

### Department Overview

Creation of the Department of County Assets (DCA) was recommended in the Coraggio Group report dated January 8, 2011, and reflects the Chair's Multnomah Evolves initiative. Approved by the Board of County Commissioners on April 14, 2011, DCA integrates the County's primary physical assets: Information Technology, Facilities, Fleet, and Records. The director will report to the County's Chief Operating Officer with goals of creating fiscal accountability for County assets and implementing best practices around asset portfolio management.

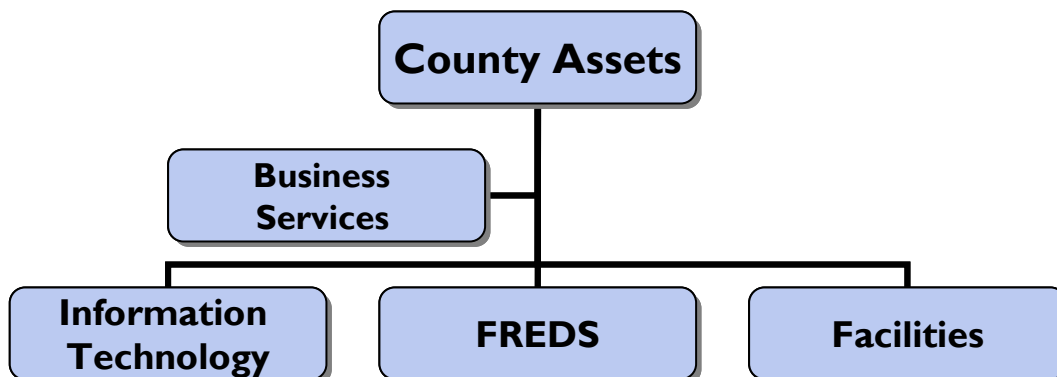
DCA will bring together two divisions from the Department of County Management (Facilities and Property Management and Fleet, Records, Electronics, and Distribution Services, or FREDs) and DCM's Business Services group, and the Office of Information Technology.

The Business Services teams from DCM and IT will form an "administrative hub" that will provide human resources, procurement, contracting, finance, budget, accounts payable, and other administrative services to DCA, DCM, and the Nondepartmental offices and agencies.

Facilities & Property Management will continue to manage over three million square feet of general office and other specialized types of space owned by the County in over 130 locations.

FREDs will continue to provide operational support services to County departments, agencies, and other local governments. Fleet Services maintains over 700 County vehicles and supports over 500 vehicles from other agencies.

County Information Technology will continue to provide telecommunication, network, hardware infrastructure, and business application support to County employees in over 93 locations.



### Budget Overview

The new Department of County Assets (DCA) was created in April, 2011, and integrates the County's internal services: Facilities, Information Technology, and Fleet, Records, Electronics, Distribution, and Central Stores (FREDS). The FY 2012 budget in all funds is \$152,969,727 and 308.64 FTE.

DCA is composed of programs and services formerly budgeted and operated in other County departments. Transferred from the Department of County Management are:

- Facilities and Property Management, including the Facilities Capital Program, \$86,428,917 and 85.50 FTE.
- FREDS, \$19,017,563 and 49.00 FTE
- Business Services and Human Resources, \$1,589,439 and 10.00 FTE

Transferred from Nondepartmental is:

- Information Technology, including the IT Capital Program, \$45,933,808 and 165.14 FTE

Significant expenditure changes include:

- A change in accounting for capital fees reduces a cash transfer from the Facilities Fund to the capital funds by \$5.1 million. In FY 2012, capital fees will be recorded directly in the Capital Improvement and Asset Preservation Funds.

One-time-only General Fund programs and expenditures total \$3,578,234 for FY 2012, and include:

- \$1.0 million for new county-wide budget preparation software.
- \$150,000 for a Facilities Strategic Plan.
- \$200,000 for DCA business process improvement plans.
- \$448,234 for the 8% annual capital fee increase for FY 2012.
- \$380,000 to pay a one-time Local Improvement District assessment for the east side streetcar project.
- \$1.4 million for new detention electronics in the Juvenile Justice complex.

Budget Trends*	FY 2010	FY 2011	FY 2011	FY 2012	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	302.4	309.00	310.15	308.64	(1.51)
Personal Services	\$31,899,938	\$36,178,792	\$37,297,724	\$37,574,283	\$276,559
Contractual Services	9,899,254	18,877,274	19,461,107	18,079,183	(1,381,924)
Materials & Supplies	37,194,438	46,220,551	47,650,053	49,223,048	1,572,995
Capital Outlay	5,676,575	11,332,064	56,660,320	43,928,679	(12,731,641)
<b>Total Costs</b>	<b>\$84,670,204</b>	<b>\$112,608,681</b>	<b>\$161,069,204</b>	<b>\$148,805,193</b>	<b>(12,264,011)</b>

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

## Successes and Challenges

The Department of County Assets consolidates all internal service functions into one department, presenting the County with new opportunities to leverage its resources and achieve administrative efficiencies. Over the next fiscal year, DCA will evaluate opportunities to implement best practices, integrate service delivery, improve internal service rate models, and significantly “re-think” the services provided by the department.

FY 2011 Information Technology highlights include:

- Implementation of Google Apps for Government
- Migration of the County’s external web sites to an Open Source technology platform and Amazon’s cloud-based hosting service
- Implementation of the RFID and Self-Checkout systems for 9 libraries
- Modernization of the Health Department’s pharmacies with workflow and robotic prescription-filling capabilities.

A joint IT-Facilities highlight was completion of the detailed design and the ground-breaking for the County’s new East County Courts facility, which will house the County’s new Data Center in addition to providing modern court space in east Multnomah County.

As IT looks forward to FY 2012, the biggest challenge continues to be the rapid change occurring in the technology industry. Other related challenges include recruiting, retaining, and motivating a diverse work force; focusing on priority projects, and maximizing the County’s investments in new technologies.

FY 2011 Facilities and FREDS highlights include:

- Reservation and anticipated summer delivery of four electric vehicles
- Successful oil recycling efforts at County fleet maintenance shops
- An ARRA-funded heat recovery system project at the Inverness Jail laundry
- Waste recycling efforts reaching 45%, toward a County-wide goal of 70%

Three work groups have been established through the Multnomah Evolves initiative to explore cost effective service delivery alternatives.

- A Fleet Maintenance work group is examining alternatives to our current fleet maintenance services that could improve or maintain existing services while reducing costs.
- A Central Stores work group is examining alternatives to our current central stores and distribution functions that would streamline County purchasing and shipping of goods.
- A Facilities Strategic Asset Plan work group is developing an asset portfolio strategy that reflects the County’s goals, objectives, and priorities for program delivery.

### Diversity and Equity

The Department of County Assets management team supports the implementation of County diversity and equity goals through its policies and its participation in diversity activities.

IT has a representative on the Diversity Council, is working with the Office of Diversity & Equity on management training and a summer intern program; and supports Minority, Women, and Emerging Small Businesses (MWESB) in its procurement processes.

The FREDs division continues to provide resources for the annual County/ City Diversity Conference by encouraging and supporting FREDs staff who organize and co-chair the conference planning committee.

Facilities & Property Management actively connects to and works with MWESB communities and agencies in its procurement processes. F&PM's priority is to ensure the collaboration, solicitation, and partnership with MWESB contractors, vendors, and suppliers in order to meet the annual division goal of 98% participation in its contracts and/or procurements by these businesses.

Facilities & Property Management further promotes the MWESB program through the Good Faith Effort Program (partnering with County Purchasing) by making subcontractors aware of County construction projects so that they have ample time to provide bids to prime contractors. This action ensures diverse construction contracting opportunities with Multnomah County.

### Budget by Division

Division Name	FY 2012 General Fund	Other Funds	Total Division Cost	Total FTE
Business Services	1,589,439	0	0	10.00
Information Technology	0	45,933,808	45,933,808	165.14
Fleet, Records, Electronics, Distribution and Stores	0	19,017,563	19,017,5643	49.00
Facilities	0	86,428,917	86,428,917	85.50
<b>Total County Assets</b>	<b>\$1,589,439</b>	<b>\$151,380,288</b>	<b>\$152,969,727</b>	<b>308.64</b>

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

## Information Technology

County Information Technology's (IT) 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 focuses on providing the services and technologies that County residents and employees deserve, at a cost they can afford. The mission and vision will be key in guiding the development of the County's FY 2012 IT initiatives--especially the planned mobile technology strategy to support mobile workforce initiatives in departments. This solid framework will empower IT employees to solve County business challenges through focus on priority projects and through embracing new technologies to improve service and reduce costs.

Information Technology manages 4,949 PCs and laptops, 252 servers, 173 physical servers, 118 network circuits, and approximately 223 business applications. IT Staff support business applications spanning primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, emergency management, assessment and taxation, land use planning, jail management, and community justice. 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 2012 include:

- Changing the way IT charges for variable telecommunications services--pagers, cell phones, and moves/adds/changes. Going forward, these expenditures will be directly budgeted and managed in departments rather than by the IT organization.
- Changing the way that the County manages and uses multi-function devices (copiers). This function was transferred from County Purchasing to IT.
- Using \$2.8 million of IT Fund beginning working capital to "buy down" IT rates for departments.
- Re-assigning roles and responsibilities within several IT work teams to better align with new technologies and to meet project requirements. These changes are driven by a) the decommissioning of three legacy technologies; and b) the realignment of resources to meet customer and project requirements without increasing overall costs.
- The executive budget includes \$1.5 million of one-time funds for three priority IT projects: SAP improvements; electronic employee benefits selection capabilities; and an electronic property and portfolio management system.

### Fleet, Records, Electronics, Distribution and Stores (FREDS)

Fleet, Records, Electronics, Distribution and Stores (FREDS) Division provides operational support services to County departments, agencies and other local governments. FREDS programs impact the delivery of most County services and the productivity of every employee. FREDS emphasizes economies of scale by sharing assets and skills across County programs and by sharing fixed costs through service provisions to over 60 non-county agencies. FREDS generated \$1,429,479 in outside revenue in FY 2010.

- Fleet Services - maintains and manages over 700 vehicles of various types and supports over 500 vehicles from other government agencies.
- Records and Archive Management - develops and maintains record retention schedules to ensure that all legal and administrative requirements are met. The program manages over 121 million documents dating back to 1855.
- Electronic Services - designs, installs and maintains jail security systems, access control systems, two-way radio communications, closed circuit television security systems, and emergency vehicle equipment.
- Distribution Services - provides pickup and delivery of mail and supplies, processing and metering of U.S. Mail, U.S. Mail training and consultation, and management of mail services contracts.
- Stores - centralizes product procurement, receiving, inventory control, warehousing, invoice reconciliation and input, and delivery, thus reducing the total effort and costs associated with materiel acquisitions.

### Significant Changes

For FY 2012 the FREDS division is moved from the Department of County Management to DCA.

The division experienced a significant reduction to vehicle replacement funds with the termination of the County's IGA with Metro. The agreement ended on July 1, 2010 and required the County to refund all funds collected for vehicle replacement not used for vehicle purchases. The refund amount of \$540,567 was paid to Metro on July 1, 2010.

The County will add four all-electric vehicles to the fleet. This effort is in collaboration with ECOtality. This is a private non-profit that received federal stimulus money to install public charging stations in several states, including Oregon. Public charging stations are planned for the Multnomah Building parking garage and Hillsdale, Capital Hill, Rockwood and Midland libraries. The installation includes charging stations for County Fleet.

Records Program converted its records retention/retrieval system from a physical to a virtual server, reducing server costs by 75% or \$17K annually.

One FREDS management position will be eliminated through the Multnomah Evolves initiative.

## Facilities and Property Management

The Facilities and Property Management Division (FPM) provides and maintains safe, cost efficient space for all County programs. FPM manages over 3 million square feet of general office, library, court, jail, probation, clinic, shop, warehouse and other types of specialized space largely owned by the County in over 130 locations. FPM oversees the long-term capital requirements of these building assets through a balance of capital management and building disposition strategies. FPM emphasizes sustainable practices through ongoing energy conservation projects, leadership in County recycling, sustainable procurement, and Green Building construction practices.

Specific direct services provided by FPM include:

Property management and customer service; full maintenance provided by internal trade groups and contracted services; lease administration; county facilities strategic portfolio management; project management for capital projects; and response to facility related emergencies throughout the year.

The greatest challenge is balancing needs of a large, diverse and aging portfolio with program operations while protecting the value of taxpayer assets. FPM proposes to work with the Board and departments during the next year to plan for a sustainable portfolio and then recommend transactions, redevelopments or projects to move the County to a financially sustainable building model. Funding for this planning project is included in a one-time-only program (offer 72077 - \$150,000).

## Significant Changes

Significant changes for FY 2012 include:

- Facilities & Property Management is moved from the Department of County Management to DCA.
- Increase available Beginning Working Capital by \$400,000 to \$1.9 million to subsidize County facility charges to customers (offer 72066).
- Reduction in Cash Transfer (over \$5 million) from Facilities Management Fund to two Capital Funds due to change in GASB 54 reporting requirements. Revenue now goes directly to Capital Funds.
- Convert 1.00 limited duration Manager 2 position, assigned to policy level projects, to a permanent employee to lead and manage departmental facility planning and to manage other ongoing projects involving department and policy stakeholders (offer 72066).
- Two new limited duration positions: 1.00 Facilities Dispatcher to implement recommendations of 2009 Facilities Inventory Audit (offer 72068); 1.00 Facilities Specialist 3 to manage Deferred Maintenance Bond projects (offer 72070).
- One management position will be eliminated through the Multnomah Evolves initiative.



