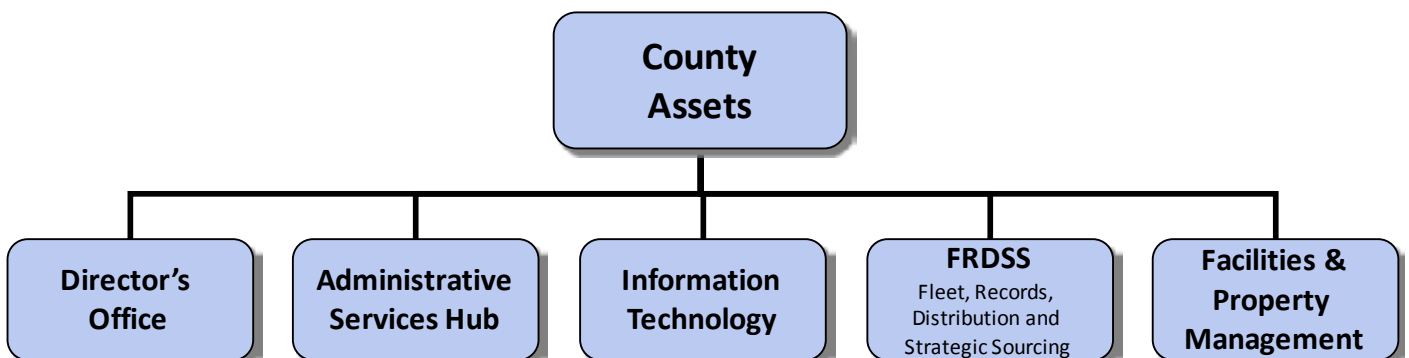# Department Overview

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

- Facilities and Property Management, responsible for managing over 3 million square feet of general office, library, court, jail, probation, clinic, shop, warehouse and other types of specialized space primarily owned by the county in over 130 locations, as wells as the associated Facilities Capital Program

- Information Technology, providing telecommunication, network, and hardware infrastructure support, as well as managing over 5,100 PCs, lap tops and tablets, 114 network circuits, and over 300 business applications used by county employees and their business partners, and

- Countywide Fleet, Records, Distribution, and Strategic Sourcing

- Administrative Services Hub, providing human resources, procurement, contracting, finance, budget, internal service rate-setting, capital planning, accounts payable, and other services to DCA, the Department of County Management (DCM) and Nondepartmental agencies and offices.

The Department of County Assets created in FY 2012, continues to evaluate opportunities to implement best practices, integrate service delivery, improve internal service rate models, and significantly "rethink" County business tools and processes. The long-range goals of DCA driven by the County's efforts to focus scarce financial resources on the delivery of direct services include:
- creating financial accountability for the County's assets;
- streamlining business processes and implementing best practices for asset portfolio management, and
- providing cost-effective, customer-focused internal services.

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                        County
                        Assets
    ┌────────────┬────────────┬────────────┬────────────┐
Director's   Administrative  Information    FRDSS      Facilities &
 Office      Services Hub    Technology   Fleet, Records, Property
                                          Distribution and Management
                                          Strategic Sourcing
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Budget Overview

The Department of County Assets (DCA) has a FY 2014 budget of $189.4 million, an increase of $48.4 million from the FY 2013 adopted budget. $42.9 million of the increase is in the Capital Improvement Fund, primarily for the new Health Department headquarters. General Fund makes up a small portion of DCA's budget and remains flat at $5.7 million in FY 2014.

The following program offers in the FY 2014 budget include items funded with one-time-only General Fund cash transfers into internal service funds:

- Facilities Capital Improvement Fund (78006A) - $8.9 million to the Capital Improvement Fund for projects that include the Health Department head quarters building, relocation of the Sheriff's Office from and re-capitalization of the Hansen Building site and energy conservation projects in various County facilities.

- IT Innovation & Investment Fund (78013A) - $500,000 to the Information Technology Fund to evaluate the ongoing use of SAP for the County's ERP system and create a road map for moving forward.

- IT Capital Replacement (78013B) - $1 million to the Information Technology Fund for large-scale IT system projects and replacements.

- Fleet Vehicle Replacement Gap (78031) - $1.2 million to the Fleet Management Fund for Fleet Vehicle Replacement to replace approximately 90 vehicles over 3 years (or approximately 30 vehicles per year).

Budget Trends*		**FY 2013**	**FY 2013**	**FY 2014**	
	FY 2012	**Current**	**Adopted**	**Proposed**	
	Actual	**Estimate**	**Budget**	**Budget**	**Difference**
Staffing FTE	308.64	306.55	306.55	311.15	4.60
Personnel Services	$34,579,284	$37,334,529	$39,244,725	$41,104,019	1,859,294
Contractual Services	23,906,700	$14,898,982	16,755,998	16,046,112	(709,886)
Materials & Supplies	40,117,484	$55,900,643	57,331,363	48,650,495	(8,680,868)
Capital Outlay	4,284,658	$3,613,598	27,679,345	83,630,000	55,950,655
Total Costs	**$102,888,126**	**$111,747,752**	**$141,011,431**	**$189,430,626**	**48,419,195**

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

Successes and Challenges

A number of strategic projects were completed in FY 2013 in support of DCA's long-term goals, including:

- Facilities & Property Management Strategic Plan,
- Multnomah Evolves Project to decommission Central Stores,
- Opening of the East County Courthouse and the County's new data center, and
- Implementation of the new Mental Health Client Case Management and Billing System.

Several other important projects are in process:
- Implementation of Network Convergence project delivering Voice over IP communication systems,
- Implementation of a new Countywide Budget System,
- Fleet Maintenance pilot project with the City of Portland, and
- Planning and initial design for the construction of the County's new Health Department headquarters facility.

In these endeavors, DCA considers the county's values and industry best practices. For example, the East County Courthouse is a LEED Gold certified building with the data center using on-site well water for primary cooling and providing heat from the servers to heat the building. In analyzing alternatives for Fleet Maintenance, DCA recently began a pilot project with the City of Portland who was voted #1 in the 2011 Top 100 Best Fleets in North America program for their use of industry best practices. And finally, in completing the Multnomah Evolves recommendation for Central Stores, DCA implemented strategic sourcing including supporting technology, Multco Marketplace, and the first county-wide Strategic Sourcing Council. In FY 2014, this program will develop sourcing plans for key commodities, which can allow the County to negotiate the best contracts, and to make purchasing decisions based on values of sustainability and supporting the local economy.
Key challenges include:

- Effectively managing change. As DCA continues to implement the recommendations of Multnomah Evolves projects, it is critical to have effective communication and organizational change management. The senior management team continues to is work closely with Talent Development to create a unified vision for change.

- Staying focused on priority projects. Saying "yes" to the projects that are most important as well as ensuring there is appropriate oversight and project management to ensure success. DCA is establishing consistent governance and project management across all DCA projects.

- Continuing to focus on best practices for retaining excellent, existing staff and recruiting new staff to fill vacancies.

Diversity and Equity

DCA supports County diversity and equity goals through its policies and its participation in diversity and equity activities. DCA is represented on the Equity Council and the Dignity and Respect campaign. In FY 2013, DCA created department Mission, Vision, and Values that support Diversity and Equity. DCA is identifying new ways to recruit, analyze adverse impacts of hiring decisions and to integrate diversity and equity into its culture. DCA's management team attends Executive Learning Series diversity trainings and provided department-wide diversity and equity training opportunities via a number of Building Partnerships Across Differences (BPAD) forums.

DCA's management team is working with ODE on summer intern hires. Department-wide, DCA monitors diversity, equity, and inclusion communications on the County's Diversity, Equity, and Inclusion Scorecard.

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

The Information Technology Division sponsors iUrban Teen Tech summits to introduce at-risk youth to careers in IT. The first conference was attended by 100 young people and the fourth summit is scheduled for May, 2013.

