calls and voice mails each day. This program coordinates the installation and maintenance of all voice equipment and associated technologies including: wiring, switching and routing equipment, desk phones, call center consoles and connectivity to the public telephone system. Telecom is responsible for supporting phones and applications for about 5,000 customers across 99 County locations. Telecom works closely with Departments to identify communication needs and then implement technologies to address them. Key services supported by this program include all County call centers, such as the Mental Health Crisis line. Large projects coordinated by Telecom include office relocations, facilities provisioning, and remodeling. Telecom also manages the acquisition, configuration, and maintenance of 26 video conferencing units at 14 locations. These are used heavily by the State Courts, Department of Community Justice, and Public Defenders. Telecom is in the process of migrating to a new technology platform funded in program offers 78018A & B IT Network Convergence.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 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	2014	2014	2015	2015
Personnel	\$0	\$693,919	\$0	\$784,689
Materials & Supplies	\$0	\$1,946,789	\$0	\$1,911,386
Internal Services	\$0	\$16,580	\$0	\$121,156
Total GF/non-GF	\$0	\$2,657,288	\$0	\$2,817,231
Program Total:	\$2,657,288		\$2,817,231	
Program FTE	0.00	5.00	0.00	5.50

Program Revenues				
Other / Miscellaneous	\$0	\$2,657,288	\$0	\$2,518,047
Service Charges	\$0	\$0	\$0	\$299,184
Total Revenue	\$0	\$2,657,288	\$0	\$2,817,231

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: 78018 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:** In Target**Executive Summary**

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

Program Summary

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

In addition to managing risk, a primary goal of this program is to reduce the overall cost of mobile devices and services by 10% over similar costs from the prior fiscal year. The baseline for this measure will be set at the end of fiscal year 2013 and will likely be based upon total overall expenses translated into an average cost per minute metric. The total overall costs will include personnel and non-personnel expenses plus the costs for all wireless services. FY14 Savings is expected to be flat due to one time costs of implementing a Telecom Expense Management system and the associated work efforts that will be required to achieve the automation goals of the project.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Percent of processed new and replacement mobile device requests including audit of carrier records for exce	0%	99%	99%	99%
Outcome	Reduce overall cost over prior year	N/A	8.2% Savings	8% Savings	2% Savings

Performance Measures Descriptions

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

Outcome - Reduce overall cost of mobile devices and services by 10% 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	2014	2014	2015	2015
Personnel	\$0	\$94,193	\$0	\$122,862
Contractual Services	\$0	\$60,000	\$0	\$60,000
Materials & Supplies	\$0	\$783,704	\$0	\$877,467
Internal Services	\$0	\$9,969	\$0	\$0
Total GF/non-GF	\$0	\$947,866	\$0	\$1,060,329
Program Total:	\$947,866		\$1,060,329	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$947,866	\$0	\$1,060,329
Total Revenue	\$0	\$947,866	\$0	\$1,060,329

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: 78035 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: In Target

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	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 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	2014	2014	2015	2015
Personnel	\$0	\$1,872,972	\$0	\$1,794,905
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$2,277,579	\$0	\$2,290,229
Internal Services	\$0	\$600	\$0	\$726
Capital Outlay	\$0	\$35,500	\$0	\$111,000
Total GF/non-GF	\$0	\$4,256,651	\$0	\$4,266,860
Program Total:	\$4,256,651		\$4,266,860	
Program FTE	0.00	12.00	0.00	11.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,225,151	\$0	\$4,266,860
Beginning Working Capital	\$0	\$31,500	\$0	\$0
Total Revenue	\$0	\$4,256,651	\$0	\$4,266,860

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: 78019 IT Network Services

No significant changes.