### 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 2012 General Fund	Other Funds	Total Cost	FTE
78000	Department Management	\$0	\$2,266,811	\$2,266,811	2.00
78001	Business Services	1,037,966	0	1,037,966	6.00
78002	Department Human Resources	551,473	0	551,473	4.00
<b>Facilities &amp; Property Management</b>					
78003	Facilities Administration and Business Services	0	2,151,082	2,151,082	15.00
78004	Facilities Debt Service and Capital Fee Pass-Through	0	6,545,800	6,545,800	0.00
78005	Facilities Operations and Maintenance	0	5,852,094	5,852,094	48.00
78006	Facilities Property Management	0	7,863,224	7,863,224	6.50
78007	Facilities Capital Operating Costs	0	1,855,819	1,855,819	14.00
78008A	Facilities Capital Improvement Program (CIP)	0	38,532,551	38,532,551	0.00
78008B	Facilities OTO - 8% CIP & AP Increase	0	448,234	448,234	0.00
78009	Facilities Capital Asset Preservation (AP)	0	7,016,022	7,016,022	0.00
78010	Facilities OTO - LID Assessment	0	380,000	380,000	0.00
78011	Facilities Building Materials and Services	0	4,408,682	4,408,682	0.00
78012	Facilities Utilities Pass-Thru	0	6,100,000	6,100,000	0.00
78013	Facilities Lease Management	0	5,275,409	5,275,409	2.00
<b>Fleet, Records, Electronics, Distribution, and Stores</b>					
78016	FREDS Administration	0	616,566	616,566	3.59
78017	FREDS Fleet Services	0	4,763,855	4,763,855	12.90
78018	FREDS Fleet Vehicle Replacement	0	3,886,049	3,886,049	0.00
78019	FREDS Records Section	0	900,318	900,318	4.40
78020	FREDS Distribution Services	0	1,864,753	1,864,753	7.40
78021	FREDS Materiel Management	0	5,357,150	5,357,150	12.20
78022	FREDS Motor Pool	0	491,560	491,560	2.41
78023	FREDS Electronic Services	0	1,137,312	1,137,312	6.10



# County Assets

fy2012 adopted budget

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
<b>Information Technology</b>					
78024A	IT Innovation and Investment Fund	0	7,438,752	7,438,752	0.00
78025	IT Strategic Modernization Projects	0	4,233,353	4,233,353	0.00
78026	IT Planning, Projects & Portfolio Management	0	3,328,055	3,328,055	22.00
78027	IT Data Center	0	4,154,136	4,154,136	20.25
78028	IT Help Desk Services	0	960,768	960,768	8.90
78029	IT Telecommunications Services	0	3,670,981	3,670,981	7.50
78030	IT Network Connectivity	0	2,863,299	2,863,299	7.50
78031	IT Desktop Services	0	3,131,600	3,131,600	25.00
78032	IT Desktop Assets	0	1,809,951	1,809,951	0.00
78033	IT Health and Human Services Application Services	0	2,588,545	2,588,545	18.00
78034	IT Public Safety Application Services	0	2,396,261	2,396,261	18.00
78035	IT General Government Application Services	0	1,001,538	1,001,538	5.66
78036	IT Enterprise Application Services	0	4,106,309	4,106,309	21.33
78037	IT SAP Support Team	0	1,983,449	1,983,449	9.00
	<b>Total County Assets</b>	<b>\$1,589,439</b>	<b>\$151,380,288</b>	<b>\$152,969,727</b>	<b>308.64</b>

(this page intentionally left blank)

**Lead Agency:** Department of County

**Program Contact:** Sherry Swackhamer

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

IT department management provides leadership, strategic direction, and operational accountability, so County employees, business partners, elected officials and citizens have information when & where they need it with high reliability and at a reasonable cost. Employee management and oversight as well as project oversight are provided.

**Program Description**

The IT department management office is accountable for leadership in the reliable delivery of IT services and spending that is aligned with county priorities. In addition, it also ensures the implementation, measurement and continuous improvement of IT service management processes, provides governance for delivering projects according to commitments, provides a roadmap for future technology and ensures a skilled and motivated IT workforce. This offer contains a contingency value of \$1.7 million for unplanned equipment replacement or emergency needs.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Performance Evaluations completed per County Requirement	0	164	164	165
Outcome	Percent of quarterly Top 25 projects completed as projected	0.0%	50.0%	0.0%	60.0%

**Performance Measure - Description**

Output - measures the number of performance appraisals completed for IT staff per county requirement

Outcome - measure % of high priority IT projects completed per quarterly projections. Provides focus on projects that are of the highest priority to the county.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$499,015	\$0	\$306,622
Contracts	\$0	\$100,000	\$0	\$25,000
Materials & Supplies	\$0	\$428,217	\$0	\$48,341
Internal Services	\$0	\$1,982,200	\$0	\$1,886,848
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$1,686,393	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$4,695,825</b>	<b>\$0</b>	<b>\$2,266,811</b>
<b>Program Total:</b>	<b>\$4,695,825</b>		<b>\$2,266,811</b>	
Program FTE	0.00	1.00	0.00	2.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,531,787	\$0	\$2,116,514
Other / Miscellaneous	\$0	\$3,164,038	\$0	\$150,297
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$4,695,825</b>	<b>\$0</b>	<b>\$2,266,811</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79003, IT Division Management

**Lead Agency:** Department of County

**Program Contact:** Mike Waddell

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** One-Time-Only Request, In Target

**Executive Summary**

The Department of County Assets (DCA) Business Services unit provides a variety of administrative and business support services for the Departments of County Assets and County Management; support is also provided to the Board of County Commissioners and several NonDepartmental Offices. Business Services supports a complex array of internal service programs/functions allowing department leadership and elected officials to focus on delivering their core services.

**Program Description**

This program aligns with business services functions in other departments allowing programs and elected officials to leverage administrative resources. Business Services reports to DCA and supports the operational activities of this department and DCM by providing budget planning, contracts administration, accounts payable/receivable processing and general administrative support to a diverse array of programs. Support also encompasses the coordination, development and analysis of the department's complex budget and the administration of other department-wide financial functions including collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices. Business Services serves as the liaison to all internal services coordinating the provision of Information Technology, Facilities and FREDS support. Business Services also provides administrative support (contract administration, payment processing, travel planning, timekeeping, etc) to the Board, their staff and other Offices reporting to the Multnomah County Chair. Business Services staffs the DCM Citizens Budget Advisory Committee (CBAC) and represents the department on several county-wide workgroups and committees including Climate Action Plan, Emergency Management, Continuity of Operations (COOP) and County Operating Council.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of contracts executed by start of contract	0.0%	0.0%	90.0%	95.0%
Outcome	Percent of AP invoices paid on time	0.0%	85.0%	80.0%	85.0%
Outcome	Percent of AR receipts posted in current period	0.0%	0.0%	100.0%	100.0%
Efficiency	Percent of grant reports submitted on time	0.0%	0.0%	100.0%	100.0%

**Performance Measure - Description**

✔ **Measure Changed**

Contract support to DCM and NonDepartmental is a relatively new FY11 function. Percent of contracts executed on time is a new measure reflecting quality of performance.

Invoices Paid on Time is the percentage of invoices paid within 30 days of the invoice date and measures the timeliness of the accounts payable process. The county-wide performance of this measure has historically been about 85%. This should be achievable once all DCM and NonDepartmental customers become acclimated to the new Business Services central payment process.

Accounts Receivable performance measures the percentage of receipts posted and recognized in the correct accounting period.

Grant reporting support to DCM and NonDepartmental is a relatively new function in FY11; percent of grant report submitted on time is a new measure reflecting performance quality and grant compliance.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$475,929	\$0	\$610,411	\$0
Contracts	\$0	\$0	\$350,000	\$0
Materials & Supplies	\$12,129	\$0	\$17,883	\$0
Internal Services	\$37,690	\$0	\$59,672	\$0
<b>Total GF/non-GF:</b>	<b>\$525,748</b>	<b>\$0</b>	<b>\$1,037,966</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$525,748</b>		<b>\$1,037,966</b>	
Program FTE	4.50	0.00	6.00	0.00
<b>Program Revenues</b>				
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported exclusively by County General Funds and originated by shifting existing operating resources and general fund budget from other DCM programs. Professional services includes \$350K of one-time-only resources for Assets Strategic Plan and DCA transition planning.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72004, DCM - Business Services

In FY12 the structure of DCM Business Services is changing to reflect the Chair's Multnomah Evolves Initiative. This program formerly reported to the DCM Director; it will be moved to the Department of County Assets (DCA) and combine with the Information Services administrative support team providing support to DCA, DCM and nonDepartment as part of a new Administrative Services Hub. This program reflects an additional 1.5 of FTE as compared to FY11. Human Resources contributed 1.0 FTE in two equal installments of .50 at the beginning of FY11 and .50 at the end of FY11; increase in FY12 FTE compared to FY11 is due to this previous action. Additionally, 1.0 FTE was moved from the Director's Office to Business Services as part of the FY11/FY12 plan to achieve greater efficiencies by "centralizing" administrative and support functions for DCA, DCM and Non Department entities as noted above. Net change in FTE is 1.50 increase which is still budget-neutral.

**Lead Agency:** Department of County

**Program Contact:** Sherry Swackhamer

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Department's Human Resources Unit provides a variety of direct HR services and support to managers, supervisors and employees, including recruitment and selection, HR administrative functions, consultation addressing management/employee labor relations issues, and leadership for department-wide initiatives such as succession planning and policy implementation.

**Program Description**

This program provides a full range of HR services to over 380 permanent and temporary/on-call DCM employees. Represented employees are covered by 3 labor contracts. Customer groups include corporate offices and countywide internal service divisions. In addition, this program performs personnel transactions and leave administrative functions to the 290 employees from the Office of Information Technology/Non-Departmental.

DCM HR key responsibilities include:

- Lead and advise customer groups to create and strengthen a positive work climate that values: diversity and cultural competency, effective communication between employees and managers, excellent customer service, staff development and growth, clear performance expectations and recognition of exceptional work performance;
- Manage the recruitment and selection processes;
- Coordinate new employee orientation and on-boarding programs; coordinate employee voluntary and involuntary termination activities and exit interviews;
- In conjunction with the Employee Benefits Office, administer FMLA, OFLA and other leave programs; coordinate with the Worker's Compensation Program and Employee Benefits Program;
- Maintain employee personnel records and provide HR data and reporting to support HR functions and organizational needs;
- Consult with managers and employees concerning employee and labor relations issues, including performance management, discipline and grievances processes, and dispute resolution;
- Manage the lay-off processes when necessary, including seniority/bumping activities and transition/replacement guidance to employees and supervisors;
- Advise managers and employees on interpretation and application of HR policies, collective bargaining agreements, and applicable labor laws and regulations governing public sector employment;
- Lead department-wide initiatives, such as Performance Planning & Review (PPR) and succession planning; coordinate with Central HR to implement countywide human resource initiatives.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of all recruitments	72	85	75	80
Outcome	% of employees who successfully completed probation, except for layoff/bumping.	99.0%	98.0%	99.0%	99.0%
Output	Number of FMLA/OFLA leave requests.	222	260	260	280
Output	Number of personnel transactions in SAP.	892	1,500	1,500	1,200

**Performance Measure - Description**

Number of all recruitments reflects all department divisions.

Output measures for leave requests and personnel transactions are added to reflect significant program activities and workload.

Personnel transactions in SAP are essential to maintain the formal electronic personnel record of each employee, and include data pertinent to new hires, terminations, promotions, pay status, seniority and other employment actions and employee information. Increased personnel transactions reflects employee and organizational movement based on the County's continued efforts to manage services using best practices.



## Legal/Contractual Obligation

Federal, state, local laws, rules, 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 & Accountability Act, and other employment related issues. Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$546,524	\$0	\$451,894	\$0
Contracts	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$10,500	\$0	\$18,692	\$0
Internal Services	\$135,209	\$0	\$75,887	\$0
Total GF/non-GF:	<b>\$697,233</b>	<b>\$0</b>	<b>\$551,473</b>	<b>\$0</b>
Program Total:	<b>\$697,233</b>		<b>\$551,473</b>	
Program FTE	5.00	0.00	4.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported exclusively by General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72060, Central Human Resources - DCM/IT/Non-Departmental HR Unit  
The DCM Human Resources Unit was previously budgeted in the Central HR Division.

In FY11, this program served both the Department of County Management and the Office of Information Technology/Non-departmental customer groups. In FY12 each department will have a separate HR Unit, and 1.0 FTE HR Analyst Sr. from the Department of County Management will transfer to the Information Technology/Non-departmental HR Unit.

In FY12 the structure of the DCM Business Services and DCM Human Resources support units is changing to reflect the Chair's Multnomah Evolves Initiative. Both work units are being moved to the DCA and will combine with similar functions in the Information Services Division. DCA, DCM and NonDepartmental HR and Business Services support will be provided through the new Administrative Services Hub reporting to DCA.

**Lead Agency:** Department of County

**Program Contact:** Bob Thomas

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Facilities Administration and Business Services Program provides expert facilities guidance to County executives and clients while directing and supporting the strategies, policies and operations of the Division. This program administers the County's real estate portfolio strategies, capital allocation and investment strategies, and operational business strategies. The teams develop, promote and provide guidance on industry best practices; portfolio analysis; capital allocations and investments; asset valuations; pricing policy; occupancy administration; maintenance strategies; operational performance measurements and targets; benchmarking of portfolio and asset performance; strategies for continuous improvement; and optimal investment decisions for acquisition, construction, renovation, leasing, utilization, maintenance and disposition activities.

**Program Description**

The Facilities Administration team provides strategic direction, administration and management support for the programs, functions and activities of the Division. The Administration Office is responsible for maximizing the value of Multnomah County's portfolio of owned and leased assets by developing strategies based on the goals and objectives of the owner (taxpayer) and balancing competing stakeholder objectives.

The Business Services teams ensure consistency, quality, and cost effectiveness in program execution. They manage the Division's budget supporting the annual work plan, overseeing financial policies and internal controls ensuring accurate and timely accounting of all revenue and expenditures. They also provide contract and procurement support including initiatives that foster partnerships with both Qualified Rehabilitative Firms (QRF) and Minority, Women and Emerging Small Business (MWESB) contractors. The data management team maintains accurate and detailed building data and Computer Aided Drafting/Design (CAD) support of all County buildings, as well as, develop cost-effective plans for managing Facilities technology and data.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	MWESB Contracts awarded	98.0%	98.0%	98.0%	98.0%
Outcome	Percent of Invoices paid on-time within Std Net30 terms	91.0%	85.0%	90.0%	90.0%

**Performance Measure - Description**

MWESB contracts are those that ensure uniform access to all public contracting dollars. Facilities awards over 98% of its remodeling/construction contracts with state certified MWESB firms.