Budget by Division

Division Name	FY 2014 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	$579,777	$0	$579,777	2.00
Facilities and Property Management	0	125,848,850	125,848,850	88.50
Information Technology	0	45,541,367	45,541,367	156.15
Distribution, Fleet, Records and Strategic Sourcing	497,602	15,257,565	15,755,167	29.00
Administrative Services Hub	4,650,795	0	4,650,795	35.50
Total County Assets	**$5,728,174**	**$186,647,782**	**$192,375,956**	**311.15**

Includes cash transfers, contingencies, and unappropriated balances.

Director's Office

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

Multnomah Evolves (ME) initiatives will continue to be a focus in FY 2014. Initiatives include continued focus on Strategic Sourcing, implementing the Facilities Strategic Plan, and enhancements in fleet maintenance, fleet replacement, and motor pool services. In FY 2013, the first county-wide Strategic Sourcing Council was created. In FY 2014, the Strategic Sourcing Council will develop sourcing plans for targeted commodities and perform spend analysis to ensure that the county gains the benefits of strategic sourcing. The results of the City of Portland fleet maintenance pilot will be evaluated and FY 2014 changes will be finalized. Facilities and Property Management will focus on recapitalization strategies for the county's aging building portfolio, as characterized by the partnership with Home Forward for the Health Department's new headquarters building.

Administrative Services Hub teams will continue to streamline services and Information Technology projects will focus improving the county's technology infrastructure and replacing unsupported platforms.

Significant Changes

The Multnomah Evolves initiative will continue to result in significant programmatic changes for asset management at the County. Ongoing initiatives that rely on the Director's Office's leadership include:

- Evaluating the results of the City of Portland fleet maintenance pilot and implementing the best solution for providing fleet maintenance in the long-term.

- Implementing systems to improve business operations including the budget system, a motor pool reservation system, a facilities project tracking system, HR and benefits enhancements, and health care transformation initiatives.

- Implementing the Facilities Strategic Plan recommendations to evaluate the recapitalization of the County's aging building portfolio and to improve the prioritization of capital projects, changing from a reactive to a proactive approach.

- Developing asset management structures and enhanced replacement funding strategies for County assets including hardware, software, vehicles, and equipment used to operate County programs.

- Replacing technology infrastructure for aging/unsupported platforms, e.g. the MS Windows 7 upgrade and the network convergence project.

Administrative Hub

The DCA Administrative Hub provides human resources, procurement, contracting, finance, budget, internal service rate-setting, capital planning, accounts payable, and other administrative services to over 600 County employees in DCA, DCM and Nondepartmental agencies and offices. Functional areas include:

- Human Resources and Administration that provides HR services including strategic planning, recruiting, investigations, performance management, and HR transaction processing and administrative services including reception; supplies ordering, and timekeeping.

- Procurement and Contracting that provides contracting and procurement services for commercial services, construction, lease, software, maintenance and repair, and architectural contracts, including contract development, negotiation, risk assessment and management, supplier/vendor management, and ongoing contract administration.

- Budget and Planning that provides budget, rate setting, and capital planning service for DCA, DCM, and Nondepartmental agencies. Activities include countywide rate analysis and creation, budget development, management, ongoing analysis, and capital planning/analysis.

- Finance that processes all types of accounts payable and receivable transactions, performs grant accounting, and books travel and training arrangement.

Significant Changes

The Administrative Hub has several business process improvement initiatives underway during FY 2013, continuing into FY 2014.

- In conjunction with Central Accounts Payable, the Finance Team is piloting a post-approval payment process for the County's utility bills.

- The Human Resources Team will focus on improvements to the recruitment process, targeting its efforts on those positions that are difficult to fill and will support the best practice of "stay" interviews for existing staff.

- The Procurement and Contracting Team continues to develop contracting standardization across DCA divisions, implement enhanced contract development practices, and exercise advanced contract negotiation techniques.

- All of the Administrative Hub teams continue to evaluate activities and tasks that can be shared across work teams, maximizing economies of scale and aligning processes across functions.

Fleet, Records, Distribution and Strategic Sourcing

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

- Fleet Services maintains and manages over 700 vehicles of various types, including four all-electric vehicles added to the passenger fleet in FY 2012.

- Records and Archive Management develops and maintains record retention schedules to ensure that all legal and administrative requirements are met. The program manages over 121 million documents dating back to 1855.

- Distribution Services provides pickup and delivery of mail and miscellaneous supplies, medical lab tests, processing and metering of US Mail, US Mail training and consultation, and management of mail services contracts.

- As a key outcome of the Multnomah Evolves initiative, the County's Strategic Sourcing program focuses on the holistic approach to the selection and sourcing of goods and services. This is achieved through the development, implementation, oversight and direct delivery of key strategic sourcing practices across the County, providing strategy, leadership, expertise, and analytical information to county departments.

Significant Changes

Significant changes for FY 2014 include:

- The County's Strategic Sourcing program was kicked off in 2013, with the implementation of an eMarketplace (the Multco Marketplace) and the initiation of a Strategic Sourcing Council, as well as strategies and tactics for on ongoing Strategic Sourcing practice.

- The Department of County Assets entered into an agreement with the City of Portland to pilot the County's use of the City's award winning Fleet Maintenance program (CityFleet). The pilot lays the foundation for the County to identify the best solution for providing fleet maintenance services for the County's fleet of vehicles.

- The executive budget includes a one-time General Fund capital contribution of $1.2 million toward replacing approximately 90 aged vehicles in the County's fleet over three years.

Facilities and Property Management

The Facilities and Property Management Division (FPM) acquires, constructs, repairs and maintains the County's portfolio of building assets. FPM manages an inventory of more than 3 million square feet of owned and leased space in 131 buildings located throughout the County. Its mission is to pro-actively plan, operate, and manage all County properties in a safe, accessible, effective and efficient manner. Further, FPM is embarking on a renewed emphasis on the Strategic Plan in order to recapitalize or replace aging County buildings.

FPM clients are the key drivers for all business decisions. FPM strives to provide innovative workplace solutions for its customers coupled with long-term strategies that address emerging and future needs. To assist customers with planning and decision making, FPM developed reporting tools that provide County departments greater access to their space inventory, billing data and capital projects status. In addition to serving its customers' specific needs, FPM has a broader vision of building thriving communities and promoting stewardship of the taxpayers' assets. FPM demonstrates environmental sustainability and energy efficiency through ongoing energy conservation projects, leadership in County recycling, sustainable procurement, and Green Building construction practices. Further, 98% of FPM's requirement contracts use MWESB and QRF businesses.

FPM strives for workplace excellence, high efficiency and strong employee morale.

Significant Changes

Significant changes for FY 2014 include:

- Implementation of the Facilities Strategic Plan recommendations.

- Integration of Electronic Services into the Facilities Operations and Maintenance Program from the prior FREDS organization.

- Increase of 1.00 HVAC Engineer.

- Increase of 2.00 Professional Engineers for heavy capital construction work and leading complex new building design work.

- Conversion of 1.00 limited duration (LD) position from a Facilities Specialist to a Civil Engineer/Construction Manager within the Strategic Projects team.

- The budget includes a one-time General Fund capital contribution of $8.9 million for the following capital projects: the Health Department headquarters building on the U2 block; relocation of the Sheriff's Office and re-capitalization of the Hansen Building site; re-capitalization analyses for several County buildings; and selected energy conservation projects in various County facilities.

Information Technology

The Information Technology Division's (IT's) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide residents and County employees the information they need, any time, any place. IT has worked hard to define a mission and vision that focuses on providing the services and technologies that County residents and employees deserve, at a cost they can afford. The mission and vision guide the development and implementation of the County's FY 2014 IT initiatives. This solid framework empowers IT employees to solve County business challenges by focusing on priority projects and by embracing new technologies to provide enhanced service and reduce costs.