Department: County Assets

Program Contact: Stanley Johnson G.L. III

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics: In Target

Executive Summary

The Desktop Services program offer supports desktops, laptops, tablets, smartphone's, printers, multifunction devices, iPads and other personal computing devices. This includes hardware and software procurement, installation, upgrades, maintenance, asset management and proper disposal. Remote and on-site repair and support are provided to improve user (customer) productivity. In FY2015, this offer will also support the evaluation of new technologies such desktop virtualization to drive innovation and reduce on-going operational costs.

Program Summary

Desktop Services manages over 4,500 employee PC's and 6,000 devices (desktops, laptops, tablets, printers, multifunction devices, iPhones, iPads and other personal computing devices). PCs for public use in the libraries, assessment & taxation and land use planning are also supported to provide citizens with access to view public records on-line. The desktop team is responsible for the lifecycle management (renewal and replacement), software upgrades and inventory asset management. Desktop support staff follow best practices for standardization resulting in faster performance, reliability, better stability and greater security. They also provide help desk ticket resolution and on-site support. 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	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Number of SCCM Software distribution packages created	0	0	100	125
Outcome	Percent of high priority problem tickets resolved within two days	95%	95%	95%	95%

Performance Measures Descriptions

Output Measure - This output measure measures the number of desktop software installation packages created for the County PCs.

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,825,329	\$0	\$2,742,566
Contractual Services	\$0	\$68,000	\$0	\$70,000
Materials & Supplies	\$0	\$175,002	\$0	\$153,379
Internal Services	\$0	\$15,000	\$0	\$8,404
Total GF/non-GF	\$0	\$3,083,331	\$0	\$2,974,349
Program Total:	\$3,083,331		\$2,974,349	
Program FTE	0.00	23.00	0.00	22.60

Program Revenues				
Other / Miscellaneous	\$0	\$2,983,331	\$0	\$2,974,349
Beginning Working Capital	\$0	\$100,000	\$0	\$0
Total Revenue	\$0	\$3,083,331	\$0	\$2,974,349

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: 78020 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: In Target

Executive Summary

Multnomah County has made a significant financial investment in our technology infrastructure. This program provides for the lifecycle management and replacement of outdated, unsupported, broken or damaged IT assets allowing the county to spread the cost of the equipment replacements over multiple years. It will also enable IT to better keep pace with rapidly changing technology in the computer industry.

Program Summary

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

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Percentage of personal computer devices replaced according to published schedule	100%	100%	100%	100%
Outcome	Asset database quality: Accuracy and completeness	98%	98%	98%	99%

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Materials & Supplies	\$0	\$2,177,775	\$0	\$2,436,184
Capital Outlay	\$0	\$356,000	\$0	\$429,388
Total GF/non-GF	\$0	\$2,533,775	\$0	\$2,865,572
Program Total:	\$2,533,775		\$2,865,572	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,533,775	\$0	\$2,521,668
Beginning Working Capital	\$0	\$0	\$0	\$343,904
Total Revenue	\$0	\$2,533,775	\$0	\$2,865,572

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: 78021 IT Asset Replacement

No significant changes.

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

Executive Summary

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department (67 systems) and Department of County Human Services (80 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	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Employee hours spent on planned work versus unplanned work	73%	65%	72%	70%
Outcome	Maintain employee hours spent on planned work	0%	0%	0%	7.6%

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	2014	2014	2015	2015
Personnel	\$0	\$2,731,070	\$0	\$2,881,448
Contractual Services	\$0	\$0	\$0	\$500,000
Materials & Supplies	\$0	\$73,254	\$0	\$102,255
Internal Services	\$0	\$1,700	\$0	\$183
Total GF/non-GF	\$0	\$2,806,024	\$0	\$3,483,886
Program Total:	\$2,806,024		\$3,483,886	
Program FTE	0.00	19.00	0.00	19.80

Program Revenues				
Other / Miscellaneous	\$0	\$2,806,024	\$0	\$3,483,886
Total Revenue	\$0	\$2,806,024	\$0	\$3,483,886

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: 78022 IT Health & Human Services Application Servi

No significant changes.