Facilities processes over 10,000 payments (direct pays, 3 way matches and invoices) annually. It is both our goal and mandate to pay invoices and process documents within 30 days.

## Legal/Contractual Obligation

By State law we are mandated to utilize QRF firms to perform services Janitorial, Landscaping and other services that allow individuals who would otherwise not have gainful employment. PCRB rules also outline strategic initiatives to ensure MWESB are included in solicitations. Facilities has over \$7,000,000 in operational contracts, of which \$3.0M are QRF contracts.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$1,595,616	\$0	\$1,635,861
Contracts	\$0	\$70,700	\$0	\$50,850
Materials & Supplies	\$0	\$71,545	\$0	\$67,234
Internal Services	\$0	\$437,696	\$0	\$397,137
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,175,557</b>	<b>\$0</b>	<b>\$2,151,082</b>
<b>Program Total:</b>	<b>\$2,175,557</b>		<b>\$2,151,082</b>	
Program FTE	0.00	15.00	0.00	15.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,043,643	\$0	\$2,151,082
Other / Miscellaneous	\$0	\$120,000	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,163,643</b>	<b>\$0</b>	<b>\$2,151,082</b>

## Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. Additional 8% of revenues are from external leases or IGA (Intergovernmental Agreements). The remaining 13% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services beyond basic building needs.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72066, Facilities Administration and Business Services

One additional FTE added to serve as Facilities Board Policy Liaison and for development of asset business plans. Funding for this position is within the Facilities rate structure.

**Lead Agency:** Department of County

**Program Contact:** Colleen Bowles

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

Facilities and Property Management (FPM) pays debt service and capital cash transfers which are administratively “passed-through” as an expense to County departments as building charges to the respective tenants in those facilities.

**Program Description**

FPM manages the Countywide building portfolio for debt and capital cash transfer expenses. Due to allocations needed by departments for Federal/State/Local grants these expenses are reallocated 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	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output		0	0	0	0
Outcome		0	0	0	0

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Internal Services	\$0	\$6,241,097	\$0	\$6,017,772
Cash Transfer	\$0	\$5,855,000	\$0	\$528,028
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$12,096,097</b>	<b>\$0</b>	<b>\$6,545,800</b>
<b>Program Total:</b>	<b>\$12,096,097</b>		<b>\$6,545,800</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$12,096,097	\$0	\$6,717,973
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$12,096,097</b>	<b>\$0</b>	<b>\$6,717,973</b>

## Explanation of Revenues

FPM generates revenues by directly passing-through the actual expenses related to debt and capital cash transfers. We receive reimbursement through internal client service funds.

## Significant Program Changes

**Last year this program was:** #72067, Facilities Administrative Pass-Through

Changes in accounting rules from the Government Accounting Standards Board (GASB) have significantly changed how cash transfers are reported. GASB Statement 54 provides guidance for Restricted Fund Balance Reporting which identifies amounts constrained for a specific purpose by external parties, constitutional provision or enabling legislation. Due to this new rule, over \$5,000,000 of capital funds are no longer transferred through Facilities Operations Fund 3505, but instead those funds are transferred directly from clients funds into Capital Improvement (2507) and Asset Preservation (2509) funds respectively.

**Lead Agency:** Department of County  
**Program Offer Type:** Existing Operating  
**Related Programs:** 78005, 78011, 78012

**Program Contact:** Jon Schrotzberger

**Program Characteristics:** In Target

**Executive Summary**

Facilities Operations and Maintenance works to keep the County's facilities functioning well and available for use by County programs. The section consists of 8 trade groups, a dispatch/call center as well as supervisory and compliance support personnel, totaling 50 FTE (includes a Limited Duration position). We are applying strategic innovations to exceed industry standards of service & value. While aggressively managing our resources to reduce our environmental impact, we are providing leadership in controlling costs.

**Program Description**

Facilities Operations and Maintenance works to:

- 1} Ensure buildings and associated services are in a safe operating condition.
- 2} Develop and execute preventive maintenance plans and procedures that maintain and improve the value of County facilities.
- 3} Ensure that the condition of all occupied buildings meets fire/life safety, environmental compliance and other regulatory requirements. Work with County safety to reduce complaints and claims.
- 4} Provide leadership in sustainability efforts:  
 Continue improvement in energy management and building automation functions to increase energy conservation while maintaining occupant comfort.  
 Develop renewable energy, resources such as the 1 million kwh of electricity generating solar panels on County roof systems.

Expand energy conservation efforts including heat recovery at the Inverness laundry, building automation system upgrade projects and lighting system improvements accomplished with Energy Trust of Oregon partnership.

- 5} Support Multnomah County's emergency preparedness and incident command system by providing services which allow continuous operations in inclement weather and during incident recovery.
- 6} Provide access and security administration for all non-correctional facilities
- 7} Maintain accurate databases related to this section's performance and report results and improvement plans quarterly.
- 8} Coordinate and administer mandated training and regulatory certifications as needed to keep the staff current at the highest possible qualification of the trade/technology.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Coordinate Training Classes	30	30	30	30
Outcome	Scheduled Maintenance as percentage of total maintenance work	50.0%	60.0%	60.0%	70.0%
Efficiency	Billable hours as a percentage of total available labor hours	75.0%	75.0%	76.0%	78.0%
Outcome	Scheduled maintenance done on time	90.0%	90.0%	93.0%	95.0%

**Performance Measure - Description**

Training classes include compliance with regulatory and safety requirements, as well as technical growth and continuing education supporting innovation and quality improvement.

Increasing scheduled work (including regulatory inspections and preventive maintenance) as a percentage of total work produces and demonstrates a decrease in reactive work due to service outages and costly unplanned repairs. This shift to planned activities and our focus on bundling work for scheduled visits improves productivity as demonstrated by the billable hours measurement.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$5,176,180	\$0	\$5,189,474
Contracts	\$0	\$64,000	\$0	\$51,000
Materials & Supplies	\$0	\$196,160	\$0	\$133,197
Internal Services	\$0	\$420,481	\$0	\$337,569
Unappropriated & Contingency	\$0	\$0	\$0	\$140,854
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,856,821</b>	<b>\$0</b>	<b>\$5,852,094</b>
<b>Program Total:</b>	<b>\$5,856,821</b>		<b>\$5,852,094</b>	
Program FTE	0.00	49.00	0.00	48.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$6,138,761	\$0	\$5,852,094
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$6,138,761</b>	<b>\$0</b>	<b>\$5,852,094</b>

## Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. An additional 8% of revenues are from external leases or IGA (Intergovernmental Agreements). The remaining 13% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services that are beyond basic building needs.

## Significant Program Changes

**Last year this program was:** #72068, Facilities Operations and Maintenance - Cost Centers

DCM - Facilities Maintenance & Operations.

1} Mobile Asset Management - an innovative paperless dispatch program, initiated in FY '08 with Program Offer #72045, is scheduled to be fully operationalized in FY '12. The labor efficiency gained in this project supports our comprehensive preventive maintenance program.

2} We have added a Limited Duration staff in our Dispatch office to assist with the Inventory roll-out scheduled for FY '12 (see PO #72074 for performance metric).

3} We will be applying ARRA funded improvements to energy management and building automation functions throughout FY'11 and monitoring / reporting the results during FY'12.

4} O&M staff involvement in Multnomah County's Emergency Preparedness and Incident Command System is increasing. Because we host the process of inclement weather response that maintains the necessary continuous operations of Multnomah County, our work becomes a template for other types of incident recovery.



**Lead Agency:** Department of County

**Program Contact:** Colleen Bowles

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Property Management team is comprised of 6.5 Property Managers who are responsible for over 3,000,000 square feet of County building space and serve as the primary facilities contact for departments and agencies.

**Program Description**

Property Managers ensure all building users (internal and external) have a single, visible and accessible point of contact for facilities services. Each have direct oversight of their respective departmental portfolios and assist in annual budget development and contract administration (janitorial, landscaping, security, etc...), as well as supporting the Division's operational and Capital Improvement Project activities. They are each responsible for delivering a proactive and oftentimes, round the clock, response for operational needs (contractor access, program support, public meetings, ) as well as responding to emergencies such as inclement weather and other regional events.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Customer Service Satisfaction Rating	90.0%	90.0%	95.0%	95.0%
Outcome		0	0	0	0

**Performance Measure - Description**

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

## Legal/Contractual Obligation

We utilize Qualified Rehabilitation Firms (QRF) which perform janitorial, landscaping and other services and 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.

Additionally, PCRFB rules also outline strategic initiatives ensuring MWESB firms are included in solicitations.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$784,005	\$0	\$806,407
Contracts	\$0	\$3,762,479	\$0	\$5,058,118
Materials & Supplies	\$0	\$916,923	\$0	\$1,424,234
Internal Services	\$0	\$600,761	\$0	\$574,465
Total GF/non-GF:	<b>\$0</b>	<b>\$6,064,168</b>	<b>\$0</b>	<b>\$7,863,224</b>
Program Total:	<b>\$6,064,168</b>		<b>\$7,863,224</b>	
Program FTE	0.00	6.50	0.00	6.50
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$5,666,214	\$0	\$4,938,224
Intergovernmental	\$0	\$900,000	\$0	\$800,000
Other / Miscellaneous	\$0	\$625,000	\$0	\$2,125,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$7,191,214</b>	<b>\$0</b>	<b>\$7,863,224</b>

## Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. An additional 8% of revenues are from external leases or IGA (Intergovernmental Agreements). The remaining 13% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services that are beyond basic building needs.

## Significant Program Changes

**Last year this program was:** #72069, Facilities Property Management Building Operations

In FY 2011, Property Manager FTE was included in Program Offer 72066. This program offer now includes both FTE's and the related contracts.



## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$1,633,508	\$0	\$1,720,285
Contracts	\$0	\$55,000	\$0	\$55,000
Materials & Supplies	\$0	\$34,590	\$0	\$45,114
Internal Services	\$0	\$51,420	\$0	\$35,420
Capital Outlay	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$1,774,518</b>	<b>\$0</b>	<b>\$1,855,819</b>
<b>Program Total:</b>	<b>\$1,774,518</b>		<b>\$1,855,819</b>	
Program FTE	0.00	14.00	0.00	14.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$0	\$0	\$0	\$0
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$1,229,716	\$0	\$1,855,819
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$1,229,716</b>	<b>\$0</b>	<b>\$1,855,819</b>

## Explanation of Revenues

The Capital Improvement Program is primarily funded through a fee structure based on the rentable square footage of County owned facilities. The fee is at the FY11 rate of \$2.75 psf.

The Capital Improvement Program receives some revenues from Energy Trust Incentives and Business Energy Tax Credits (BETC) from the State of Oregon.

Additional funding may be recognized through Federal Grant, Financing Proceeds, Inter Governmental Agreement, Interest Earnings and Sales to the Public.

## Significant Program Changes

### Last year this program was:

Last year this program was: #72070, Facilities Capital Operating Costs. A limited duration project manager has been hired to provide additional resources on the deferred maintenance bond projects.

**Lead Agency:** Department of County  
**Program Offer Type:** Internal Service  
**Related Programs:** 78007, 78008B

**Program Contact:** John Lindenthal

**Program Characteristics:**

**Executive Summary**

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

**Program Description**

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. 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. \*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 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. In FY10, the Facility Asset Management Evaluation (FAME) database projected a need of \$4.58/sq.ft. annually over a 30 year period excluding seismic. If seismic was included, it almost doubles the need. We use the FAME database as one indicator to determine building needs. Currently the rate for FY11 is \$2.75/sq.ft. and will be \$2.75/sq. ft. in FY12. The 8% increase in the rate for FY12 is in program offer 72071B. In addition to the annual increases, additional funding sources are needed.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Completed CIP Projects	67.2%	85.0%	78.9%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier I*	60.0%	60.0%	60.0%	66.7%
Outcome	Project Management costs (\$/hr)	95	91	91	91

**Performance Measure - Description**

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. In FY10, there were significant planned project delivery impacts due to American Recovery and Reinvestment Act (ARRA) Stimulus projects. In FY11 to date, we continue making progress in project completion metric. \*A Tier I building is one which is designated for long-term retention and which meets current County standards. (MCIJ) Multnomah County Inverness Jail, the Laundry and Storage (3 buildings) are being moved to tier 1 status and East County Courts (ECC) being completed in FY12. Also, although, it is anticipated that the Penumbra Kelly Bldg. will be on the market in FY12, it is uncertain a transaction will close in FY12. This is one of a small number of other opportunities being evaluated at this time. Therefore, only the MCIJ buildings move and ECC have been added to the metric calculation. Comparable project management costs at the City of Portland will be \$106/hr in FY12.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$0	\$0	\$109,951
Contracts	\$0	\$1,206,000	\$0	\$800,000
Materials & Supplies	\$0	\$826,000	\$0	\$3,700,000
Internal Services	\$0	\$25,000	\$0	\$475,000
Capital Outlay	\$0	\$45,275,900	\$0	\$33,447,600
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$47,332,900</b>	<b>\$0</b>	<b>\$38,532,551</b>
<b>Program Total:</b>	<b>\$47,332,900</b>		<b>\$38,532,551</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,000,000	\$0	\$4,679,274
Intergovernmental	\$0	\$1,981,000	\$0	\$1,019,700
Other / Miscellaneous	\$0	\$43,351,900	\$0	\$32,833,577
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$47,332,900</b>	<b>\$0</b>	<b>\$38,532,551</b>

## Explanation of Revenues

BWC includes \$9.1M restricted Portland Dev Commission Bridge ramp project carryover & East County Court project carryover estimated at 12.6M and \$2M sale proceeds for Kelly Bldg.  
 \$150K Direct Fed for reimbursement on Hydro Electric study  
 \$1.5M Fed thru State for continuing reimbursement on ARRA HRS & BAS projects  
 \$140K IG Charges for Service is the Final payment on Jail Bed rental from Clackamas and Washington Counties  
 \$529K IG Charges for Service is shared cost reimbursement from City of Portland at MCDC  
 Cash Transfer and Intl Svc Reimbursement is program fee collected at \$2.75 psf on all Tier 2 & 3 Owned Primary square feet

## Significant Program Changes

### Last year this program was:

Last year this program was: #72071, Facilities Capital Improvement Program (CIP).  
 This year, a One-Time-Only (OTO) Program Offer 72071B includes the rate increase of 8% as proposed in the Board-approved Facilities Strategic Plan. Without the projected rate increases, the CIP will be insufficient to meet future building needs. In addition, periodic infusions of additional funds and/or other funding strategies will be needed.  
 Also, there is one Full-Time-Employee (FTE) limited duration that is funded from this program offer. This person is working on the deferred maintenance bond projects.





## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Capital Outlay	\$0	\$0	\$0	\$448,234
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$448,234</b>
Program Total:	<b>\$0</b>		<b>\$448,234</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$0	\$0	\$448,234
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$448,234</b>

## Explanation of Revenues

One time only General Fund

## Significant Program Changes

Last year this program was:

NA

**Lead Agency:** Department of County

**Program Contact:** John Lindenthal

**Program Offer Type:** Internal Service

**Related Programs:** 78007, 78008B

**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 Description

The program creates accessible, functional, and energy efficient facilities that provide County services with space that meets their individual needs. The program focuses on the County's 34 primary owned Tier I\* buildings and provides the funding to complete capital projects within these buildings. \*A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the County with assets that are worth their market value. It creates more usable buildings through upgrades in equipment, systems, and meeting of programs ever-changing needs. The program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. AP rates are still well below what is necessary to sustain the fund but are being raised on an incremental basis to achieve self-sustaining funding. As outlined in the Board- approved Facilities Strategic Plan, rates must be increased by 8% per year in order to create the needed reserves to address the projected needs of our Tier I buildings in the future. The current rate for FY11 is \$2.75/sq.ft. and will continue to be \$2.75/sq. ft. in FY12. The 8% increase in the rate for FY12 is in program offer 72071B. The AP Program creates an annual 5-year Capital Plan that focuses on the County's 34 owned Tier I buildings. It works in conjunction with the long-term Facilities Strategic plan. The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings 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.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Output Completed Projects	77.3%	85.0%	84.8%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier I	60.0%	60.0%	60.0%	66.7%
Outcome	Project Management costs (\$/hr)	95	91	91	91

### Performance Measure - Description

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. In FY10, there were significant planned project delivery impacts due to American Recovery and Reinvestment Act (ARRA) Stimulus projects. In FY11 to date, we continue making progress in project completion metric. (MCIJ) Multnomah County Inverness Jail, the Laundry and Storage (3 buildings) are being moved to Tier 1 status and East County Courts (ECC) being completed in FY12. Also, although it is anticipated that the Penumbra Kelly Bldg. will be on the market in FY12, it is uncertain a transaction will close in FY12. This is one of a small number of other opportunities being evaluated at this time. Therefore, only the MCIJ buildings move and ECC have been added to the metric calculation. Comparable project management costs at the City of Portland will be \$106/hr in FY12.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Contracts	\$0	\$125,000	\$0	\$300,000
Materials & Supplies	\$0	\$116,600	\$0	\$2,025,000
Capital Outlay	\$0	\$4,686,265	\$0	\$3,086,022
Unappropriated & Contingency	\$0	\$500,000	\$0	\$1,605,000
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,427,865</b>	<b>\$0</b>	<b>\$7,016,022</b>
<b>Program Total:</b>	<b>\$5,427,865</b>		<b>\$7,016,022</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$0	\$0	\$2,964,182
Other / Miscellaneous	\$0	\$5,427,865	\$0	\$4,051,840
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$5,427,865</b>	<b>\$0</b>	<b>\$7,016,022</b>

## Explanation of Revenues

Cash Transfer and Intl Svc Reimbursement is program fee collected at \$2.75 psf on all Tier 1 Owned Primary square feet.

## Significant Program Changes

### Last year this program was:

Last year this program was: #72072, Facilities Capital Asset Preservation (AP). This year, a One-Time-Only (OTO) Program Offer 72071B includes the rate increase of 8% as proposed in the Board-approved Facilities Strategic Plan. Without the projected rate increases, the Asset Preservation will be insufficient to meet future building needs.

Also, (MCIJ) Multnomah County Inverness Jail, the Laundry and Storage (3 buildings) are being moved to Tier 1 status and East County Courts (ECC) being completed in FY12.

**Lead Agency:** Department of County

**Program Contact:** Peggidy Yates

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** One-Time-Only Request, Out of Target, Climate Action Plan

**Executive Summary**

The Multnomah County Board of Commissioners approved the Intergovernmental Agreement Between Multnomah County and the City of Portland for the Coordination of Activities Related to Construction and Operation of the Portland Streetcar Loop on May 20, 2010. Multnomah County's objective was to support this important regional transportation project that contributes to the reduction of green house gas emissions. The County position was to ensure that its participation had a net zero impact on the County's overall budget. Revenues flowing to the County as a result of the project were dedicated to the County Bridge Fund and expenses incurred for the Local Improvement District assessment was targeted to be paid by the General Fund through Facilities and Property Management (FPM). FPM is seeking \$380,000 to pay for the assessment scheduled to be levied in 2012.

**Program Description**

The City of Portland is constructing the East Side Streetcar to connect to the existing Westside system. This project will support economic development in the Lloyd Center district and the near Eastside Industrial Urban Renewal District. In order for the City to connect the East Side Streetcar loop to the existing west side system, it is constructing tracks across the Broadway Bridge, the east/west approach to the bridge, as well as modifications to the Morrison and Hawthorne Bridge viaducts. A significant goal associated with the County's participation in the agreement with the City, was it would not place a financial burden on the County.

One of the financing mechanisms the City incorporated into the project was the formation of a Local Improvement District (LID). The formation of a LID allows the City to impose an assessment on properties adjacent to the new streetcar on the assumption that these properties will receive a benefit associated with increase customers and property values. Multnomah County owns and leases several properties that are incorporated in the newly formed LID. The assessment amount, in 2012 dollars, totals \$380,000 to be paid in the 2012 fiscal year.

The County understood its obligation to pay the assessment with the General Funds in exchange for the City of Portland providing the following compensation to the County for the granting the City an appropriate right of interest or right to construct water treatment facilities, environmental protections and an electrical substation and access pad in certain areas within the Morrison Bridge and Hawthorne Bridge cloverleaf ramps for \$310,000. In addition, the City agreed to an annual incremental cost of the maintenance of the Broadway of \$13,000 and the incremental cost of Broadway Bridge capital projects over the next 5 years for at total of \$24,000. The City's financial contributions were directed to the County's transportation budget because they are part of the Transportation Assets. The LID assessment is directed to the General Funds and paid by Facilities and Property Management as the County's property management center. The net result is a neutral financial impact on the County's overall budget.

This program impacts the Multnomah County and City of Portland's Climate Action Plan to reduce per capita daily vehicle miles traveled and specifically coincides with the County's CAP 6-6 prioritizing funding for low-carbon transportation and access projects, policies and programs that will achieve emission reduction goals while also balancing safety, maintenance and freight movement.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>Previous Year Actual (FY09-10)</b>	<b>Current Year Purchased (FY10-11)</b>	<b>Current Year Estimate (FY10-11)</b>	<b>Next Year Offer (FY11-12)</b>
Output		0	0	0	0
Outcome	Meets County's LID financial requirement.	0.0%	0.0%	0.0%	100.0%

**Performance Measure - Description**

Meets County's Local Improvement District assessment for the construction of the East Side Streetcar. Conforms with the Intergovernmental Agreement Between Multnomah County and the City of Portland for the Coordination of Activities Related to Construction and Operation of the Portland Streetcar Loop.

## Legal/Contractual Obligation

Meets County's Local Improvement District assessment for the construction of the East Side Streetcar.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$0	\$0	\$0	\$380,000
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$380,000</b>
Program Total:	<b>\$0</b>		<b>\$380,000</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$0	\$0	\$380,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$380,000</b>

## Explanation of Revenues

One time only General Fund request

## Significant Program Changes

**Last year this program was:**  
New Program

**Lead Agency:** Department of County

**Program Contact:** Jon Schrotzberger

**Program Offer Type:** Internal Service

**Related Programs:** 78005

**Program Characteristics:** In Target

**Executive Summary**

This program includes materials & services costs related to operating the portfolio of 131 buildings, over 3 million sq ft of space for a diverse client population. Costs include over \$4.5M for professional services and resource extensions such as requirements that add competitive contracts for such select services as repairs and maintenance of boilers, chillers, emergency generators, plumbing, as well as, building supplies (air, oil and water filters, lights, keys, etc). Facilities & Property Management (FPM) contracted and purchased over \$4.5 million in material and services in FY10 serving our 175+ direct tenant / clients and associated partners.

**Program Description**

This is the materials and services that are required to extend the resources of the in-house O&M staff (PO #72068) to supply priority access to critical services and technologies that are not needed full time. Facilities & Property Management provides professional contracting services and the transactional efforts required to: purchase and receive goods and services for repair and maintenance of building systems; reconcile and authorize payment of contractor / vendor invoices; administer contracts to comply with county guidelines; maintain a prudent but adequate level of inventory; and support the county's variety of occupant and program delivery requirements.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Contract administration quarterly reporting	0	4	4	12
Outcome	Inventory system reporting accuracy	0.0%	90.0%	98.0%	99.0%

**Performance Measure - Description**

\* Create reporting compliant with Administrative Review outcome recommended.

\* In response to our Audit of Inventory Management: Facilities presented in May of 2009, we have set as our goal, to create an accurate and accountable inventory management system and reporting capability.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$0	\$1,297,756	\$0	\$1,193,327
Materials & Supplies	\$0	\$2,801,527	\$0	\$2,565,355
Unappropriated & Contingency	\$0	\$534,444	\$0	\$650,000
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$4,633,727</b>	<b>\$0</b>	<b>\$4,408,682</b>
<b>Program Total:</b>	<b>\$4,633,727</b>		<b>\$4,408,682</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,643,869	\$0	\$1,372,328
Other / Miscellaneous	\$0	\$935,000	\$0	\$2,864,181
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,578,869</b>	<b>\$0</b>	<b>\$4,236,509</b>

## Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. Additional 8% of revenues are from external leases or IGA (Intergovernmental Agreements). The remaining 13% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services beyond basic building needs.

## Significant Program Changes

Last year this program was: #72074, Facilities Operations of Buildings

**Lead Agency:** Department of County

**Program Contact:** Jon Schrotzberger

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

Facilities and Property Management (FPM) pays utilities (electric, gas, water, sewer, waste hauling) for all County buildings. FPM administratively "passes-through" these expenses to County Departments as building charges to the respective tenants in those facilities.

**Program Description**

FPM manages the utility use for the Countywide building portfolio under the guidance of the Energy Manager, that is in the FPM Compliance section (PO #72068), working closely with both Building Automation Systems Manager and Property Managers (PO #72069). The actual utility expenses are then reallocated as actual charges back to the tenants either occupying or leasing the facility.

The waste/recycling disposal contracted effort for the majority of the county is now included in this offer which contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Reduction in net pounds of waste not diverted.	0.0%	0.0%	0.0%	10.0%
Outcome	Percentage of owned buildings that exceed the EUI benchmarks by 5%.	0.0%	0.0%	70.0%	90.0%

**Performance Measure - Description**

✔ Measure Changed

**Waste Reduction:** "Waste" is a total pounds created and "diverted from waste" is the recycled component. The recycling effort is identified as compost / commingled / glass and is deducted from the total waste tonnage collected.

**EUI Compliance:** "EUI, or Energy Use Intensity, is a unit of measurement that describes a building's energy use. EUI represents the energy consumed by a building relative to established benchmarks. We have 52 facilities in the current calculations. As the ARRA energy saving projects and the scheduled Capital projects complete this year, we will have 48 facilities projected to be in compliance with the benchmarked goal of 5% better than the EUI standard.



## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Materials & Supplies	\$0	\$6,100,000	\$0	\$6,100,000
Total GF/non-GF:	<b>\$0</b>	<b>\$6,100,000</b>	<b>\$0</b>	<b>\$6,100,000</b>
Program Total:	<b>\$6,100,000</b>		<b>\$6,100,000</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$6,100,000	\$0	\$5,980,000
Other / Miscellaneous	\$0	\$0	\$0	\$120,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$6,100,000</b>	<b>\$0</b>	<b>\$6,100,000</b>

## Explanation of Revenues

FPM generates revenues by directly passing-through the actual expenses related to utilities. We receive reimbursement through internal client service funds.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72075, Facilities Utilities Pass-Thru #72075

Three projects were started in FY'11 that will yield results in FY'12. The projects are a combination of ARRA funding & borrowing that will be the recipients of incentive payments from the Energy Trust of Oregon.

**Lead Agency:** Department of County

**Program Contact:** Colleen Bowles

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

Facilities Lease Management supports and enhances the County's objectives for its real estate portfolio by implementing the ideas, concepts, and strategies for a cost effective portfolio. This focus provides programs with efficient optimal space that meets spatial needs of the county.

**Program Description**

The Lease Management team focuses on Multnomah County's Leased Real Estate portfolio, which includes over 400,000 sq ft of our 3 million sq ft portfolio. This team provides distinct expertise and a strategic focus that provides County Officials and Agencies with the flexibility and ability to make informed decisions regarding the County's real property leased portfolio.

Lease Management supports County programs by directly managing over 100 leases, permits, and agreements which total over \$5 million annually. It serves critical operational needs through lease representation, documentation, administration, legal support, and enforcement. The section aggressively manages leases to ensure full compliance and protection of the County's interests.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Real Estate files updated 10 days after receipt of executed documents	100.0%	98.0%	98.0%	98.0%
Outcome	90% of leases renewed or terminated by expiration	100.0%	95.0%	98.0%	98.0%

**Performance Measure - Description**

Internal Lease documentation is a daily part of updating information, as well as, extended capacities in reporting. Annual lease administration enforcement is accomplished by utilizing the Facilities Lease information Administration Database. This database maintains the integrity of information encompassing building data, property tax exemptions, expense calculations, revenue reconciliations, as well as, lease renewal and expiration dates.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$202,910	\$0	\$210,573
Contracts	\$0	\$25,000	\$0	\$0
Materials & Supplies	\$0	\$5,221,700	\$0	\$5,062,577
Internal Services	\$0	\$4,496	\$0	\$2,259
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,454,106</b>	<b>\$0</b>	<b>\$5,275,409</b>
<b>Program Total:</b>	<b>\$5,454,106</b>		<b>\$5,275,409</b>	
Program FTE	0.00	2.00	0.00	2.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$6,656,694	\$0	\$5,275,409
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$6,656,694</b>	<b>\$0</b>	<b>\$5,275,409</b>

## Explanation of Revenues

Lease Management's main revenue source is the internal facilities charges to other Agencies. Real Estate services are becoming more self-sustaining through in-house representation in major transactions including savings over \$350,000 in outside commissions.