The IT Division manages over 5,000 PCS and lap tops, 337 virtual servers, 35 physical servers, 129 network circuits, and approximately 300 business applications. IT staff support a wide array of business applications spanning primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, emergency management, assessment and taxation, land use planning, library, jail management, and community justice. 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 2014 include the implementation of the following projects:

- Network Convergence (Voice Over IP. See program offer 78013 for details).

- Countywide upgrade to Windows7, a technology issue facing all Microsoft Windows customers.

- Countywide budget system, TeamBudget.

- New mobile device management system to manage and secure mobile devices such as smart phones and tablet computers

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

The executive budget includes a one-time General Fund capital contribution of $1.0 million to begin creating a capital fund for the on-going replacement of large-scale technology investments that are required for the County to successfully provide critical services to its citizens. An additional $500,000 in one-time funds are included for an analysis of the ongoing functionality and cost of using the County's enterprise resource planning system.

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 2014 General Fund	Other Funds	Total Cost	FTE
Director's Office					
78000	DCA Director's Office	$579,777	$0	$579,777	2.00
Facilities & Property Management					
78001	Facilities Director's Office	0	2,109,392	2,109,392	2.50
78002	Facilities Debt Service and Capital Fee Pass Through	0	6,054,081	6,054,081	0.00
78003	Facilities Operations and Maintenance	0	7,180,830	7,180,830	55.00
78004	Facilities Property Management	0	5,677,595	5,677,595	8.00
78005	Facilities Capital Operation Costs	0	1,813,001	1,813,001	13.00
78006A	Facilities Capital Improvement Fund	0	72,304,530	72,304,530	0.00
78007	Facilities Capital Asset Preservation	0	10,518,960	10,518,960	0.00
78008	Facilities Building Materials and Services	0	6,992,051	6,992,051	0.00
78009	Facilities Utilities Pass Through	0	6,000,000	6,000,000	0.00
78010	Facilities Lease Management	0	5,685,811	5,685,811	2.00
78011	Facilities Strategic Planning and Projects	0	1,512,599	1,512,599	8.00
Information Technology					
78013A	IT Innovation & Investment Fund	0	6,132,279	6,132,279	2.00
78013B	IT Capital Replacement	0	1,000,000	1,000,000	0.00
78014	IT Shared Operating Expenses	0	5,391,879	5,391,879	3.00
78015	IT Planning, Projects & Portfolio Management	0	1,902,278	1,902,278	10.00
78016	IT Data Center & Technical Services	0	3,772,926	3,772,926	19.25
78017	IT Help Desk Services	0	1,227,568	1,227,568	7.90
78018	IT Telecommunications Services	0	2,656,344	2,656,344	5.00
78019	IT Network Services	0	4,256,775	4,256,775	12.00
78020	IT Desktop Services	0	3,083,331	3,083,331	23.00
78021	IT Asset Replacement	0	2,533,775	2,533,775	0.00
78022	IT Health & Human Services Application Services	0	2,806,024	2,806,024	19.00
78023	IT Public Safety Application Services	0	2,611,494	2,611,494	17.00

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Information Technology (cont.)					
78024	IT General Government Application Services	0	1,136,163	1,136,163	6.00
78025	IT Data & Reporting Services	0	2,397,207	2,397,207	12.00
78026	IT SAP Application Services	0	2,350,497	2,350,497	10.00
78027	IT Enterprise, Web & Library Application Services	0	2,282,827	2,282,827	10.00
Distribution, Fleet, Records and Strategic Sourcing					
78028	Fleet Services	0	4,666,119	4,666,119	11.80
78029	Fleet Vehicle Replacement	0	4,648,368	4,648,368	0.00
78030	Motor Pool	0	252,149	252,149	2.20
78031	Fleet Vehicle Replacement Gap	0	1,203,958	1,203,958	0.00
78032	Distribution Services	0	2,674,748	2,674,748	6.90
78033	Records Management	0	864,357	864,357	3.60
78034	Countywide Strategic Sourcing	497,602	0	497,602	3.50
78035	Mobile Device Expense Management	0	947,866	947,866	1.00
Administrative Hub					
78036	Administrative Hub Budget & Planning	886,569	0	886,569	7.00
78037	Administrative Hub Procurement & Contracting	1,651,134	0	1,651,134	11.50
78038	Administrative Hub Finance	816,812	0	816,812	8.00
78039	Administrative Hub Human Resources	1,296,280	0	1,296,280	9.00
	Total County Assets	$5,728,174	$186,647,782	$192,375,956	311.15

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Program # 78000 - DCA Director's Office   Version 2/21/2013 s

Lead Agency: Department of County   **Program Contact:**   Sherry Swackhamer

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Department of County Assets aligns the management of County assets including information technology, facilities, fleet vehicles, and records. Creating DCA was the first step in "Multnomah Evolves" with the goals of managing costs and ensuring that the County's limited resources are invested where they are needed most. The pilot of the Administrative Hub best practice was also included. DCA management provides leadership, strategic direction, and operational assessment and accountability to ensure these goals are met.

Program Description

The DCA Director's Office is accountable for leadership in the oversight and managment of county assets including information technology, fleet, facilities, records and the related functions. In FY13, the stand-alone Electronics group was moved to the Facilties and Property Managment Division to provide enhanced supervision and alignment with the existing Alarms group.

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

Additionally, the department includes the county-wide Strategic Sourcing initiative, also a result of Multnomah Evolves. Strategic Sourcing moves the county to an industry standard practice of commodity planning and sourcing with "just in time" purchasing and direct shipment of office supplies and similiar commodities. This change frees up resources previously used in leasing and maintaining a large warehouse and inventories of commodities. In FY13, the county's first "Strategic Sourcing Council" was created to provide county-wide governance and decision-making.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of Multnomah Evolves projects completed	0	2	2	2
Outcome	Continued streamlining of department operations	0.0%	0.0%	0.0%	0.0%

Performance Measure - Description

Output--A minimum of 2 Multnomah Evolves projects completed in FY2014 year.

Outcome--Continued streamlining in department organization w/at least 40% reviewed and analyzed based on FTE count.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$448,647	$0	$497,844	$0
Contracts	$61,800	$0	$50,000	$0
Materials & Supplies	$15,700	$0	$9,500	$0
Internal Services	$31,069	$0	$22,433	$0
Total GF/non-GF:	**$557,216**	**$0**	**$579,777**	**$0**
Program Total:	**$557,216**		**$579,777**	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Fees, Permits & Charges	$557,216	$0	$579,777	$0
Total Revenue:	**$557,216**	**$0**	**$579,777**	**$0**

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #78000, DCA Director's Office

Program # 78001 - Facilities Director's Office   **Version 2/15/2013 s**

Lead Agency: Department of County   **Program Contact:**   Michael Bowers
Program Offer Type: Administration
Related Programs:
Program Characteristics: Climate Action Plan

Executive Summary

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

Program Description

The Director's Office provides the oversight and direction that ensures the functionality and safety of the County's built environment by integrating people, place, processes and technology. Working with County departments, the Facilities Division creates safe and cost effective work environments for County programs operating in a wide variety of types of facilities, from office space to jails to health clinics to libraries.

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Annual Employee Performance Reviews Completed	0.0%	100.0%	95.0%	100.0%
Outcome	Customer Satisfaction Rating	0.0%	90.0%	92.0%	92.0%
Outcome	Sustainability Goals integrated into project plans	0.0%	100.0%	95.0%	100.0%
Outcome	Building systems operability rating	0.0%	99.0%	99.0%	99.0%

Performance Measure - Description

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

Facilities strives to provide quality services to County clients. Customer surveys are issued to clients to solicit feedback and identify areas for improvement.

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

All building systems will be functional and operable over 99% of the time to prevent closure of any County owned facility.