Department: County Assets

Program Contact: Mark Lyen

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics: In Target

Executive Summary

IT Public Safety Application Services provides reliable, effective software systems for Community Justice (25 systems), Decision Support System for Justice (DSSJ) (3 systems) and the Sheriff's Office (10 systems). The wide variety of services provided focus on increasing and improving delivery of technology to provide higher value to departments and constituents while adequately performing activities as required to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability.

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Employee hours spent on planned work versus unplanned work	58%	70%	60%	65%
Outcome	Percent increase in time spent on planned projects	0%	0%	3.4%	8.3%

Performance Measures Descriptions

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

Outcome Measure - The % 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	2014	2014	2015	2015
Personnel	\$0	\$2,450,708	\$0	\$2,535,396
Contractual Services	\$0	\$80,000	\$0	\$250,400
Materials & Supplies	\$0	\$80,386	\$0	\$71,933
Internal Services	\$0	\$150	\$0	\$332
Total GF/non-GF	\$0	\$2,611,244	\$0	\$2,858,061
Program Total:	\$2,611,244		\$2,858,061	
Program FTE	0.00	17.00	0.00	17.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,611,244	\$0	\$2,858,061
Total Revenue	\$0	\$2,611,244	\$0	\$2,858,061

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: 78023 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: In Target

Executive Summary

IT General Government Application Services provide reliable, effective software systems for the departments of County Assets, County Management, and Community Services. Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing vendor systems and relationships; maintaining and enhancing legacy systems.

Program Summary

The IT General Government Application Services group supports 23 systems for DCM and DCA and 9 systems for DCS. The program includes the following services for the Departments of County Assets, County Management, Community Services, and others:

- 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 IT resources available for higher value projects that will move County business strategies forward.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Employee hours spent on planned work versus unplanned	34%	60%	57%	60%
Outcome	Increase in employee hours spent on planned versus unplanned work	0%	0%	0%	5.3%

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	2014	2014	2015	2015
Personnel	\$0	\$1,108,548	\$0	\$1,083,036
Materials & Supplies	\$0	\$27,415	\$0	\$24,611
Internal Services	\$0	\$200	\$0	\$166
Total GF/non-GF	\$0	\$1,136,163	\$0	\$1,107,812
Program Total:	\$1,136,163		\$1,107,812	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,136,163	\$0	\$1,107,812
Total Revenue	\$0	\$1,136,163	\$0	\$1,107,812

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: 78024 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: In Target

Executive Summary

Data and Reporting Services provides and supports reliable services and software systems that are used across departmental boundaries and serve more than one or all County lines of business. Services include geographic maps, platform support for databases, web server support, and 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.

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	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	23%	25%	19%	25%
Outcome	Percent of time production systems are available for customer usage	0	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	2014	2014	2015	2015
Personnel	\$0	\$2,096,561	\$0	\$2,051,229
Contractual Services	\$0	\$88,000	\$0	\$0
Materials & Supplies	\$0	\$368,888	\$0	\$486,568
Internal Services	\$0	\$400	\$0	\$249
Total GF/non-GF	\$0	\$2,553,849	\$0	\$2,538,046
Program Total:	\$2,553,849		\$2,538,046	
Program FTE	0.00	12.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,553,849	\$0	\$2,538,046
Total Revenue	\$0	\$2,553,849	\$0	\$2,538,046

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: 78025 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: In Target

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 retire other 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 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.