In 2012, anticipated lease & sales transaction volume, lease & parking administration & internal consultation will continue to result in cost avoidance due to in-house efforts.

## Significant Program Changes

**Last year this program was:** #72076, Facilities Lease Management  
#72076 - Facilities Lease Management

**Lead Agency:** Department of County

**Program Contact:** Rich Swift

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

FREDS Administration streamlines service delivery by providing the Division's operational programs (Fleet, Records, Electronics, Distribution, Stores) with the appropriate amount of direction and fiscal, budgetary and personnel support. This allows FREDS' operational sections to focus on meeting their customers' direct service needs with staffing levels that are as low as practical. FREDS' services impact the delivery and cost of nearly every service provided to the public, impact the productivity of every employee, support daily and emergency services, and ensure the maintenance of infrastructure which helps support the local economy and quality of life.

**Program Description**

FREDS Administration manages resources and service delivery costs effectively by:

- Leading and supporting the Division's operational sections to ensure that the right tools are provided to deliver quality service to clients. This is accomplished by meeting with County programs to right size the fleet and motor pools to meet programmatic delivery needs; effectively utilizing the services of Central Stores to reduce departmental transactional efforts; and to collaborate with departments and agencies to better understand how FREDS operational and support services can best meet their needs.
- Providing the appropriate administrative, fiscal, budgetary, personnel, and management support to streamline service delivery to meet departmental needs while effectively managing resources.
- Continuously working with the operational sections to cross train and share personnel, shift and adjust workloads, and refine processes that generate improvement. By sharing resources to produce results greater than the capabilities of each individual section, FREDS can provide services to over 60 non-county agencies. FREDS Administration helps the sections generate \$1,429,479 (FY10 Actual) in outside revenue which lowers overall service delivery costs and provides the community with quality, cost effective services.

These efforts contribute to the Climate Action Plan activities related to local government operations, item numbers: 18-6, 18-7, 18-8, 18-9

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of other government jurisdictions served by FREDS program	75	76	77	78
Outcome	External revenue received by FREDS program	1,429,479	1,396,863	1,081,634	1,269,005

**Performance Measure - Description**

- Output measure reflects services and goods provided to other governments in the metro region and throughout the state.
- Outcome measure shows external Revenues received by FREDS consist of Charges for Services. These revenues are driven by customer work and project plans so FREDS experiences variability much like any private business.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$471,957	\$0	\$312,860
Contracts	\$0	\$54,355	\$0	\$33,208
Materials & Supplies	\$0	\$20,972	\$0	\$18,267
Internal Services	\$0	\$33,605	\$0	\$45,354
Unappropriated & Contingency	\$0	\$21,803	\$0	\$206,877
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$602,692</b>	<b>\$0</b>	<b>\$616,566</b>
<b>Program Total:</b>	<b>\$602,692</b>		<b>\$616,566</b>	
Program FTE	0.00	4.59	0.00	3.59
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$195,241	\$0	\$213,029
Other / Miscellaneous	\$0	\$90,386	\$0	\$45,636
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$285,627</b>	<b>\$0</b>	<b>\$258,665</b>

## Explanation of Revenues

FREDS Division Management is funded in the Fleet Fund through allocations charged to the Fleet and Mail/Distribution Funds' operational sections based on each sections' percentage of total FREDS FTE and operational budgets.

## Significant Program Changes

Last year this program was: #72088, FREDS Administration

**Lead Agency:** Department of County

**Program Contact:** Rich Swift

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

Fleet Services provides high-quality, efficient & cost effective vehicle & equipment purchasing & maintenance services, offering safe, reliable, economical & environmentally-sound transportation & related support services that are responsive to the needs of the County organization & other government agency customers.

**Program Description**

The County owns & operates over 700 units of rolling stock & supports over 500 units from other government agencies. Daily (M-F) operations are provided at three maintenance sites. Fleet Services focuses on collaborative relationships with other work functions of the County, such as MCSO Equipment Unit, Facilities Management, and Road Operations, to ensure coordinated service delivery for minimal customer business interruptions. Services & customer support provided by Fleet include:

- policy & best practice operational procedure development, implementation;
- inventory management; regulatory compliance; customer consultation & advice;
- preventive maintenance; emission inspections; towing;
- coordinated vendor repairs; equipment fabrication & modification specialty work;
- scheduled, unscheduled & emergency in-shop & field repairs;
- warranty and recall management & support; failure analysis;
- fuel management(onsite/offsite); tire repair/replacement(onsite/offsite); cleaning;
- driver safety, risk & liability management; accident claims management.

These efforts contribute to the Climate Action Plan activities related to local government operations, item numbers: 18-6, 18-7, 18-8

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Revenue from outside agencies	777,133	665,500	445,296	639,798
Outcome	% of outside revenue to overall revenue	16.0%	17.0%	11.9%	17.6%
Quality	Customer satisfaction on individual jobs with good to excellent ratings	99.0%	99.0%	99.4%	99.0%

**Performance Measure - Description**

Revenue from outside agencies helps reduce overhead costs. These revenues are driven by customer work & project plans so FREDS experiences variability much like any private business.

Customer satisfaction is a measure on individual workorders (jobs) as reported on our customer cards. Total cost of ownership indicates how customer costs are maintained across fiscal years.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$1,200,358	\$0	\$1,240,312
Contracts	\$0	\$19,848	\$0	\$19,848
Materials & Supplies	\$0	\$3,298,610	\$0	\$2,603,353
Internal Services	\$0	\$695,904	\$0	\$721,777
Unappropriated & Contingency	\$0	\$86,544	\$0	\$178,565
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,301,264</b>	<b>\$0</b>	<b>\$4,763,855</b>
<b>Program Total:</b>	<b>\$5,301,264</b>		<b>\$4,763,855</b>	
Program FTE	0.00	13.90	0.00	12.90
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,981,111	\$0	\$2,917,861
Intergovernmental	\$0	\$760,093	\$0	\$639,798
Other / Miscellaneous	\$0	\$530,527	\$0	\$256,679
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$4,271,731</b>	<b>\$0</b>	<b>\$3,814,338</b>

## 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 FY11 charge rates. Outside agency revenue is based on providing current service levels at FY11 charge rates.

## Significant Program Changes

**Last year this program was: #72081A, FRED'S Fleet Services**

METRO terminated its long-standing IGA with County Fleet at the end of FY09/10 to move their maintenance services in-house after our revenue budget was set resulting in an anticipated loss of approximately \$220,000 in outside revenue during FY10/11. County Fleet has since executed an IGA with the State of Oregon DAS to provide maintenance & repairs for a number of State agency vehicles in the Portland/metro area. The anticipated revenue re-gain is slated to be \$195,000 in FY11/12.

**Lead Agency:** Department of County

**Program Contact:** Rich Swift

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

Vehicle Replacement Planning is provided as an interdependent function within Fleet Services (72081). The key objective is to collect revenue for the future purchase & equipping of vehicle assets (capital expenditures) to maximize investment return while keeping customers supplied with appropriate transportation options.

**Program Description**

Fleet Services collects & manages the funding for future replacement of vehicles and equipment. Fleet Services will specify, bid, award, receive, inspect, prepare for service and assign replacement vehicles. Fleet Services also collaborates with Material Management to administer the re-sale program (surplus disposal) for County vehicles. Vehicles are placed on an established life-cycle replacement schedule & replacement funds are collected from programs with assigned vehicles. The collected funds are used to buy new vehicles after the pre-determined years of life are met. The process to acquire & replace a current vehicle involves assessing the following elements: vehicle utilization (miles driven/time of operation); department/program needs; current working condition of vehicle; vehicle downtime & predicted future repair costs; safety; & sustainability.

These efforts contribute to the Climate Action Plan activities related to local government operations, item numbers: 18-6, 18-7

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	% of vehicles that are on delayed replacement	78.0%	50.0%	86.0%	73.0%
Outcome	Surplus gross sales revenue as % of purchase price	29.0%	10.0%	10.0%	10.0%

**Performance Measure - Description**

We continue to delay scheduled physical replacement and carry over collected funds on a significantly high number of vehicles. The primary reason for the delay of replacement is that vehicles are maintained in good condition and may have low mileage. The number of vehicles that come due for replacement in any given fiscal year varies widely. We continue to monitor responsible replacement strategies on an individual program basis, attempting to replace vehicles only when deemed necessary balancing program needs, safety, and usage.

Sale proceeds were high in FY09-10 as a result of the sale of heavy road equipment that was removed from inventory and sold to other government agencies (vs. light duty vehicles sales through auction).



## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Contracts	\$0	\$3,000	\$0	\$0
Capital Outlay	\$0	\$3,342,482	\$0	\$3,886,049
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$3,345,482</b>	<b>\$0</b>	<b>\$3,886,049</b>
<b>Program Total:</b>	<b>\$3,345,482</b>		<b>\$3,886,049</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,300,984	\$0	\$1,312,190
Other / Miscellaneous	\$0	\$3,228,640	\$0	\$3,247,444
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$4,529,624</b>	<b>\$0</b>	<b>\$4,559,634</b>

## Explanation of Revenues

Vehicles are placed on an established life-cycle replacement schedule and replacement funds are collected on a monthly basis from programs with assigned vehicles. The replacement amount is based on the vehicles actual cost. Fleet Services uses the replacement funds to buy replacement vehicles after the pre-determined years of life is met. If a vehicle is not replaced after its predetermined replacement life is reached, replacement charges are stopped.

## Significant Program Changes

**Last year this program was:** #72082A, FREDS Fleet Vehicle Replacement  
 In FY10/11 Fleet Replacement, in collaboration with Materials Management, established a redesigned disposal process for surplus vehicles. Higher resale outcomes are anticipated from a "no commission" contract with a new auctioneer.

**Lead Agency:** Department of County

**Program Contact:** Dwight Wallis

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

Records Management supports County agencies and the public in maintaining public records in accordance with operational, legal, fiscal and public access needs.

**Program Description**

The program supports public records compliance by developing and maintaining retention schedules for all departments in a manner that meets legal and operational requirements while lowering costs, currently tracking approximately 2,500 record series. It maintains over 120 million documents in a centralized Records Center, including the County's historic archives dating back to 1855, as well as hard copy, microfilm, and electronic records. Storage of these records reduced the need for office space storage by over 51,000 square feet in FY10. The program also recycles large volumes of public records (69 tons in FY10) in a sustainable manner that ensures confidentiality.

In addition to serving as the County's Privacy Officer, the program provides training and consultation on electronic records keeping, document conversion, agency moves, complex public reference and referral questions, records preservation, and records management best practices. Archival research activity grew by 35% in 2010, while the program continues to provide support for electronic record initiatives related to SAP archiving, DART image conversion, disposition of legacy electronic databases, email archiving, District Attorney imaging, and the transition to Google Apps. Regarding the latter, the program developed one of the first comprehensive public email "cloud" migration guidelines in the country. The program also continued extensive internal improvements, including a re-engineering of plat map processes that increased storage capacity by 20% and significantly reduced process time. Utilizing a recently hired Electronic Records Management Analyst, the program is developing training on effective desk top records management, improving it's extensive web content, and developing procedures to manage electronic content in compliance with public records law.

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

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Retrievals, Refiles and Interfiles (Record Actions) Performed	15,046	13,500	14,000	13,500
Outcome	% of Current Retention Schedules (Updated within the last 5 years)	83.0%	80.0%	83.0%	85.0%
Output	Boxes, Microfilm Rolls, Maps and Plans Maintained in the Records Center	99,498	99,000	93,000	93,000
Quality	% of Records Retrievals Delivered to Customer Within 1 Business Day	99.0%	98.0%	96.0%	98.0%

**Performance Measure - Description**

Reduction in items stored related to shipment of security microfilm to State Archives, and elimination of redundancies in plat map system.

## Legal/Contractual Obligation

ORS 192 and OAR 166 outline public records mandates for the Records Officer, microfilm, imaging, storage, retention, and access. 45 CFR 164.530(a) mandates the HIPAA Privacy Officer, responsible for the privacy of personal health information. Executive Rule 301 assigns retention schedule function to program.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$403,322	\$0	\$406,945
Contracts	\$0	\$29,074	\$0	\$22,500
Materials & Supplies	\$0	\$31,271	\$0	\$31,977
Internal Services	\$0	\$350,226	\$0	\$393,880
Unappropriated & Contingency	\$0	\$34,799	\$0	\$45,016
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$848,692</b>	<b>\$0</b>	<b>\$900,318</b>
<b>Program Total:</b>	<b>\$848,692</b>		<b>\$900,318</b>	
Program FTE	0.00	3.40	0.00	3.40
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$715,817	\$0	\$715,817
Other / Miscellaneous	\$0	\$132,875	\$0	\$184,501
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$848,692</b>	<b>\$0</b>	<b>\$900,318</b>

## Explanation of Revenues

Records Management is funded by an allocation system through the Distribution Fund. Total program costs are allocated based on each department's share of the number of boxes stored, boxes brought into the Records Center (accessioned), and record actions performed in FY10.

## Significant Program Changes

✔ Significantly Changed

### Last year this program was:

In response to increasing demands for electronic records management support, the program added a limited duration Electronic Records Management Analyst in FY11. This position is currently focusing on e-records training, disposition processes for legacy/archival electronic records, and improvements to the program's web resources during the transition to Drupal web maintenance. Anticipated FY12 projects include improvements to retention schedule design for e-records compliance, and development of systematic archival processes for improved on-line public access to archival resources, and accessioning/preservation of electronic records.

**Lead Agency:** Department of County **Program Contact:** Garret Vanderzanden  
**Program Offer Type:** Internal Service  
**Related Programs:** 78021  
**Program Characteristics:** In Target, Climate Action Plan

### Executive Summary

Distribution Services provides county agencies pickup and delivery of mail and supplies, processing and metering of U.S. Mail, U.S. Mail training and consultation, and management of mail services contracts. Distribution Services mission is to guarantee County programs have what they need, when they need it, and where they need it.