Legal/Contractual Obligation

Public Contracting Review Board (PCRB) rules and County purchasing guidelines; State of Oregon BOLI requirements for construction contracts; OSHA safety requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$275,930	$0	$373,210
Contracts	$0	$75,000	$0	$75,000
Materials & Supplies	$0	$39,650	$0	$29,854
Internal Services	$0	$1,745,952	$0	$1,631,328
Total GF/non-GF:	**$0**	**$2,136,532**	**$0**	**$2,109,392**
Program Total:	**$2,136,532**		**$2,109,392**	
Program FTE	0.00	2.00	0.00	2.50
Program Revenues				
Fees, Permits & Charges	$0	$2,136,532	$0	$2,109,392
Total Revenue:	**$0**	**$2,136,532**	**$0**	**$2,109,392**

Explanation of Revenues

Facilities receives 79% of its revenues from internal service reimbursements. 8% of revenues are from external leases or IGAs (Intergovernmetal Agreements). The remaining 13% of revenues are generated through department 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: #78001, Facilities Director's Office
No significant program changes for FY 2014.

Program # 78002 - Facilities Debt Service and Capital Fee Pass Through **Version 2/15/2013 s**

Lead Agency:	Department of County	**Program Contact:**	Colleen Bowles
Program Offer Type:	Internal Service		

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

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

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

The outstanding debt issues have funded a number of capital improvements and acquisitions. These include purchase of the Multnomah, McCoy, and Mead buildings, health clinic equipment and improvements, deferred capital maintenance, construction of the East County Courthouse, and various computer applications. All binding obligations were approved by the Board of County Commissioners.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Complete annual allocations to departments	0.0%	0.0%	100.0%	100.0%
Outcome	Complete building occupancy data for accurate allocations	0.0%	0.0%	100.0%	100.0%

Performance Measure - Description

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

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Internal Services	$0	$5,449,772	$0	$5,449,771
Cash Transfer	$0	$547,815	$0	$604,310
Total GF/non-GF:	**$0**	**$5,997,587**	**$0**	**$6,054,081**
Program Total:	**$5,997,587**		**$6,054,081**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$5,997,587	$0	$6,054,081
Total Revenue:	**$0**	**$5,997,587**	**$0**	**$6,054,081**

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #78002, Facilities Debt Service and Capital Fee Pass-Through

Program # 78003 - Facilities Operations and Maintenance   **Version 2/15/2013 s**

Lead Agency: Department of County   **Program Contact:**   Colleen Bowles

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

The Facilities Operations and Maintenance (O&M) Program comprises a broad spectrum of services ensuring Multnomah County's 131 buildings are operating and functioning as designed and constructed, and are meeting the requirements of County programs and operations. The O&M Program maintains all County buildings and systems, including electrical and HVAC systems, alarms and locks, lighting, and other systems.

Program Description

The Facilities Operations and Maintenance program consists of 54 FTE in 9 trade groups who cover the 24/7, day-to-day activities necessary to maintain the County's 131 buildings and their respective systems/equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities form a comprehensive Operations and Maintenance program that:

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Work Orders Completed	0	25,000	23,000	23,500
Outcome	Customer Satisfaction Rating	0.0%	90.0%	92.0%	92.0%
Efficiency	Billable hours as a percentage of total available labor hours	0.0%	75.0%	75.0%	75.0%
Outcome	Fire, Life, Safety Priority Work Orders completed on time	0.0%	90.0%	95.0%	95.0%

Performance Measure - Description

The number of work orders completed/closed indicates the volume of work performed annually. This number varies primarily due to the amount of client requested work (e.g. office moves). Customer service surveys are issued with each closed work order notification. O&M strives for an A rating of 92% client satisfaction.

Increasing scheduled work improves productivity as demonstrated by the billable hours measurement.

Completing Priority 9 work orders (fire, life & safety issues) within the prescribed due date keeps County employees and the public safe while meeting regulatory requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$5,897,162	$0	$6,125,662
Contracts	$0	$58,700	$0	$52,033
Materials & Supplies	$0	$424,650	$0	$199,082
Internal Services	$0	$452,163	$0	$804,053
Capital Outlay	$0	$5,000	$0	$0
Unappropriated & Contingency	$0	$56,086	$0	$0
Total GF/non-GF:	**$0**	**$6,893,761**	**$0**	**$7,180,830**
Program Total:	**$6,893,761**		**$7,180,830**	
Program FTE	0.00	48.00	0.00	55.00
Program Revenues				
Fees, Permits & Charges	$0	$6,551,676	$0	$6,955,524
Intergovernmental	$0	$225,306	$0	$225,306
Other / Miscellaneous	$0	$302,723	$0	$0
Total Revenue:	**$0**	**$7,079,705**	**$0**	**$7,180,830**

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   ✔ **Significantly Changed**

Last year this program was: #78003, Facilities Operations and Maintenance
This past year as part of Multnomah Evolves the Electronic Services team (6 FTE) joined the Facilities Operations and Maintenance program. Electronics Services was formerly budgeted in the Fleet, Records, Electronics, Distribution, and Stores Division.

Program # 78004 - Facilities Property Management   **Version 4/01/2013 s**

Lead Agency: Department of County   **Program Contact:**   Colleen Bowles
Program Offer Type: Internal Service
Related Programs:
Program Characteristics: Climate Action Plan

Executive Summary

The Facilities Property Management program manages more than 3,000,000 square feet of County facilities space. The team of seven property managers serves as the liaison between County programs and the Facilities Division, coordinating all aspects of building management and activities to ensure the smooth operation of County programs.

Program Description

Property Managers ensure that all County building users have a single, visible, and accessible point of contact for facilities services. Each have direct oversight of their respective building portfolios, and are responsible for coordinating both routine building activities (such as janitor service, security, and window washing) and repair and/or maintenance projects with the programs operating in County buildings.

Property Managers are instrumental in coordinating sustainability activities such as recycling, managing energy and utility usage, and using sustainable cleaning products in buildings, thus supporting the County's Climate Action Plan. Finally, Property Managers respond to emergencies and coordinate after-hours access to buildings by contractors, community groups, or others.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Public procurement compliance for contracted services	0.0%	100.0%	100.0%	100.0%
Outcome	Customer Service Satisfaction Rating	0.0%	95.0%	90.0%	92.0%

Performance Measure - Description

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

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

Legal/Contractual Obligation

The Facilities Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services. QRFs hire individuals who would otherwise not have gainful employment. Facilities has over $7,000,000 in operational contracts, of which $2.5M are QRF contracts.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$1,001,793	$0	$1,021,107
Contracts	$0	$5,336,177	$0	$4,132,382
Materials & Supplies	$0	$595,452	$0	$430,614
Internal Services	$0	$585,586	$0	$93,492
Total GF/non-GF:	**$0**	**$7,519,008**	**$0**	**$5,677,595**
Program Total:	**$7,519,008**		**$5,677,595**	
Program FTE	0.00	8.00	0.00	8.00
Program Revenues				
Fees, Permits & Charges	$0	$4,569,008	$0	$4,317,595
Intergovernmental	$0	$610,000	$0	$620,000
Other / Miscellaneous	$0	$2,340,000	$0	$740,000
Total Revenue:	**$0**	**$7,519,008**	**$0**	**$5,677,595**

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: #78004, Facilities Property Management

Program # 78005 - Facilities Capital Operation Costs | Version 2/15/2013 s

Lead Agency: Department of County
Program Offer Type: Internal Service
Related Programs: 78003, 78004, 78006A, 78007, 78011
Program Characteristics: Climate Action Plan

Program Contact: John Lindenthal

Executive Summary

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

Program Description

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

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

The Capital Program Section is funded by the Capital Improvement Program (#78006) and the Asset Preservation (#78007) Program Offers. The section provides an annual assessment of all Capital facility needs and develops a specific strategy consistent with available funding, which permits the completion of improvements in a carefully planned approach.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Output Completed Projects Program Offers 78006 and 78007 combined	85.4%	85.0%	73.0%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier 1	66.7%	66.7%	66.7%	66.7%
Outcome	Project Management costs ($/hr)	91	92	92	95
Quality	Provide monthly FM Capital status Report	0	12	11	12

Performance Measure - Description

The measures for completed projects and project management costs encompass both the Capital Improvement Program(CIP) and Asset Preservation (AP) program offers. The metric (output) for completed projects are those adopted stand-alone projects that are scheduled (planned) to be completed in the current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances. We project to fall short of this metric in FY13, primarily due to the number of staffing vacancies and the large workload spike in completing the East County Courthouse, however we have updated the 5 year project workload to meet completion targets in FY14.