Major initiatives to be worked on for SAP over the next fiscal year are:

- Employee Self Service for Electronic Time sheets continued roll-out
- Strategic Resource Management Optimization project for SAP
- ERP Life Cycle Analysis - implement recommendations

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Employee hours spent on planned work versus unplanned work	51%	39%	41%	47%
Outcome	Increase in employee hours spent on planned versus unplanned work	0%	0%	2%	6%

Performance Measures Descriptions

Output Measure - Employee hours spent on planned versus unplanned work: 47% planned/53% 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 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	2014	2014	2015	2015
Personnel	\$0	\$1,573,032	\$0	\$1,592,192
Contractual Services	\$0	\$151,245	\$0	\$0
Materials & Supplies	\$0	\$626,220	\$0	\$703,335
Internal Services	\$0	\$0	\$0	\$100
Capital Outlay	\$0	\$0	\$0	\$11,600
Total GF/non-GF	\$0	\$2,350,497	\$0	\$2,307,227
Program Total:	\$2,350,497		\$2,307,227	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,350,497	\$0	\$2,307,227
Total Revenue	\$0	\$2,350,497	\$0	\$2,307,227

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: 78026 IT SAP Application Services

No significant changes.

Department: County Assets

Program Contact: Josh Mitchell

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics: In Target

Executive Summary

Enterprise Web Services provides reliable services used across departmental boundaries—serving all County lines of business. These services include our Google Apps for Government implementation, 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 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	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Employee hours spent on planned work versus unplanned work	51%	55%	53%	55%
Outcome	Increase in employee hours spent on planned versus unplanned work	0	0	0	3.7%

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	2014	2014	2015	2015
Personnel	\$0	\$1,344,541	\$0	\$1,518,831
Contractual Services	\$0	\$0	\$0	\$50,000
Materials & Supplies	\$0	\$583,202	\$0	\$860,918
Internal Services	\$0	\$400	\$0	\$415
Total GF/non-GF	\$0	\$1,928,143	\$0	\$2,430,164
Program Total:	\$1,928,143		\$2,430,164	
Program FTE	0.00	8.67	0.00	10.67

Program Revenues				
Other / Miscellaneous	\$0	\$1,928,143	\$0	\$2,430,164
Total Revenue	\$0	\$1,928,143	\$0	\$2,430,164

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: 78027 IT Enterprise, Web & Library Application Se

Library Application Services was moved into its own program offer.

Department: County Assets **Program Contact:** Matthew Timberlake

Program Offer Type: Program Alternative/Reconstruction **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

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

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Employee hours spent on planned work versus unplanned work	NA	NA	50	55
Outcome	Increase in employee hours spent on planned versus unplanned work	NA	NA	NA	10

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 by 10% from the Current Year Estimate.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$206,931	\$0	\$209,479
Materials & Supplies	\$0	\$9,671	\$0	\$5,000
Total GF/non-GF	\$0	\$216,602	\$0	\$214,479
Program Total:	\$216,602		\$214,479	
Program FTE	0.00	1.33	0.00	1.33

Program Revenues				
Other / Miscellaneous	\$0	\$216,602	\$0	\$214,479
Total Revenue	\$0	\$216,602	\$0	\$214,479

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: 78027 IT Enterprise, Web & Library Application Se

Last year, the services included herein were part of the Enterprise, Web and Library Application Services Program Offer.

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics: In Target

Executive Summary

This program offer accounts for shared expenses of the IT Division. It includes repayment of bonds issued for the Network Convergence project and the Data Center Relocation project, facilities and Administrative Hub costs, software licensing and maintenance costs for four enterprise system, and the budget for IT trainers that work in the County's Talent Development group in the Department of County Management.

Program Summary

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two locations (in the Multnomah and Lincoln Buildings), debt service charges for funds borrowed for the Network Convergence and Data Center Relocation projects, the cost of IT trainers supported by the IT organization to provide IT training and consultation countywide are also budgeted in this program offer, and software licensing and maintenance costs for four systems used throughout the County (Team Budget, Multco Marketplace, NeoGov, and Telecom Expense Management).