### Program Description

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

1. Centralizing inter-office mail distribution and supply delivery, including Central Stores products, County records, Health Clinic lab samples, and on-demand special deliveries. Pickups are delivered the same day to most of the 130 mail stops throughout 100 locations.
2. Partnering with the State and Portland delivery systems to send and receive interoffice mail from other Willamette Valley governments increasing intergovernmental efficiency and facilitating communication across governments in the region.
3. Managing a multi-jurisdictional contract for presort services reducing mail postage costs for all participating governments (24% savings to the County for presort mail). Maintaining centralized mail service contracts (for example folding/insertion, addressing, and metering) also generates savings and creates departmental efficiencies for vote-by-mail, tax mailings, and other specialized projects.
4. Metering US mail centrally (914,150 pieces) ensures that all US Mail is delivered to the United States Postal Services (USPS) by the end of the business day and reduces overall County costs due to the need to operate and maintain fewer postage meters.
5. Partnering with the USPS to ensure accurate and up to date information on mailing standards in an increasingly complex and changing environment. Providing clear instruction and training on existing and proposed USPS standards to County employees.
6. Serving a vital role in emergency preparedness planning for Multnomah County. Distribution Services is a component of the Receipt, Stage, and Storage Center and functions as a high-security, central contact point for receipt and distribution of supplies and equipment for Multnomah County in the event of an emergency.

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

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	# of pieces of mail processed	914,150	960,000	898,284	900,000
Outcome	Presort discount over full postage	24.0%	24.0%	24.0%	24.0%
Quality	US Mail delivered to USPS same day as pick up	100.0%	100.0%	100.0%	100.0%
Input	Number of mail stops receiving delivery services	127	130	130	130

### Performance Measure - Description

Mail pieces processed refers to all mail that has been metered through the Distribution Services postal equipment.

Presort discount over full postage refers to the USPS discount price the County receives for preparing and sorting mail prior to delivery to the USPS.

## Legal/Contractual Obligation

Receipt, Stage and Storage Center (also known as RSS) role in support of County Emergency Management and County Health Department during emergency response operations. Distribution Services and Central Stores in concert are the only local RSS to be officially certified by the State of Oregon. During emergency response operations the RSS has also functioned as a regional distribution point for the Tri-County area.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$503,750	\$0	\$516,470
Contracts	\$0	\$51,225	\$0	\$43,584
Materials & Supplies	\$0	\$1,042,154	\$0	\$1,065,510
Internal Services	\$0	\$174,964	\$0	\$146,698
Unappropriated & Contingency	\$0	\$72,096	\$0	\$92,491
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$1,844,189</b>	<b>\$0</b>	<b>\$1,864,753</b>
<b>Program Total:</b>	<b>\$1,844,189</b>		<b>\$1,864,753</b>	
Program FTE	0.00	7.40	0.00	7.40
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,446,881	\$0	\$1,421,497
Intergovernmental	\$0	\$86,149	\$0	\$73,118
Other / Miscellaneous	\$0	\$311,159	\$0	\$370,139
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$1,844,189</b>	<b>\$0</b>	<b>\$1,864,754</b>

## Explanation of Revenues

Distribution Services is funded by a charge system through the Distribution Fund. Service reimbursements are based on delivery stops, US Mail sent, and special services requested. Data used for the estimates are based on historical data and current service levels.

## Significant Program Changes

Last year this program was: #72084, FREDS Distribution Services

**Lead Agency:** Department of County  
**Program Offer Type:** Internal Service  
**Related Programs:** 78020  
**Program Characteristics:** In Target, Climate Action Plan

**Program Contact:** Garret Vanderzanden

### Executive Summary

Materiel Management provides goods and supplies to County Departments and other government agencies. By aggregating government supply needs Materiel Management can buy in volume at discounted prices. By centralizing product procurement, receiving, inventory control, warehousing, invoice reconciliation and input, and delivery, Materiel Management reduces the total governmental effort expended on materiel acquisition.

### Program Description

Materiel Management provides professional buying services and centralizes the transactional efforts required to: purchase and receive goods into the county financial and inventory asset systems; reconcile and authorize payment of vendor invoices; maintain a prudent but adequate level of inventory; and fill orders for delivery to all County programs and 229 non-County programs. To support these activities, Materiel Management provides clean, secure, and environmentally controlled storage, maintains a pharmacy wholesale license, manages health product recalls, and obtains deep product discounts as compared to the retail market.

Materiel Management purchased and distributed \$6,834,824 in materiel in FY10 across 250+ partners, including Family Planning products to external State Family Planning partners. This enables the program to offset operating costs through external revenues and to extend County funds through higher volume purchasing. 1,330,505 items were received and distributed in FY10. 16,702 orders were fulfilled with 59,925 line items shipped. 2,349 purchase orders were executed with 6,068 subsequent accounts payable and receivable transactions. Centralizing these functions allows for leveraging of staff expertise as well as operational economies of scale which increase efficiencies and leads to reduced costs per item.

Centralized commodities procurement enables the County to more easily meet Sustainability targets. Examples include use of post consumer recycled waste content in paper supplies, use of green janitorial supplies and development of a countywide battery and e-waste recycling program.

Materiel Management also serves a vital role in emergency preparedness planning for Multnomah County. The program is a component of the Receipt, Stage, and Storage Center and functions as a high-security, central contact point for receipt and distribution of supplies and equipment for Multnomah County in the event of an emergency.

These efforts contribute to the Climate Action Plan activities related to local government operations, item numbers: 18-8, 18-9

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of material items issued in fiscal year	1,330,505	1,287,568	1,082,602	1,082,602
Outcome	External revenue	291,865	300,000	274,669	300,000
Efficiency	Number of inventory turns within FY	8	8	7	8
Quality	Customers receive ordered goods within 24 hrs	89	90	90	90

### Performance Measure - Description

“Inventory turns” is an industry standard that indicates how many times the entire inventory is replaced in a year. 5 to 7 inventory turns are considered the benchmark. Numbers below this reflect the stocking of low demand inventory, which increases overall costs.

## Legal/Contractual Obligation

Receipt, Stage and Storage Center (also known as RSS) role in support of County Emergency Management and County Health Department during emergency response operations. Distribution Services and Central Stores in concert are the only local RSS to be officially certified by the State of Oregon. During emergency response operations the RSS has also functioned as a regional distribution point for the Tri-County area.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$1,004,872	\$0	\$1,043,203
Contracts	\$0	\$172,860	\$0	\$131,319
Materials & Supplies	\$0	\$3,184,366	\$0	\$3,136,976
Internal Services	\$0	\$405,927	\$0	\$401,216
Unappropriated & Contingency	\$0	\$664,936	\$0	\$644,436
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,432,961</b>	<b>\$0</b>	<b>\$5,357,150</b>
<b>Program Total:</b>	<b>\$5,432,961</b>		<b>\$5,357,150</b>	
Program FTE	0.00	12.20	0.00	12.20
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$4,410,509	\$0	\$4,337,356
Other / Miscellaneous	\$0	\$1,022,452	\$0	\$1,019,793
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$5,432,961</b>	<b>\$0</b>	<b>\$5,357,149</b>

## Explanation of Revenues

Materiel Management is funded by an allocation system through the Distribution Fund. Total program costs for FY11 are reduced by anticipated external revenues and the net balance is allocated to departments based on each department's share of the total value of County products processed by Materiel Management in FY10. As required by County Code charges to other governments are set as a 10% surcharge of product cost and are estimated at \$274,669 for FY10.

## Significant Program Changes

Last year this program was: #72085, FREDS Materiel Management

**Lead Agency:** Department of County

**Program Contact:** Rich Swift

**Program Offer Type:** Internal Service

**Related Programs:**

**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. Fleet Services recoups costs by maintaining a competitive rate and meets customer requirements by monitoring daily use and availability of vehicles in meeting customer requirements.

**Program Description**

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. In its entirety, this program may be the largest car sharing program in the state. The program operates through a reservation and per hour charge back system. The purpose of the centrally managed Fleet Motor Pools is to eliminate underutilization of assigned vehicles and reduce private mileage reimbursement costs; thereby supporting departmental travel needs with ease of use and almost zero administrative effort. The downtown site operates as a public parking lot, and provides parking at market rate for County-owned and employee privately-owned vehicles, including car pool spaces.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of motor pool trips provided	14,291	13,750	14,800	14,500
Outcome	Vehicle availability at Downtown & Mult Bldg pool	100.0%	99.0%	100.0%	99.0%

**Performance Measure - Description**

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 correct size of the motor pool.



## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$179,714	\$0	\$180,205
Contracts	\$0	\$55,475	\$0	\$55,475
Materials & Supplies	\$0	\$57,354	\$0	\$214,967
Internal Services	\$0	\$26,906	\$0	\$24,699
Unappropriated & Contingency	\$0	\$200,000	\$0	\$16,214
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$519,449</b>	<b>\$0</b>	<b>\$491,560</b>
<b>Program Total:</b>	<b>\$519,449</b>		<b>\$491,560</b>	
Program FTE	0.00	2.41	0.00	2.41
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$436,271	\$0	\$576,457
Intergovernmental	\$0	\$6,003	\$0	\$7,960
Other / Miscellaneous	\$0	\$162,430	\$0	\$41,455
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$604,704</b>	<b>\$0</b>	<b>\$625,872</b>

## 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 FY10 charge rates. Outside agency revenue is based on providing current service levels at FY10 charge rates.

## Significant Program Changes

Last year this program was: #72086, FREDS Motor Pool

**Lead Agency:** Department of County

**Program Contact:** Rich Swift

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target

### Executive Summary

Electronic Services installs and maintains of a wide array of electronic equipment for County programs and other local governments in the areas of jail security systems, access control systems, two-way radio communications, closed circuit television security systems, and emergency vehicle equipment.

### Program Description

The program maintains approximately 7000 pieces of equipment for County programs and other agencies. Electronic Services effectively manages resources and service delivery costs to its customers by:

- Diagnosing and repairing equipment at the component level. This permits staff to use the same set of technical skills across a wide array of highly specialized electronic equipment types thus reducing the number of technical specialists required.
- Focusing on the benefits of government partnerships and sharing technical expertise and equipment rather than duplicating them. Electronic Services provides the community with quality service, cost effectively. Agencies such as the City of Portland, Oregon City and Clark County can deploy specialized electronic equipment without needing to hire specialized staff. As a result, County fixed costs are shared by other organizations. In FY10, revenue from other governments was \$231,089 or 24% of Electronic Services' service revenue.
- By operating with comparatively high number of billable hours and relatively low overhead, Electronic Services maintains a shop rate at about 90% of the market.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Work Orders Completed	860	1,250	1,000	1,050
Outcome	Hours in a year (8736) radio network is down	8	6	2	5
Efficiency	Repair turn around time - work orders completed in 48 hour	0.0%	95.0%	96.0%	95.0%
Quality	Over all customer satisfaction	99.0%	100.0%	98.0%	100.0%

### Performance Measure - Description

In order to reduce time spent on administration the program changed its work order process. The program continues to add external customers so an increase in outside agency sales will increase the number of work orders completed over FY11's current estimate. The "Work Orders Completed" measure remains relevant. Radio network availability is expressed in hours. This is a better expression of the maintenance and event response work performed by the program. Repair turn around % meets the target and the program continues to maintain a high % of customer satisfaction.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$733,311	\$0	\$752,230
Contracts	\$0	\$150	\$0	\$7,250
Materials & Supplies	\$0	\$295,696	\$0	\$265,669
Internal Services	\$0	\$75,503	\$0	\$55,110
Unappropriated & Contingency	\$0	\$444,058	\$0	\$57,053
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$1,548,718</b>	<b>\$0</b>	<b>\$1,137,312</b>
<b>Program Total:</b>	<b>\$1,548,718</b>		<b>\$1,137,312</b>	
Program FTE	0.00	6.10	0.00	6.10
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$794,148	\$0	\$790,697
Intergovernmental	\$0	\$216,099	\$0	\$212,314
Other / Miscellaneous	\$0	\$615,672	\$0	\$633,822
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$1,625,919</b>	<b>\$0</b>	<b>\$1,636,833</b>

## 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 FY09 charge rates. Internal revenues are stated in the internal service revenue budget line. Outside agency revenue, stated in the charges for services line, is based on providing current service levels at FY10 charge rates, plus additional revenue for anticipated projects.

## Significant Program Changes

Last year this program was: #72087, FREDS Electronic Services

**Lead Agency:** Department of County

**Program Contact:** Sherry Swackhamer

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The IT Innovation and Investment offer provides funding and governance for the one-time-only portion of IT capital projects greater than \$75,000. 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 is designed to ensure the County measures and receives value from these investments. Requests must be accompanied by a scope document and total cost of ownership model, including an analysis of both one-time-only and ongoing operational funding impacts. Once approved, project sponsors must commit to measures that are monitored to analyze and report on the value proposition.

**Program Description**

The IT Advisory Board oversees and provides governance for the County's cross-departmental capital investments in technology. Program includes carryover dollars for 5 in-process projects supporting DCHS, HR, LPSCC, OIT & MCHD. Potential projects for FY 2012 include replacement of Budget Software, GIS/logistics capabilities for the MC Library, leveraging the MCDA Document Management system concept for DCJ, and the addition of Employee Self-Service benefit processing capabilities. Projects completed in FY 2011 include the implementation of SAP's Procurement for Public Sector product for contract tracking and management, the implementation of the JuST System (Juvenile Services Tracking) for DCJ providing case management and tracking capabilities utilized by county employees and external partners, and the selection of a new Mental Health System for DCHS.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of projects monitored per monitoring process	0.0%	100.0%	100.0%	100.0%
Outcome	Increase in value derived from IT capital projects	0	80	0	80

**Performance Measure - Description**

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

Outcome - Increase in IT capital projects completing and meeting agreed upon outcomes.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$0	\$0	\$0
Contracts	\$0	\$5,594,434	\$0	\$6,416,618
Materials & Supplies	\$0	\$307,387	\$0	\$555,427
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$466,707
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,901,821</b>	<b>\$0</b>	<b>\$7,438,752</b>
<b>Program Total:</b>	<b>\$5,901,821</b>		<b>\$7,438,752</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$148,227	\$0	\$0
Other / Miscellaneous	\$0	\$5,753,594	\$0	\$7,438,752
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$5,901,821</b>	<b>\$0</b>	<b>\$7,438,752</b>

## Explanation of Revenues

### Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #79000, IT Innovation and Investment Fund

This program offer contains a one-time General Fund cash transfer for the Budget System Replacement project. A complete description of that project can be found in program #72030, Countywide Budget System.