A Tier I building is one which is designated for long-term retention and which meets current County standards.

Comparable project management costs at the City of Portland in FY13 are $115/hr.

Monthly Capital Project Status reporting started in November, 2011. December 2012's report was not posted due to delay in project updates and holiday schedules. This will be corrected next year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$1,309,869	$0	$1,643,439
Contracts	$0	$5,000	$0	$5,000
Materials & Supplies	$0	$35,900	$0	$39,408
Internal Services	$0	$30,151	$0	$125,154
Total GF/non-GF:	**$0**	**$1,380,920**	**$0**	**$1,813,001**
Program Total:	**$1,380,920**		**$1,813,001**	
Program FTE	0.00	11.00	0.00	13.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$0	$345,592
Other / Miscellaneous	$0	$1,380,920	$0	$1,467,409
Total Revenue:	**$0**	**$1,380,920**	**$0**	**$1,813,001**

Explanation of Revenues

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

Significant Program Changes   ✔ **Significantly Changed**

Last year this program was: #78005, Facilities Capital Operating Costs
Two professional engineering positions are being added to the Capital Program. These positions will bring licensed mechanical and electrical engineering staff "in house," reducing our reliance on contracted architectural/engineering firms.

Lead Agency: Department of County

Program Contact: John Lindenthal

Program Offer Type: Internal Service

Related Programs: 78003, 78004, 78005, 78007, 78011

Program Characteristics: Climate Action Plan

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

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

The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users. The program is working on modifying the Facility Asset Management Evaluation (FAME) database into PULSE (Planned Useful Life - System Evaluation). The modified database will more closely reflect our business practices on capital improvements. This effort will be completed in FY 13.

The Facilities Asset Strategic Plan (FASP) will also alter the projections on capital needs into the future. There is currently an identified capital need estimated at $25,000,000 per year in fiscal years just outside the current 5-yr Capital plan (FY18-FY22). Efforts are underway County-wide to work on our building portfolio's recapitalization needs, which the current 8% annual CIP revenue increases are not adequate to address.

The Chair's executive budget adds $8.8M for the following capital projects: the Health Department building on the U2 block; relocation of the Sheriff's Office and re-capitalization of the Hansen Building site; re-capitalization efforts for the Tabor Square and Central Probation buildings; and selected energy conservation projects in various County facilities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Completed CIP Projects	84.4%	85.0%	73.9%	85.0%
Outcome	Percent of Primary Owned Buildings which are rated as Tier 1	66.7%	66.7%	66.7%	66.7%
Outcome	Project Management costs ($/hr)	91	92	92	95

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. We project to fall short of this metric in FY13, primarily due to the number of staffing vacancies and the large workload spike in completing the East County Courthouse, however we have updated the 5 year project workload to meet completion targets in FY14.

Comparable project management costs at the City of Portland in FY13 are $115/hr.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$30,724	$0	$0
Contracts	$0	$3,273,855	$0	$2,000,000
Materials & Supplies	$0	$7,594,000	$0	$2,200,000
Internal Services	$0	$450,000	$0	$450,000
Capital Outlay	$0	$17,244,221	$0	$67,654,530
Total GF/non-GF:	**$0**	**$28,592,800**	**$0**	**$72,304,530**
Program Total:	**$28,592,800**		**$72,304,530**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$3,129,267	$0	$3,422,511
Intergovernmental	$0	$367,656	$0	$496,264
Other / Miscellaneous	$0	$25,095,877	$0	$68,385,755
Total Revenue:	**$0**	**$28,592,800**	**$0**	**$72,304,530**

Explanation of Revenues

Revenues for this program consist of:

 - $3,252,940 FY14 Capital fee collected at $3.45 per square foot on Tier II & III owned space for all departments except the Library.
 - $169,571 FY14 Capital fee collected at $3.45 per square foot on Tier II & III owned space for the Library only
 - $18,000,000 estimated beginning working capital. Includes restricted funds of $9.2 million from the Portland Development Commission for redevelopment of the west-end Hawthorne Bridge Ramp.
 - $458,764 Intergovernmental agreement with the City of Portland at the Justice Center
 - $37,500 Intergovernmantal agreement with Clackamas County for Jail Bed rentals
 - $110,000 Interest Earnings
 - $338,110 Cash Transfer from fund 3505 (Facilities Fund)
 - $13,700,000 OTO Financing Proceeds for U2 Block Health Department building
 - $26,900,000 OTO Capital Other Portland Development Commission for U2 Block
 - $8,861,646 of one-time General Fund resources for critical capital improvements.

Significant Program Changes   ✔ **Significantly Changed**

Last year this program was: #78006, Facilities Capital Improvement Program (CIP)
The significant increase in the Capital Improvement Fund is due to funding for the upcoming Health Department building in downtown Portland.

This program includes $476,000 set aside for a new Asset Replacement Revolving Fund. This revolving loan fund is intended to provide short-term (no more than five-year) internal loans for capital asset replacements that are not accounted for in other County asset replacement programs. The Chief Financial Officer is responsible for the use of this fund, and will establish criteria for use and repayment schedules.

The complete list of individual capital projects is found in the "Capital Budget" section of the County budget. Of note, this program contains $995,000 set aside for Downtown Courthouse development. Additionally, $9.2 million of PDC funding is set aside pending decisions on the Downtown Courthouse site.

Program # 78007 - Facilities Capital Asset Preservation | **Version 2/15/2013 s**

Lead Agency:	Department of County	**Program Contact:**	John Lindenthal
Program Offer Type:	Internal Service		
Related Programs:	78003, 78004, 78005, 78006A, 78011		
Program Characteristics:	Climate Action Plan		

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 program 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 planned upgrades in equipment and systems intended to meet changing program needs.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Completed AP Projects	87.5%	85.0%	71.4%	85.0%
Outcome	Percent of Primary Owned Buildings which are rated as Tier 1	66.7%	66.7%	66.7%	66.7%
Outcome	Project Management costs ($/hr)	91	92	92	95

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.
We project to fall short of this metric in FY13, primarily due to the number of staffing vacancies and the large workload spike in completing the East County Courthouse, however we have updated the 5 year project workload to meet completion targets in FY14.

A Tier I building is one which is designated for long-term retention and which meets current County standards.

Comparable project management costs at the City of Portland in FY13 are $115/hr

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	$0	$965,000	$0	$2,000,000
Materials & Supplies	$0	$3,655,000	$0	$125,000
Capital Outlay	$0	$3,120,158	$0	$8,393,960
Total GF/non-GF:	**$0**	**$7,740,158**	**$0**	**$10,518,960**
Program Total:	**$7,740,158**		**$10,518,960**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$3,621,892	$0	$3,732,759
Other / Miscellaneous	$0	$4,118,266	$0	$6,786,201
Total Revenue:	**$0**	**$7,740,158**	**$0**	**$10,518,960**

Explanation of Revenues

Revenues for this program consist of:

$2,910,593 FY14 Asset Preservation fee collected at $3.45 per square foot on Tier I owned space for all departments except the Library

$822,166 FY14 Capital fee collected at $3.45 per square foot on Tier I owned space for the Library only

$6,500,000 estimated beginning working capital.