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Timely repayment of borrowed funds.	0%	100%	100%	100%
Outcome		0	0	0	0

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$300,617	\$0	\$297,086
Materials & Supplies	\$0	\$271,560	\$0	\$380,881
Internal Services	\$0	\$4,150,192	\$0	\$4,341,322
Unappropriated & Contingency	\$0	\$669,510	\$0	\$869,510
Total GF/non-GF	\$0	\$5,391,879	\$0	\$5,888,799
Program Total:	\$5,391,879		\$5,888,799	
Program FTE	0.00	3.00	0.00	2.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,302,998	\$0	\$5,019,289
Beginning Working Capital	\$0	\$1,088,881	\$0	\$869,510
Total Revenue	\$0	\$5,391,879	\$0	\$5,888,799

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: 78014 IT Shared Operating Expenses

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,830,138	\$0	\$2,992,352
Contractual Services	\$0	\$78,000	\$0	\$65,000
Materials & Supplies	\$0	\$864,788	\$0	\$943,631
Total GF/non-GF	\$0	\$3,772,926	\$0	\$4,000,983
Program Total:	\$3,772,926		\$4,000,983	
Program FTE	0.00	19.25	0.00	20.25

Program Revenues				
Other / Miscellaneous	\$0	\$3,772,926	\$0	\$4,000,983
Total Revenue	\$0	\$3,772,926	\$0	\$4,000,983

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: 78016 IT Data Center & Technical Services

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,221,163	\$0	\$951,337
Contractual Services	\$0	\$30,050	\$0	\$262,000
Materials & Supplies	\$0	\$1,478,844	\$0	\$1,695,372
Internal Services	\$0	\$922,561	\$0	\$910,264
Unappropriated & Contingency	\$0	\$660,000	\$0	\$154,903
Total GF/non-GF	\$0	\$4,312,618	\$0	\$3,973,876
Program Total:	\$4,312,618		\$3,973,876	
Program FTE	0.00	11.80	0.00	9.90

Program Revenues				
Other / Miscellaneous	\$0	\$3,409,633	\$0	\$3,566,118
Beginning Working Capital	\$0	\$0	\$0	\$298,000
Service Charges	\$0	\$35,000	\$0	\$0
Total Revenue	\$0	\$3,444,633	\$0	\$3,864,118

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 proposed FY15 charge rates. The FY15 budget has been developed based on FY13 cumulative charges.

Significant Program Changes

Last Year this program was: 78028 Fleet Services

Department: County Assets**Program Contact:** Garret Vanderzanden**Program Offer Type:** Internal Service**Program Offer Stage:** As Adopted**Related Programs:** 78037**Program Characteristics:** In Target**Executive Summary**

Vehicle replacement planning is provided as an interdependent function within Fleet Services (program offer #78037). The key objective is to administer the life-cycle replacement schedule and collection of replacement funds on assigned vehicles and equipment (capital expenditures). This service is responsible for keeping Department customers supplied with vehicle and equipment options that support their core operational missions.

Program Summary

Fleet Services, through the Fleet Vehicle Replacement program, provides the following services:

- Collects and manages the funding for future replacement of vehicles and equipment;
- Specifies, bids, awards, receives, inspects, prepares for service, and assigns replacement vehicles and equipment;
- Administers the vehicle and equipment re-sale program (surplus disposal), using revenue received used to offset future vehicle and equipment purchases;
- Establishes and administers the life-cycle replacement schedule used to determine collection of replacement funds on assigned vehicles and equipment. The collected funds are used to buy new vehicles after the predetermined years of life are met;
- Collaborates with departments and programs to evaluate the following elements when considering purchase of a new or replacement vehicle or piece of equipment: vehicle utilization (miles driven/time of operation); department/program needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; and sustainability;
- Ongoing evaluation of opportunities for electric and hybrid vehicles when purchasing new vehicles. The Fleet Vehicle Replacement Program is the primary contributing factor to the following areas in the Local Government Operations component of the 2009 Climate Action Plan:
 - 18-6 "...meet minimum fleet fuel efficiency standards and use low-carbon fuels.";
 - 18-7 "Buy electric and plug-in hybrid vehicles for City and County fleets as they become commercially available."