**Lead Agency:** Department of County

**Program Contact:** Gary Wohlers

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The office of Information Technology is engaged in two significant projects to modernize the County’s information technology infrastructure: the data center and disaster recovery (DCDR) project, and the network convergence project. The DCDR project will move the County’s data center from its current location to a “two-site” model adding disaster recovery capabilities for the highest priority systems and addressing short- and long-term risks associated with age, design and capacity of the current facility. The network convergence project will upgrade the County’s network to support both data and voice, replace the County’s aging, end-of-life phone systems, and enable the availability of new capabilities for County communications.

**Program Description**

This offer funds the continuance of two strategic IT projects approved by the Board of County Commissioners. These projects form the basis to move the County’s technology platforms into the 21st century. The DCDR project will fund a new County-owned data center currently under construction in the basement of the new East County Courthouse; and a leased co-location site that will provide a variable cost structure to expand and contract based on County needs. Disaster recovery capabilities that do not currently exist will be added for the highest priority systems. Much progress has been made on this project, the location and detailed design documents are final. The best regional location for the co-location site has also been determined to be Washington County and an RFP to select the the co-location vendor is in process.

The second project will significantly enhance the County’s network to support data and voice services, and replace our legacy phone system. Risks associated with the current phone system vendor, acquired while in bankruptcy, will also be reduced as we implement technologies that are supported, provide increased functionality, and reduce operational cost related to moves, adds and changes.

In preparation for these projects, IT and departments are focused on clean up and disposition of unnecessary data, systems, and equipment to minimize the data center footprint, and eliminate unnecessary and outdated data and technologies. Both projects will result in operating efficiencies for IT and our customers. Additional funding from IT beginning work in capital is included in this program offer to internally fund additions to these projects based on the finalization of requirements, strategies, technologies, & locations.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Quarterly Milestone Reviews for each project	0	8	6	8
Outcome	Percent of deliverables for each milestone met at the end of quarterly milestone	0.0%	80.0%	60.0%	80.0%

**Performance Measure - Description**

Output - quarterly milestones will be established and results measured for each project.  
 Outcome - percent of quarterly milestones met.

(These projects will span multiple budget years.)

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$0	\$0	\$0
Contracts	\$0	\$6,000,000	\$0	\$2,089,086
Materials & Supplies	\$0	\$0	\$0	\$0
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$2,144,267
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$6,000,000</b>	<b>\$0</b>	<b>\$4,233,353</b>
<b>Program Total:</b>	<b>\$6,000,000</b>		<b>\$4,233,353</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$6,000,000	\$0	\$4,233,353
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$6,000,000</b>	<b>\$0</b>	<b>\$4,233,353</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79001, IT Strategic Modernization Projects

**Lead Agency:** Department of County

**Program Contact:** Keith Johnson

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The IT Planning, Projects, and Portfolio management offer represents the IT administrative functions. This offer focuses on oversight of the budget process, equipment procurement process, contracting and software licensing, and the management of IT projects. Other areas of administrative responsibility include coordination of HR functions, finance and accounts payable, and resource planning and portfolio management.

**Program Description**

The program includes the administrative group responsible for budgeting, finance, procurement, accounts payable, contracting, and software licensing. This group includes an IT Finance Manager to provide oversight and an IT Contract Administrator to provide specialized expertise in the development and monitoring of large software and hardware contracts.

Also included is the project and portfolio management team. This group is tasked with developing and implementing industry standards for managing IT projects especially high-risk, capital projects. Skilled projects managers are also a part of the team to provide the hands-on expertise needed to successfully manage risk and successfully complete these projects.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Increased percentage of planned work	62.0%	0.0%	60.0%	60.0%
Outcome	Number of contracts inventoried and monitored	0.0%	0.0%	90.0%	95.0%

**Performance Measure - Description**

Output measure - designed to report the number of employees correctly tracking their time in Planview (resource planning system). Demonstrates the effective utilization of IT resources.

Outcome measure - measures the number of contracts inventoried and monitored on a regular basis to effectively manage and minimize risks.



## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$2,277,648	\$0	\$3,107,919
Contracts	\$0	\$0	\$0	\$126,000
Materials & Supplies	\$0	\$197,629	\$0	\$90,436
Internal Services	\$0	\$0	\$0	\$3,700
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,475,277</b>	<b>\$0</b>	<b>\$3,328,055</b>
<b>Program Total:</b>	<b>\$2,475,277</b>		<b>\$3,328,055</b>	
Program FTE	0.00	18.00	0.00	22.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,475,277	\$0	\$2,520,260
Other / Miscellaneous	\$0	\$0	\$0	\$807,795
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,475,277</b>	<b>\$0</b>	<b>\$3,328,055</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79002, IT Planning, Projects & Portfolio Management

**Lead Agency:** Department of County

**Program Contact:** Dan Gorton

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Data Center Operations and Technical Services provide the hardware, software installation, maintenance, troubleshooting, technical and operational support for all County computing systems. These systems provide critical services to citizens and must be maintained in a highly available, secure and recoverable environment. This program includes 24x7x365 operations of the data center with Operations and Technical Services staff supporting restoration of services during service disruptions 24x7. These teams provide reliable, responsive, secure systems ensuring maximum server uptime in support of maximum application availability in an efficient and cost effective manner.

**Program Description**

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, upgrades, problem resolution, server and storage management, asset tracking and after-hours support for all County business systems running in the data center. This program also provides vendor management for data center hardware and software systems. This program coordinates with county resources for data center facility requests and activity for the computer room equipment and systems. Included in this service are the Technical Services staff who provide software and hardware architecture design, planning, acquisition and installation. They also manage capital replacement and capacity planning for computer room hardware. Additional services provided by this program are data backup and restore services, storage management, emergency response and physical data center security. A new data center is under construction in the basement of the ECC facility funded in program offer 79001.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Data replicated or put on output tapes sent to offsite storage daily	98.0%	99.0%	99.0%	99.0%
Outcome	Production system availability for hardware and operating systems	98.0%	98.0%	98.0%	98.0%

**Performance Measure - Description**

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

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

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$2,814,195	\$0	\$2,771,855
Contracts	\$0	\$64,663	\$0	\$17,500
Materials & Supplies	\$0	\$1,224,439	\$0	\$1,047,074
Internal Services	\$0	\$600	\$0	\$17,707
Capital Outlay	\$0	\$248,501	\$0	\$300,000
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$4,352,398</b>	<b>\$0</b>	<b>\$4,154,136</b>
<b>Program Total:</b>	<b>\$4,352,398</b>		<b>\$4,154,136</b>	
Program FTE	0.00	20.00	0.00	20.25
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$4,052,398	\$0	\$4,140,594
Other / Miscellaneous	\$0	\$300,000	\$0	\$13,542
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$4,352,398</b>	<b>\$0</b>	<b>\$4,154,136</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79004, IT Data Center

**Lead Agency:** Department of County

**Program Contact:** Dan Gorton

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Help Desk program offer provides a single point of contact to County staff for accessible and customer-focused technical assistance. It supports County staff in furthering their goals to serve the citizens of Multnomah County. Support is provided in a friendly and professional manner while service requests are tracked, questions are answered, informal instruction is offered, and problems are resolved or escalated to other IT teams.

**Program Description**

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 solutions to problems accessing 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. Services are provided 24\*7, 365 days a year to ensure that customer needs are addressed in a timely manner. County employees can 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 also provide support and help for internal IT functions such as the Applications, Desktop, Data Center and Administration groups. The Helpdesk averages 3,700 incident tickets per month. Of those incidents an average of 2,500 (68%) are resolved at the Helpdesk while others are escalated to other IT teams.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of customer tickets created	38,749	25,927	44,447	40,000
Outcome	Abandonment rate	5.0%	5.0%	5.0%	5.0%
Outcome	Calls resolved at the Helpdesk	68.0%	68.0%	69.0%	70.0%

**Performance Measure - Description**

These measures are industry standards for Help Desk organizations. An analysis is done on data used to track the measures to determine ways to improve service and reduce downtime.

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

Outcome Measure - Abandonment rate -An abandoned call is when a customer calls the Helpdesk but then hangs up, typically due to extended hold times while waiting to talk to an agent. Caller abandonment rate will be less than or equal to 5%.

Outcome Measure - Calls Resolved @ Help Desk - 70% or more of the tickets entered by Help Desk staff into the call tracking database will be resolved by a Helpdesk agent without requiring escalation to other IT staff.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$867,984	\$0	\$955,054
Contracts	\$0	\$2,000	\$0	\$0
Materials & Supplies	\$0	\$29,476	\$0	\$5,714
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$899,460</b>	<b>\$0</b>	<b>\$960,768</b>
<b>Program Total:</b>	<b>\$899,460</b>		<b>\$960,768</b>	
Program FTE	0.00	8.15	0.00	8.90
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$899,460	\$0	\$960,768
Other / Miscellaneous	\$0	\$0	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$899,460</b>	<b>\$0</b>	<b>\$960,768</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79005, IT Help Desk Services

**Lead Agency:** Department of County

**Program Contact:** Tim Boylan

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Telecommunications program manages all voice and video communication services for about 5,000 County and partner employees. The services provided by this program facilitate communication with citizens, business partners and employees. The Telecom group purchases, implements and manages voice switches, desktop phones, mobile phones, vendor service contracts, customer billing processes, employee moves adds and changes and equipment for special projects. Telecom also maintains an Intergovernmental Agreement with the City of Portland to provide citizens an Information & Referral service.

**Program Description**

The County maintains a large 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. The program also purchases and supports wireless devices such as smartphones and cell phones. 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 then implement technologies to address them. Key services supported by this program include all the County's 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 23 video conferencing units at 14 locations. These are used heavily by the State Courts, Department of Community Justice and Public Defenders. Telecom will be selecting a new technology platform in FY 2012 funded in program offer 79001.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Average time (in hrs) to respond to high priority incidents	1	1	1	1
Outcome	High priority incidents resolved within 12 hours	99.0%	95.0%	99.0%	98.0%

**Performance Measure - Description**

Output measure - High priority incidents are problems that cause service disruptions. Problems are reported to the Help Desk or Telecom repair line, at which time they are logged and technicians dispatched.

Outcome measure - measures the amount of time required to resolve high priority incidents. The % was changed for FY 2011 to reflect an improvement in the response goal from 48 to 12 hours. FY 08-09 and FY 09-10 were 48 hours.

**Legal/Contractual Obligation**

Intergovernmental Agreement with City of Portland for the Information &amp; Referral service.

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$1,042,068	\$0	\$1,000,877
Contracts	\$0	\$25,000	\$0	\$60,000
Materials & Supplies	\$0	\$3,965,432	\$0	\$2,477,724
Internal Services	\$0	\$18,500	\$0	\$16,580
Capital Outlay	\$0	\$569,172	\$0	\$115,800
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,620,172</b>	<b>\$0</b>	<b>\$3,670,981</b>
<b>Program Total:</b>	<b>\$5,620,172</b>		<b>\$3,670,981</b>	
Program FTE	0.00	8.00	0.00	7.50
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$4,158,547	\$0	\$3,670,981
Other / Miscellaneous	\$0	\$1,461,625	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$5,620,172</b>	<b>\$0</b>	<b>\$3,670,981</b>

**Explanation of Revenues****Significant Program Changes**Last year this program was: #79006, IT Telecommunications Services

**Lead Agency:** Department of County

**Program Contact:** Tim Boylan

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Network Connectivity 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 and to external networks. This facilitates public access to the county by offering Internet access at the libraries, connections to the Internet for the county's website and secure links to partners such as the Oregon Community Health Information Network (OCHIN), the City of Portland and the State of Oregon. The Security Program component of this offer is focused on identification and mitigation of risks to the County's information assets. The Security program develops policy, provides consulting services to departments, and respond to audit and investigative requests.

**Program Description**

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet. This program implements and manages remote access 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 Information Security Management program uses ISO standards to provide information security program development for the County. The ISO approach of Plan-Do-Check-Act includes (i) understanding the County's information security requirements, establishing security policies and objectives; (ii) implementing and operating controls to manage information security risks; (iii) monitoring and reviewing the performance and effectiveness of the security program; and (iv) continual improvement based on objective measurement.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Outage response initiated within 2 hours	99.0%	98.0%	100.0%	98.0%
Outcome	Number of minutes of network downtime per month	44	30	25	45

**Performance Measure - Description**

Output - Outage response is identified and work to resolve it is initiated within 2 hours.

Outcome - Average minutes of network down time, for any one circuit, during normal business hours. Network monitoring systems include all scheduled outages that occur as a result of maintenance, Facilities work (electrical), provider network connectivity, etc.



## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$1,097,025	\$0	\$1,177,972
Contracts	\$0	\$95,000	\$0	\$70,000
Materials & Supplies	\$0	\$1,531,110	\$0	\$1,580,977
Internal Services	\$0	\$0	\$0	\$350
Capital Outlay	\$0	\$188,000	\$0	\$34,000
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,911,135</b>	<b>\$0</b>	<b>\$2,863,299</b>
<b>Program Total:</b>	<b>\$2,911,135</b>		<b>\$2,863,299</b>	
Program FTE	0.00	7.00	0.00	7.50
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,573,135	\$0	\$2,863,299
Other / Miscellaneous	\$0	\$338,000	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,911,135</b>	<b>\$0</b>	<b>\$2,863,299</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79007, IT Network Connectivity

**Lead Agency:** Department of County

**Program Contact:** Stanley Johnson G.L. III

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

All County departments rely on computers to provide service to their customers. The Desktop Services program offer provides Information Technology (IT) support staff to ensure problems are resolved in a timely manner so County employees can focus on their mission to serve the public. Personal Computers (PCs) and laptops are also provided at public access points for citizens. PC hardware and software require procurement, installation, maintenance, proper disposal and support while ensuring satisfaction with service quality and price. Remote and on-site repair and support are provided to improve user productivity. In FY2012, this offer will support the evaluation of new technologies such as desktop virtualization to drive innovation and reduce on-going operational costs.