$20,000 Interest Earnings

$266,202 Cash Transfer from fund 3505 (Facilities Fund)

Significant Program Changes

Last year this program was: #78007, Facilities Capital Asset Preservation (AP)

Program # 78008 - Facilities Building Materials and Services

Version 4/16/2013 s

Lead Agency: Department of County

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Program Contact: Colleen Bowles

Executive Summary

The Facilities Building Materials and Services program accounts for the procurement and administration of inventory and contracted services for the County's portfolio of 131 buildings.

Program Description

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Implement inventory system for consumables	0	0	0	1
Outcome	Inventory system reporting accuracy	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

✔ **Measure Changed**

An important goal in FY 2014 will be the successful implementation of an inventory system for trades materials and stock.

*Create an accurate and accountable inventory management system that aligns with annual spend history and reporting capability.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	$0	$2,323,181	$0	$1,829,282
Materials & Supplies	$0	$3,875,328	$0	$4,214,564
Internal Services	$0	$0	$0	$423,205
Unappropriated & Contingency	$0	$525,000	$0	$525,000
Total GF/non-GF:	**$0**	**$6,723,509**	**$0**	**$6,992,051**
Program Total:	**$6,723,509**		**$6,992,051**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$3,187,429	$0	$2,548,761
Other / Miscellaneous	$0	$3,536,080	$0	$4,443,290
Total Revenue:	**$0**	**$6,723,509**	**$0**	**$6,992,051**

Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. Additional 8% of revenues are from external leases or IGA (Intergovernmetal 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: #78008, Facilities Building Materials and Services

Program # 78009 - Facilities Utilities Pass Through | Version 2/15/2013 s

Lead Agency: Department of County

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Program Contact: Peggidy Yates

Executive Summary

This program accounts for the energy and utility costs incurred in County facilities. Expenses are passed through to County departments as a building charge based on occupancy. Facilities and Property Management (FPM) tracks and assesses energy and utility consumption, including electricity, natural gas, water, sewer, and waste for 80 County owned buildings. FPM continually evaluates building operating efficiencies to reduce the financial impact on County programs and services.

Program Description

FPM monitors and evaluates energy and utility use across the County in order to maximize energy conservation and minimize the County's costs for utilities. Utility expenses are charged to the building tenants that either occupy or lease space in County facilities. The waste/recycling disposal contract for the majority of the county is also included in this program and directly impacts Item 18-8 of the Local Government Operations section of the County's Climate Action Plan.

As a part of FPM's continual effort to reduce energy and utility consumption to support the County's Climate Action Plan, increase operating efficiencies, and effectively invest in energy efficient equipment through energy savings, the County is assessing opportunities associated with an Energy Savings Performance Contract with an Energy Service Company.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Annual Increase in Recycled Waste Diverted from Landfill	0.0%	3.0%	3.0%	3.0%
Outcome	Annual Reduction in Energy Consumption	0.0%	2.0%	2.0%	2.0%

Performance Measure - Description   ✔ Measure Changed

Annual Reduction in Waste Diverted from Landfill reflects the year to year percent change in the amount of County refuse that is diverted from the Landfill and recycled The recycling material includes compost / paper / glass / metal.

Annual Reduction in Energy Consumption reflects the year to year percent change in the energy consumption including electricity and natural gas in btu's.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Materials & Supplies	$0	$6,100,000	$0	$6,000,000
Total GF/non-GF:	**$0**	**$6,100,000**	**$0**	**$6,000,000**
Program Total:	**$6,100,000**		**$6,000,000**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$6,060,000	$0	$5,940,000
Other / Miscellaneous	$0	$40,000	$0	$60,000
Total Revenue:	**$0**	**$6,100,000**	**$0**	**$6,000,000**

Explanation of Revenues

County departments pay a service reimbursement to Facilities based on utility consumption in each County building.

Significant Program Changes

Last year this program was: #78009, Facilities Utilities Pass Thru
Facilities initiated an Energy Savings Performance Contract with an Energy Service Company in FY 2013. The outcome of the Commercial Audit and potential systems investments may result in capturing long term energy and utility saving for the County.

Program # 78010 - Facilities Lease Management	Version 2/15/2013 s

Lead Agency: Department of County **Program Contact:** Peggidy Yates

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Lease Management Program optimizes space use, strategically locates County programs, and effectively manages operating expenses. The Lease Management Program team supplements the County's owned real estate portfolio with leased space to ensure departments can deliver programs and services effectively, efficiently, and in the right locations. In addition, Lease Management leases excess County building space to external clients to reduce vacancy rates in County owned facilities and reduce operations & maintenance rates to departments.

Program Description

The Lease Management program is responsible for approximately 445,000 square feet, or 14%, of the County's portfolio. Team members work directly with departments to identify space criteria based upon program needs, logistics,operating efficiencies, adjacency opportunities and time lines. As a result of department requirements, Lease Management identifies potential County owned space and available leased space to populate a Lease Evaluation Matrix that the department and County leadership can use to evaluate the most cost effective solution.

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

To reduce the vacancy rate and generate revenues that reduce departments rates, Lease Management works with departments to evaluate existing and potential vacant space. Excess space may be leased to external programs including community service organizations, food services businesses, and other government entities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Real Estate files updated 10 days after receipt of executed documents	0.0%	98.0%	98.0%	98.0%
Outcome	Percent of leases renewed or terminated by expiration	0.0%	98.0%	98.0%	98.0%

Performance Measure - Description

Annual lease administration enforcement is managed through the Facilities Lease Information Administration Database which manages building data, property tax exemptions, expense calculations, revenue reconciliations and lease renewal/expiration dates.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$218,516	$0	$233,749
Contracts	$0	$10,000	$0	$10,000
Materials & Supplies	$0	$5,336,503	$0	$5,422,128
Internal Services	$0	$2,676	$0	$19,934
Total GF/non-GF:	**$0**	**$5,567,695**	**$0**	**$5,685,811**
Program Total:	**$5,567,695**		**$5,685,811**	
Program FTE	0.00	2.00	0.00	2.00
Program Revenues				
Fees, Permits & Charges	$0	$5,567,695	$0	$5,685,811
Total Revenue:	**$0**	**$5,567,695**	**$0**	**$5,685,811**

Explanation of Revenues

The existing revenue leases represent approximately 70,000 square feet and represent approximately $1.9 million in annual revenue. This revenue is applied against operating expenses and consequently reduces Facilities rates to departments.

Significant Program Changes

Last year this program was: #78010, Facilities Lease Management
As a result of the Facilities Asset Strategic Plan, the lease management team is working in conjunction with the departments to evaluate lease requirements and termination dates three to five years in advance to assess potential opportunities for consolidation and/or collaboration with internal and external partners.

Program # 78011 - Facilities Strategic Planning and Projects — Version 2/15/2013 s

Lead Agency: Department of County

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Program Contact: Peggidy Yates

Executive Summary

The Strategic Planning & Projects program develops, implements, and assesses Facilities & Property Management's performance against the objectives of the Facility Asset Strategic Plan. The program evaluates strategic portfolio opportunities, compiles and maintains building information, evaluates and recommends energy efficiency measures and activities, and assesses and makes recommendations to decision-makers on facilities-related infrastructure investments.

Program Description

The Facilities Strategic Planning & Projects program includes the Building Data Management Center, Strategic Planning, and Energy & Utility Assessment.

The Building Data Management Center is responsible for the development and maintenance of accurate, complete and timely building data for 3.1 million square feet of owned and leased building space.

The Strategic Team coordinates FPM's work related to the Facilities Asset Strategic Plan. This County-wide Plan addresses overall facility needs, incorporates the needs of County programs, and focuses on long term operating efficiencies. The Strategic Team provides professional strategic planning services that are consistent with industry standards, and supports timely and informed decisions by the Board and departmental leadership about space planning strategy and priorities.