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Percent of vehicles and equipment on delayed replacement	50%	25%	20%	25%
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase	14%	14%	15%	15%
Output	Number of replacement Gap Vehicles Purchased	0	22	30	30

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 Proaram Offer 78031.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$134,129	\$0	\$134,129
Capital Outlay	\$0	\$6,071,698	\$0	\$6,656,984
Total GF/non-GF	\$0	\$6,205,827	\$0	\$6,791,113
Program Total:	\$6,205,827		\$6,791,113	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,824,544	\$0	\$1,509,846
Financing Sources	\$0	\$1,203,958	\$0	\$0
Interest	\$0	\$19,000	\$0	\$0
Beginning Working Capital	\$0	\$3,906,626	\$0	\$5,281,267
Total Revenue	\$0	\$6,954,128	\$0	\$6,791,113

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. Proceeds from vehicle sales are returned to the Fleet fund to offset future replacement costs.

One-time only revenue was received in FY14, Program Offer #78031, to bridge a replacement funding gap for aging vehicles in the Fleet. This money, \$1.2M, will be spent over a 3 year period, FY14-FY16, with the majority of those dollars spent under the County's Strategic Sourcing initiative to ensure best value and reflection of the County's overall mission. Procurement of these vehicles are being tracked as a discreet performance measure.

Significant Program Changes

Last Year this program was: 78029 Fleet Vehicle Replacement

Department: County Assets

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs: 78037

Program Characteristics: In Target

Executive Summary

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

Program Summary

There are four Motor Pool sites located around the County to help programs manage their short-term business transportation needs. A variety of vehicle types are available for use: sedans, light trucks, passenger and cargo vans, and specialty equipment. The program operates through a reservation and per-hour charge back system. The purpose of the centrally managed Motor Pool is to eliminate underutilized assigned vehicles and reduce private mileage reimbursement costs, thereby supporting departmental travel needs with ease of use and efficient administrative effort.

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The Motor Pool site in downtown Portland also operates as a public parking lot and provides parking at market rate for County-owned and employee privately-owned vehicles, including car pool spaces.

The Motor Pool program is currently undergoing a needs assessment due to the movement of multiple programs in the downtown corridor, and the imminent resignation of the primary Motor Pool site at 530 SW 2nd Avenue. Plans to implement a new reservation system have been put on hold while this analysis is completed. Recommendations will likely occur in Q4 FY2014 for implementation late FY2015/FY2016.

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	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Number of Motor Pool trips	15,591	15,700	15,750	15,500
Outcome	Vehicle availability	99%	99%	99%	99%

Performance Measures Descriptions

Motor pool trips is a measure of customers' business transportation needs. Vehicle availability is a measure of ability to supply vehicles for those needs. The two measures determine the optimal size of the motor pool.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$172,626	\$0	\$147,970
Contractual Services	\$0	\$3,000	\$0	\$2,184
Materials & Supplies	\$0	\$15,400	\$0	\$189,272
Internal Services	\$0	\$62,123	\$0	\$63,366
Total GF/non-GF	\$0	\$253,149	\$0	\$402,792
Program Total:	\$253,149		\$402,792	
Program FTE	0.00	2.20	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$333,953	\$0	\$477,425
Service Charges	\$0	\$38,880	\$0	\$35,125
Total Revenue	\$0	\$372,833	\$0	\$512,550

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: 78030 Motor Pool

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$544,977	\$0	\$567,121
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$1,393,903	\$0	\$908,314
Internal Services	\$0	\$189,358	\$0	\$209,801
Capital Outlay	\$0	\$50,000	\$0	\$50,000
Unappropriated & Contingency	\$0	\$486,510	\$0	\$255,000
Total GF/non-GF	\$0	\$2,674,748	\$0	\$2,000,236
Program Total:	\$2,674,748		\$2,000,236	
Program FTE	0.00	6.90	0.00	6.85

Program Revenues				
Other / Miscellaneous	\$0	\$1,332,341	\$0	\$1,352,236
Interest	\$0	\$7,900	\$0	\$0
Beginning Working Capital	\$0	\$1,271,687	\$0	\$583,000
Service Charges	\$0	\$62,820	\$0	\$65,000
Total Revenue	\$0	\$2,674,748	\$0	\$2,000,236

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: 78032 Distribution Services

No significant program changes.