**Program Description**

Desktop Services provide Helpdesk ticket resolution, proactive problem diagnosis, on-site support for desktop or laptop computers and software to over 4,500 employees. Support for the County's computer training rooms is performed by the team. PCs are also provided for public use in the libraries, assessment & taxation and land use planning to provide citizens with access to information and the ability to view public records on-line. Desktop services is responsible for managing network printing and file storage services. The Desktop Services team is participating in an analysis of various productivity tools to provide options to the county which can provide for variable cost. Additionally, the team is regularly evaluating new technology to reduce the county's carbon foot print. The Desktop Services program addresses the Accountability indicator of "Satisfaction with service quality, effectiveness and price" by providing a stable computing environment, access to efficient help desk services to resolve problems and utilizing new technology to reduce prices. Analysis is done on output/outcome data used to track these measures to determine ways to improve service and reduce downtime.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Hours between incident report and response initiation	0	4	4	4
Outcome	High Priority problem tickets resolved within two days	95	95	94	95

**Performance Measure - Description**

Output - This measures an industry standard for Desktop organizations. Output measure is measured in hours until initial contact is made by a Desktop Services support staff.

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

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$3,106,838	\$0	\$3,016,109
Contracts	\$0	\$0	\$0	\$63,000
Materials & Supplies	\$0	\$72,300	\$0	\$37,491
Internal Services	\$0	\$16,000	\$0	\$15,000
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$3,195,138</b>	<b>\$0</b>	<b>\$3,131,600</b>
<b>Program Total:</b>	<b>\$3,195,138</b>		<b>\$3,131,600</b>	
Program FTE	0.00	27.00	0.00	25.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$3,195,138	\$0	\$3,131,600
Other / Miscellaneous	\$0	\$0	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$3,195,138</b>	<b>\$0</b>	<b>\$3,131,600</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79008, IT Desktop Services

**Lead Agency:** Department of County

**Program Contact:** Stanley Johnson G.L. III

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Multnomah County staff and business partners utilize over 4,500 computers and 700 printers and other output devices to run internal operations and provide service to the public. Personal Computers (PCs) are also provided for citizens use at public access points located at libraries, DART and Land Use Planning. This program provides PC hardware and software procurement, installation, maintenance, software license tracking, proper disposal and support while balancing customer satisfaction with service quality and price.

**Program Description**

Desktop asset replacement provides desktop and laptop computers and software to over 4,500 employees and business partners. They will be replacing ~950 PCs/Laptops, 50 network printers. PCs are also provided for public use in the libraries, Assessment and Taxation, and Land Use Planning, to provide citizens with access to information and the ability to view public records online. IT Desktop Services maintains desktop assets which includes life-cycle management from procurement through disposal of County standard desktop computer hardware, software and other peripherals and associated software licenses. This program supports the disposition of decommissioned hardware and recycling of unusable devices.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of devices replaced according to published schedule	0	0	98	100
Outcome	Percentage of software used in compliance with purchased licenses.	0.0%	0.0%	100.0%	100.0%
Efficiency	Percent of County-wide technology devices managed by system.	95.0%	97.0%	97.0%	98.0%
Efficiency	Percentage of software licenses re-deployed as hardware is retired.	95.0%	95.0%	95.0%	95.0%

**Performance Measure - Description**

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

Outcome - This measure reports license compliance for all software in use.

Efficiency - This measure tracks the scope of Desktop assets managed by automated tools since not all computers are on the network.

Efficiency - This measure tracks licenses reused instead of purchasing new ones.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$0	\$0	\$0
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$2,170,522	\$0	\$1,754,951
Internal Services	\$0	\$55,708	\$0	\$55,000
Capital Outlay	\$0	\$2,350,000	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$4,576,230</b>	<b>\$0</b>	<b>\$1,809,951</b>
<b>Program Total:</b>	<b>\$4,576,230</b>		<b>\$1,809,951</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,273,058	\$0	\$809,972
Other / Miscellaneous	\$0	\$3,303,172	\$0	\$999,979
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$4,576,230</b>	<b>\$0</b>	<b>\$1,809,951</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79009, IT Desktop Assets

**Lead Agency:** Department of County

**Program Contact:** Tracey Massey

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Health and Human Services Application Services provide reliable, effective software systems for the Health Department and County Human Services. Services include managing customer relationships; capturing and ranking 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. Program focuses on increasing delivery of technology that can provide higher business value to departments and constituents, while adequately maintaining and supporting existing systems ("lights on" activities to keep current systems available) through improving application life-cycle planning, project governance and prioritization, and resource accountability. This Program Offer improves the delivery of County services through automating business operations and providing easy access to information.

**Program Description**

Services include 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; and 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 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 using Total Cost of Ownership to make informed IT investment decisions; Strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward. Currently, application services provides support for 50 systems for the Health Department and 40 systems for the Department of County Human Services.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Employee hours spent on planned work versus unplanned	62.0%	60.0%	60.0%	60.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0.0%	10.0%	10.0%	5.0%
Quality	Percent of customers satisfied	0.0%	0.0%	0.0%	80.0%

**Performance Measure - Description**

Output Measure - Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. Initial measurement taken at the end of FY11.

Outcome Measure - Increase in employee hours spent on planned versus unplanned work: 5%. Initial measurement taken at the end of FY11.

Quality Measure - Percent of customers satisfied with end product, timeliness, and communication for Level 2 and 3 planned work: 80% A quality survey will be part of the required closing documents for all large projects.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$2,532,595	\$0	\$2,457,856
Contracts	\$0	\$0	\$0	\$76,500
Materials & Supplies	\$0	\$90,994	\$0	\$52,529
Internal Services	\$0	\$2,560	\$0	\$1,660
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,626,149</b>	<b>\$0</b>	<b>\$2,588,545</b>
<b>Program Total:</b>	<b>\$2,626,149</b>		<b>\$2,588,545</b>	
Program FTE	0.00	19.00	0.00	18.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,626,149	\$0	\$1,700,904
Other / Miscellaneous	\$0	\$0	\$0	\$887,641
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,626,149</b>	<b>\$0</b>	<b>\$2,588,545</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79010, IT Health and Human Services Application Services

**Lead Agency:** Department of County

**Program Contact:** Elise Nicholson

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Public Safety Application Services provide reliable, effective software systems for Community Justice, DSS Justice and the Sheriff's Office. Services include managing customer relationships; capturing, ranking 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.

Program focuses on increasing delivery of technology that can provide higher business value to departments and constituents, while adequately performing "lights on" activities to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability. This Program Offer improves the delivery of County services through automating business operations and integrating information between public safety partners.

**Program Description**

Services include 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; and 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 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 using Total Cost of Ownership to make informed IT investment decisions; Strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Currently, the Public Safety application services group is supporting 24 systems for DCJ, 9 systems for MCSO, and 3 systems for DSSJ.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Employee hours spent on planned versus unplanned work	50.0%	60.0%	60.0%	65.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0.0%	10.0%	10.0%	5.0%
Quality	Percent of customers satisfied with end product for planned projects	0.0%	80.0%	80.0%	80.0%

**Performance Measure - Description**

Output - 10% increase in the number of employee hours spent on prioritized and scheduled work vs. fixing problems and handling emergency incidents.

Outcome - 5% increase in the number of hours spent on specific work requests.

Quality - 80% of delivered projects that satisfy customer expectations. A quality survey will be part of the required closing documents for all large projects.



## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$2,060,776	\$0	\$2,290,621
Contracts	\$0	\$106,000	\$0	\$65,000
Materials & Supplies	\$0	\$47,553	\$0	\$35,140
Internal Services	\$0	\$0	\$0	\$5,500
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,214,329</b>	<b>\$0</b>	<b>\$2,396,261</b>
<b>Program Total:</b>	<b>\$2,214,329</b>		<b>\$2,396,261</b>	
Program FTE	0.00	16.00	0.00	18.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,179,329	\$0	\$1,871,583
Intergovernmental	\$0	\$35,000	\$0	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$524,678
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,214,329</b>	<b>\$0</b>	<b>\$2,396,261</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79011, IT Public Safety Application Services

**Lead Agency:** Department of County

**Program Contact:** Josh Mitchell

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

General Government & Open Source Application Services provide reliable, effective software systems for the County Management, Library, Community Services, Chair & Commissioners, and related groups. Services include managing customer relationships; capturing & ranking IT service requests; understanding & defining business needs; designing, building, implementing, & maintaining innovative software and reporting systems; managing vendor systems and relationships; maintaining & enhancing legacy systems. Program focuses on increasing delivery of technology that can provide higher business value to departments and constituents, while adequately maintaining & supporting existing systems through improving application life-cycle planning, project governance and prioritization, and resource accountability.

**Program Description**

Services include managing requests for IT services and ensuring that requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding & defining operational needs & recommending effective, innovative technology solutions; and designing, building, testing, & 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 & 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 using Total Cost of Ownership to make informed IT investment decisions; Strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Focus on the continued redesign of the web environment to include the internal sites, increase in the use of collaboration tools, and continued rollout of the open source platform to consolidate applications and reduce the number of unsupported legacy applications county-wide.

General Government Application Services Group supports 20 systems for DCM, 6 systems for DCS, 7 systems for the Library, and 5 systems for Non-D.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Employee hours spent on planned work versus unplanned	50.0%	60.0%	60.0%	60.0%
Outcome	Increase in employee hours spent on planned	0.0%	2.0%	2.0%	5.0%
Outcome	Percent of customers satisfied	0.0%	80.0%	80.0%	80.0%

**Performance Measure - Description**

Output Measure-Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. Initial measurement taken at the end of FY10.

Outcome Measure-Increase in employee hours spent on planned versus unplanned work: 10%. Initial measurement taken at the end of FY10.

Quality Measure-Percent of customers satisfied with end product, timeliness, and communication for Level 2 and 3 planned work: 80% A quality survey will be part of the required closing documents for all large projects.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$639,212	\$0	\$997,267
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$3,344	\$0	\$4,271
Internal Services	\$0	\$468	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$643,024</b>	<b>\$0</b>	<b>\$1,001,538</b>
<b>Program Total:</b>	<b>\$643,024</b>		<b>\$1,001,538</b>	
Program FTE	0.00	5.00	0.00	5.66
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$643,024	\$0	\$686,846
Other / Miscellaneous	\$0	\$0	\$0	\$314,692
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$643,024</b>	<b>\$0</b>	<b>\$1,001,538</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79012, IT General Government Application Services

**Lead Agency:** Department of County

**Program Contact:** Chris Clancy

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Enterprise Applications 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, platforms support for databases, web servers 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 Description**

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. Creation of an Enterprise GIS environment is underway to allow departments to share data, and to provide tools to the departments which will allow them 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. Currently converting to Microsoft Reporting Services to reduce the licensing costs of Crystal Reports and to allow more flexibility and integration to Microsoft SQL Database.

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	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Employee hours spent on new project requests vs maintenance requests	20.0%	30.0%	30.0%	35.0%
Outcome	Increase in employee hours spent on new project requests vs maintenance requests	0.0%	10.0%	10.0%	5.0%
Input		0	0	0	0

**Performance Measure - Description**

Output-Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. Initial measurement taken at the end of FY10.

Outcome-Increase in employee hours spent on planned versus unplanned work: 10%. Initial measurement taken at the end of FY10.

Quality-Percent of customers satisfied with end product, timeliness, and communication for Level 2 and 3 planned work: 80%. A quality survey will be part of the required closing documents for all large projects.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$3,589,819	\$0	\$3,080,986
Contracts	\$0	\$407,088	\$0	\$349,000
Materials & Supplies	\$0	\$737,903	\$0	\$676,323
Internal Services	\$0	\$5,900	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$4,740,710</b>	<b>\$0</b>	<b>\$4,106,309</b>
<b>Program Total:</b>	<b>\$4,740,710</b>		<b>\$4,106,309</b>	
Program FTE	0.00	20.00	0.00	21.33
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$4,740,710	\$0	\$3,858,569
Other / Miscellaneous	\$0	\$0	\$0	\$247,740
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$4,740,710</b>	<b>\$0</b>	<b>\$4,106,309</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79013, IT Enterprise Application Services

**Lead Agency:** Department of County

**Program Contact:** Chris Clancy

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

SAP is a county-wide (enterprise) system for managing people, money, materials, services and buildings and maintenance. In short, it is used to manage the business operations of the County. SAP enables efficient business processes and transactions, and integrates with other applications to become the primary system of record whenever possible. SAP provides timely, relevant and accurate information to improve data-driven decision making. SAP resources are allocated to maintain core business functions and investments; and are balanced with enterprise wide strategies and goals. Using SAP enables the County to retire other systems and reduce related costs. SAP provides real-time operational data to employees, business partners and citizens.

**Program Description**

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 training, education and technical assistance to County SAP users.

Major initiatives for SAP over the next fiscal year are:

- Implementing a new Budgeting system that is integrated with SAP
- Implement Procurement for Public Sector contracting capabilities
- Implement Employee Self Service for Electronic Timesheets to be used at a minimum by Management staff.
- Implement Employee Self Service Certification to track employee Certifications across county Departments.
- Reduce the number of SAP shadow system used by the departments.
- Evaluation of Employee Self-Service Benefits options

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	# of NEW SAP functionality implemented	0	0	1	3
Outcome	Percentage of Managers submitting timesheets electronically	0.0%	0.0%	0.0%	80.0%

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$1,858,593	\$0	\$1,224,064
Contracts	\$0	\$70,000	\$0	\$165,000
Materials & Supplies	\$0	\$683,254	\$0	\$594,385
Internal Services	\$0	\$123,575	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,735,422</b>	<b>\$0</b>	<b>\$1,983,449</b>
<b>Program Total:</b>	<b>\$2,735,422</b>		<b>\$1,983,449</b>	
Program FTE	0.00	15.00	0.00	9.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,735,422	\$0	\$1,983,449
Other / Miscellaneous	\$0	\$0	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,735,422</b>	<b>\$0</b>	<b>\$1,983,449</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79014, IT SAP Support Team