Large strategic projects are implemented by the Facilities Capital Improvement Program (#78006). Strategic Planning & Projects provides planning support for these projects, recent examples of which include the disposition of the Morrison Bridgehead, development of the Health Department building, disposition of the Wikman Building, options for re-locating Sheriff's Office patrol operations, river patrol facilities, and planning for the Downtown Courthouse.

The Strategic Program ensures that consistent policies and procedures for facilities are developed and implemented, and that consistent evaluation standards are used for decision-making. This program also provides space optimization and work place planning services to ensure that space in County facilities is compatible with program needs, supports long term operational efficiencies, and incorporates the work space needs of the future.

Energy and Utility Assessment focuses on monitoring, evaluating, and identifying energy efficiencies to reduce the County's cost for utilities. This function works cooperatively with the Office of Sustainability.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	PULSE Database with costs for buildings systems in County owned Buildings	0.0%	90.0%	98.0%	99.0%
Outcome	Current life-cycle analysis and capital costs for each County facility & system.	0.0%	90.0%	98.0%	98.0%
Outcome	Number of priority projects evaluated using a new Sigma Six Model.	0	0	0	10

Performance Measure - Description   ✔ Measure Changed

The PULSE database is the system of record for key building systems and provides the opportunity to routinely verify data consistency across the division (SAP Plant Maintenance module, AutoCAD, Siemens Building Automation Systems). It is an effective tool to track and evaluate the life cycle of select site and building systems, and estimate current and future system replacement costs based on the lifecycle of the equipment.

The Facilities Asset Strategic Plan identified an evaluation model to assess strategic and capital projects. This model considers the objectives identified in the plan including space optimization, strategic location, workplace environment, integrated service model and quantitative decision tools.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$1,033,674	$0	$1,089,540
Contracts	$0	$57,250	$0	$250,000
Materials & Supplies	$0	$64,119	$0	$68,361
Internal Services	$0	$7,353	$0	$104,698
Total GF/non-GF:	**$0**	**$1,162,396**	**$0**	**$1,512,599**
Program Total:	**$1,162,396**		**$1,512,599**	
Program FTE	0.00	8.00	0.00	8.00
Program Revenues				
Fees, Permits & Charges	$0	$1,059,119	$0	$1,112,599
Other / Miscellaneous	$0	$103,277	$0	$400,000
Total Revenue:	**$0**	**$1,162,396**	**$0**	**$1,512,599**

Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. Additional 8% of revenues are from external leases or IGA (Intergovernmetal Agreements).

Significant Program Changes

Last year this program was: #78012, Facilities Strategic Planning & Projects
In FY 2014 the Strategic Planning Team will be evaluating the County's use of existing buildings, including the size of our buildings, program use, and potential alternative work spaces. The Team is also working with other jurisdictions to identify beneficial economic opportunities including partnerships, co-locations and shared use. An additional task will be the development and implementation of a Project Evaluation Matrix to use in the County's facilities-related decision making process.

Program # 78013A - IT Innovation & Investment Fund	Version 4/16/2013 s

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 are accompanied by scope documents and total cost of ownership model, with an analysis of one-time-only and ongoing operational funding impacts. Once approved, project sponsors must commit to measures, which are monitored to analyze and report on the value proposition.

Program Description

The County Operations Council functions as the county-wide IT Advisory Board (ITAB) to oversee the county's cross-departmental capital investments in technology. The program includes carryover dollars for in-process projects supporting DCJ, DCM/HR, DCM/BO, including the new county-wide Budget System, TeamBudget. Two of these projects are currently in process in FY13, with finalization planned in FY14 and one is complete. Projects in process:

-Network Convergence
-County-wide Budget System
-DCJ Content Management
-MHASD Client Tracking and Billing--Post-Implementation Enhancements
-MCHD Restaurant Inspection System Replacement (to be repaid through fees)
-Facilities Asset/Portfolio Management-Phase 1 (FM Tracker Replacement)
-SAP Enhancements--eTimesheets and Employee Self Service Benefits
-Motorpool Reservation System

High priority projects underway that will be a focus in FY14 include:

~ The network convergence project, which will significantly enhance the County's network so that it can support data and voice services, and replace the legacy phone systems. It will reduce risks associated with the current phone system vendor. It will provide increased functionality, mobility and reduce operational costs by dramatically cutting cost when employees move from one location to another e.g. there will no longer be a need for wiring to move an employee (An employee can just login to a phone at a new location.

~ The budget system replacement, which will eliminate the need for several legacy systems past the end of their useful lives.

In FY13, the ITAB will create a couty-wide roadmap for IT Application and Infrastructure replacement that will enhanced planning capabilities for future capital requirements.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of projects monitored per monitoring process	100	100	100	100
Outcome	Increase in value derived from IT capital project	0.0%	80.0%	80.0%	80.0%

Performance Measure - Description

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

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

Projects recommended for funding by the ITAB are approved by the Board of County Commissioners prior to implementation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$277,060	$0	$328,720
Contracts	$0	$3,877,885	$0	$3,716,363
Materials & Supplies	$0	$1,049,978	$0	$1,018,884
Internal Services	$0	$49,850	$0	$0
Capital Outlay	$0	$2,835,727	$0	$1,068,312
Cash Transfer	$0	$60,000	$0	$0
Total GF/non-GF:	**$0**	**$8,150,500**	**$0**	**$6,132,279**
Program Total:	**$8,150,500**		**$6,132,279**	
Program FTE	0.00	0.00	0.00	2.00
Program Revenues				
Other / Miscellaneous	$0	$8,150,500	$0	$6,132,279
Total Revenue:	**$0**	**$8,150,500**	**$0**	**$6,132,279**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes   ✔ **Significantly Changed**

Last year this program was: #78023, IT Innovation and Investment Fund
One project from last year's program offer, 78024, IT Strategic Modernization Projects, was moved to this program offer since the bond funds in 78024 have been spent and the Data Center Project was completed in FY13. The remaining funds for the 2nd project, the Network Convergence project, from beginning working capital approved in prior years, will be moved to this program offer and the project will be overseen by ITAB.

Additionally, the Chair's Executive Budget allocates $500,000 in one-time General Fund resources toward evaluating the ongoing use of SAP for the County's ERP system.

Program # 78013B - IT Capital Replacement　　　　　　　　　**Version 4/16/2013 s**

Lead Agency:　　　　Department of County　　　**Program Contact:**　　　Sherry Swackhamer

Program Offer Type:　　Innovative/New Program

Related Programs:

Program Characteristics:　One-Time-Only Request

Executive Summary

In the past five years, Multnomah County has made significant strides in modernizing our technology platforms and application systems to support the provision of direct services to the citizens of our county. For example, the Multnomah County Health Department is one of the only health departments in the U.S. to have electronic medical records in all primary and specialty care delivery settings, as well as in pharmacy and corrections health. DCHS recently implemented a new mental health client case management system, DCJ implemented a new juvenile justice tracking system, the District Attorney's Office has an electronic document management sytem that integrates with the criminal records system, and our Library just launched an new, nationally acclaimed website. Additionally, Multnomah County has invested in technology infrastucture including a new data center with disaster recovery capabilities and a new voice/unified communications system. We were also one of the first local governments to utilize cloud computing, e.g. Google Apps for Government to reduce costs and increase productivity. The county must create a funding model to protect these current investments and to provide capital to invest in areas where there remain risks of legacy technology failure.

Program Description

This program offer provides funding for the on-going replacement of large-scale technology investments that are required for the county to successfully provide crital services to the citizens of Multnomah County. The source of funding for this program offer will be the GF one-time-only dollars available at the beginning of the fiscal year equaling a minimum of $1M annually.

The fund will provide options for county-wide technology funding for the replacement of IT capital via the current process administered by the County Operations Council in their role as the IT Advisory Board (ITAB). This group has respresentation from all county departments including MCSO and MCDA. There is also a defined process and evaluation criteria for making county-wide decisions that ensure the appropriate return on the county's investment in technology. ITAB is currently evaluating the top 20+ systems across the county and the potential replacement life-cycle and costs which over time will drive the funding needs for this program, along with new program requirements.