Legal / Contractual Obligation

ORS 192 and OAR 166 outline public records mandates for the Records Officer, microfilm, imaging, storage, retention and access. Executive Rule 301 assigns the retention schedule function to the Records Management program.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$382,148	\$0	\$409,642
Contractual Services	\$0	\$32,757	\$0	\$25,000
Materials & Supplies	\$0	\$25,365	\$0	\$36,392
Internal Services	\$0	\$423,887	\$0	\$432,532
Total GF/non-GF	\$0	\$864,157	\$0	\$903,566
Program Total:	\$864,157		\$903,566	
Program FTE	0.00	3.60	0.00	4.20

Program Revenues				
Other / Miscellaneous	\$0	\$864,157	\$0	\$903,566
Total Revenue	\$0	\$864,157	\$0	\$903,566

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 FY2013.

Significant Program Changes

Last Year this program was: 78033 Records Management

No significant program changes.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. 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	2014	2014	2015	2015
Personnel	\$449,602	\$0	\$409,647	\$0
Contractual Services	\$40,000	\$0	\$10,000	\$0
Materials & Supplies	\$8,000	\$0	\$12,890	\$0
Internal Services	\$0	\$0	\$41,611	\$0
Total GF/non-GF	\$497,602	\$0	\$474,148	\$0
Program Total:	\$497,602		\$474,148	
Program FTE	3.50	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: 78034 Countywide Strategic Sourcing

No significant changes.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$819,362	\$0	\$825,862	\$0
Materials & Supplies	\$7,100	\$0	\$11,396	\$0
Internal Services	\$60,107	\$0	\$85,665	\$0
Total GF/non-GF	\$886,569	\$0	\$922,923	\$0
Program Total:	\$886,569		\$922,923	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$717,371	\$0	\$729,123	\$0
Total Revenue	\$717,371	\$0	\$729,123	\$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: 78036 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:****Program Characteristics:** In Target

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.

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 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, FREDS, IT, and the Department of County Management. 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.

The program also 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 78046.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Number of procurements and contracts processed	896	595	1,200	1,000
Outcome	Percentage of contracts processed following established processes	90% (estimate)	95%	90%	95%

Performance Measures Descriptions

Output – Measures the total volume of procurements, contracts, amendments and renewals processed by the P&C staff.

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, Contracting and Architectural 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	2014	2014	2015	2015
Personnel	\$1,388,332	\$0	\$1,586,149	\$0
Contractual Services	\$80,000	\$0	\$60,000	\$0
Materials & Supplies	\$57,786	\$0	\$63,334	\$0
Internal Services	\$125,016	\$0	\$151,750	\$0
Total GF/non-GF	\$1,651,134	\$0	\$1,861,233	\$0
Program Total:	\$1,651,134		\$1,861,233	
Program FTE	11.50	0.00	14.40	0.00

Program Revenues				
Other / Miscellaneous	\$1,293,725	\$0	\$1,485,156	\$0
Total Revenue	\$1,293,725	\$0	\$1,485,156	\$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: 78037 Administrative Hub Procurement & Contracting

No significant program changes.

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

Executive Summary

The Administrative Hub Finance team is one of the four service teams in the County's first inter-departmental Administrative Services Hub. This team provides accounts receivable, accounts payable, and procurement card management services to the departments of County Management (DCM) and County Assets (DCA), and to non-departmental County agencies and offices.

Program Summary

This program includes the administrative group responsible for accounts receivable, accounts payable, and procurement card management services. The Finance and Administration unit reports to the Budget and Finance Manager, who 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, FREDS, IT, and the Department of County Management. 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.

This group supports the operational activities of DCA and DCM by providing financial services such as accounts receivable, accounts payable, and procurement card management; additionally, the unit provides general administrative support functions such as travel and training arrangements and expense management, employee reimbursements, timekeeping, reception and general administrative support to a diverse array of programs. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies, internal controls and the implementation of best practices.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Percent of out of town travel and training events reconciled within 30 days of traveler return date.	n/a	0	0	100%
Outcome	Reduce monthly paper invoice volume by 10%.	1,432	0	1,086	978

Performance Measures Descriptions

Output - Travel expenses are among the most closely scrutinized expenses so it is important any questions or issues are resolved quickly.

Outcome - The finance Hub continues to encourage divisions to seek more efficient and cost effective purchase methods (marketplace, ghost cards) thereby reducing paper invoice volume.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$729,968	\$0	\$759,319	\$0
Contractual Services	\$0	\$0	\$8,200	\$0
Materials & Supplies	\$6,700	\$0	\$3,900	\$0
Internal Services	\$80,144	\$0	\$96,985	\$0
Total GF/non-GF	\$816,812	\$0	\$868,404	\$0
Program Total:	\$816,812		\$868,404	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$512,858	\$0	\$521,538	\$0
Total Revenue	\$512,858	\$0	\$521,538	\$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: 78038 Administrative Hub Finance

No significant program changes.



Program #78047 - Administrative Hub Human Resources 7/3/2014

Department: County Assets **Program Contact:** Mary Beth Allen
Program Offer Type: Administration **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Summary

This program provides a full range of HR services to 594 regular employees and 43 temporary and/or on-call employees. The roster of employees includes 374 members of AFSCME Local 88 as well as a significant number of exempt or classified exempt employees, including 78 executive employees, 67 management employees; 43 employees who serve as staff to elected officials; and six elected officials (or their approved designees). In addition to AFSCME, IUOE Local 7-1 (engineers) and IBEW Local 48 (electrical workers) are hub-supported employees.

Under the direction of the Human Resources Manager, unit staff provide guidance on managing both represented and exempt employees, in addition to providing direct human resources (HR) services such as recruitment, HR information systems data entry, and records management are also provided.

Key responsibilities include advising department directors, division managers and supervisors on the following:

- Developing and implementing staffing and related plans (including reorganizations) that support organizational goals and objectives;
- Creating and/or revising position descriptions to align work tasks with the business needs of work units;
- Managing recruitments for open positions, including coordinating outreach activities, developing selection processes, evaluating online applications, scheduling interviews and scoring applicant tests;
- Performance management, including the timely and thorough completion of performance plans and appraisals; and
- Interpreting collective bargaining agreements, including sections related to work assignment and schedules and progressive discipline.

Other critical responsibilities include serving as a resource for all DCA/DCM/non-departmental employees in connection with county policies, training and career development and other employee concerns, and administering the county's pay and benefits, classification plans, collective bargaining agreements, and personnel rules in conjunction with the county's Central Human Resources Department and Risk Management Division.

Performance Measures

Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Number of recruitments conducted	85	80	100	100
Outcome	Number of employees provided full range of HR services	594	620	620	660

Performance Measures Descriptions

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

Outcome - Number of employees served measures workload, taking into account personnel transaction processing for new hires, terminations, promotions, changes in pay status or seniority, and other employment actions and employee information.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,170,375	\$0	\$1,156,433	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$22,144	\$0	\$25,900	\$0
Internal Services	\$93,761	\$0	\$116,260	\$0
Total GF/non-GF	\$1,296,280	\$0	\$1,308,593	\$0
Program Total:	\$1,296,280		\$1,308,593	
Program FTE	9.00	0.00	9.50	0.00

Program Revenues				
Other / Miscellaneous	\$824,779	\$0	\$777,451	\$0
Total Revenue	\$824,779	\$0	\$777,451	\$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: 78039 Administrative Hub Human Resources

No significant program changes.