This program offer will fund projects identified in the IT Innovation & Investment Fund.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Establish countywide replacement schedule for major IT systems countywide	0	0	0	1
Outcome	Have a plan for sustainable investments in County IT infrastructure	0	0	0	1

Performance Measure - Description　　　　　　✔ **Measure Changed**

This is a new program for FY 2014. Work anticipated to be completed in FY 2014 includes establishing a long-term replacement plan for the County's IT systems infrastructure like the capital replacement schedules we maintain for County-owned buildings. A significant task involved in establishing the replacement plan is calculating the annual cost for a sustainable, reliable investment program for IT system replacements.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	$0	$0	$0	$1,000,000
Total GF/non-GF:	**$0**	**$0**	**$0**	**$1,000,000**
Program Total:	**$0**		**$1,000,000**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	$0	$0	$0	$1,000,000
Total Revenue:	**$0**	**$0**	**$0**	**$1,000,000**

Explanation of Revenues

Revenues in this program are available one-time General Fund resources.

Significant Program Changes

Last year this program was:
This is a new program for FY 2014.

Program # 78014 - IT Shared Operating Expenses   **Version 4/16/2013 s**

Lead Agency: Department of County   **Program Contact:**   Sherry Swackhamer

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facilities charges for the division's two locations (in the Multnomah and Lincoln Buildings), debt service charges for fund borrowed for the Network Convergence and Data Center Relocation projects, the cost of IT trainers supported by the IT organization to provide IT training and consultation county-wide are budgeted here.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Timely repayment of borrowed funds.	0.0%	0.0%	0.0%	100.0%
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
Program Expenses	2013	2013	2014	2014
Personnel	$0	$380,428	$0	$300,617
Contracts	$0	$0	$0	$0
Materials & Supplies	$0	$425,500	$0	$271,560
Internal Services	$0	$4,110,123	$0	$4,150,192
Capital Outlay	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$669,510
Total GF/non-GF:	**$0**	**$4,916,051**	**$0**	**$5,391,879**
Program Total:	**$4,916,051**		**$5,391,879**	
Program FTE	0.00	2.00	0.00	3.00
Program Revenues				
Fees, Permits & Charges	$0	$3,936,673	$0	$4,302,998
Other / Miscellaneous	$0	$979,378	$0	$1,088,881
Total Revenue:	**$0**	**$4,916,051**	**$0**	**$5,391,879**

Explanation of Revenues

Revenues for this program consist of service reimbursements from departments.

Significant Program Changes

✔ **Significantly Changed**

Last year this program was: #78035, IT Data and Reporting Services
These costs were accounted for in the Data & Reporting Services program last year. As they are properly shared among all IT programs, they are aggregated here for FY 2014.

Program # 78015 - IT Planning, Projects & Portfolio Management   **Version 4/01/2013 s**

Lead Agency: Department of County   **Program Contact:**   Tracey Massey

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The IT Planning, Projects, and Portfolio Management offer focuses on the processes, procedures, and tools necessary to support the successful management of strategic IT projects. The program also includes oversight of the IT Advisory Board and Bond funded projects, as well as ensuring project management standards and processes are in place across the Department of County Assets.

Program Description

The program includes the staff responsible for developing and implementing industry standards for managing IT projects,especially high-risk capital projects. Skilled project managers provide the hands-on expertise needed to successfully manage risk and complete these projects. This program coordinates and manages the quarterly strategic planning and review process. The quarterly planning process ensures that the right resources are focused on the strategic IT projects within the County. The output from these meetings is shared with departmental leaders countywide. The program also includes contract/vendor/partner management for outsourcing and/or intergovernmental agreements, associated with strategic projects. In FY12, the IT Project Portfolio consisted of 294 projects active during the course of the year and 159 of those completed. The PPPM maintains a strategic Countywide Project Portfolio consisting of approximately 20 of the highest priority projects across the County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Increased percentage of planned work	87	70	78	80
Outcome	Stategic reports are regularly shared with leaders to improve transparency	4	4	4	4

Performance Measure - Description

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$1,835,234	$0	$1,665,884
Contracts	$0	$94,100	$0	$65,000
Materials & Supplies	$0	$179,419	$0	$171,294
Internal Services	$0	$250	$0	$100
Capital Outlay	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$2,109,003**	**$0**	**$1,902,278**
Program Total:	**$2,109,003**		**$1,902,278**	
Program FTE	0.00	10.00	0.00	10.00
Program Revenues				
Fees, Permits & Charges	$0	$1,977,257	$0	$1,902,278
Other / Miscellaneous	$0	$131,746	$0	$0
Total Revenue:	**$0**	**$2,109,003**	**$0**	**$1,902,278**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78025, IT Planning Projects & Portfolio Management

Program # 78016 - IT Data Center & Technical Services

Version 2/15/2013 s

Lead Agency: Department of County

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

Data Center Operations and Technical Services provide the hardware, software installation, maintenance, troubleshooting, and the technical and operational support for all County computing systems. These systems provide critical services to citizens and must be maintained in a highly available, secure and recoverable environment. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during service disruptions 24x7. These teams provide reliable, responsive, and secure systems, ensuring maximum server up time 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, software upgrades, problem resolution, server and storage management, asset tracking and after-hours support for all County business systems running in the data center(s). This program also provides vendor management for data center hardware and software systems. Included in this service are the Technical Services staff who provide software and hardware architecture design, planning, acquisition, installation and capacity planning for computer room hardware. Additional services provided by this program are data backup and restoration services, storage management, emergency response and physical data center security. The primary data center is located in the new East County Courts facility. A secondary data center is located in a leased facility in Hillsboro and provides the capability for server and storage expansion and disaster recovery.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Recovery data available off site and refreshed at least once every 24 hours.	99.0%	99.0%	99.0%	99.0%
Outcome	Production system scheduled availability for hardware and operating systems	98.0%	99.0%	99.0%	99.0%

Performance Measure - Description

Output Measure - ensures that backup data is available offsite on disk or tape in the event of equipment failure or service disruption.
Outcome measure - measures the availability of production systems. The goal is to minimum disruption in business processes and services due to system outages.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$2,714,988	$0	$2,830,138
Contracts	$0	$38,000	$0	$78,000
Materials & Supplies	$0	$1,028,142	$0	$864,788
Internal Services	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$3,781,130**	**$0**	**$3,772,926**
Program Total:	**$3,781,130**		**$3,772,926**	
Program FTE	0.00	19.25	0.00	19.25
Program Revenues				
Fees, Permits & Charges	$0	$3,747,304	$0	$3,772,926
Other / Miscellaneous	$0	$33,826	$0	$0
Total Revenue:	**$0**	**$3,781,130**	**$0**	**$3,772,926**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78026, IT Data Center and Technical Services

Program # 78017 - IT Help Desk Services

Version 2/15/2013 s

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 for computer system troubleshooting, information, and technical assistance. It supports County staff in furthering their goals to serve the citizens of Multnomah County. Friendly and professional staff provide support, track service requests, answer questions, offer informal instruction, and resolve problems or escalate them 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 resolution of problems, such as inability to access documents, working with Word documents, spreadsheets, and other desktop applications, the Help Desk is able to minimize escalations to other IT teams and resolve customer problems as quickly as possible. Services are provided 24x7, 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 provides support and help for internal IT functions such as the Applications, Desktop, Data Center, and Administration groups. The Help Desk averages 2500 customer tickets per month. Of those tickets, an average of 1700 (69%) are resolved at the Help Desk. The other 21%, that are not able to be resolved at the Help Desk, are escalated to Level 3 for resolution.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of customer tickets	36,000	38,000	38,183	38,500
Outcome	Abandonment rate	5.0%	5.0%	5.0%	5.0%
Outcome	Calls resolved at the Help Desk	69.0%	70.0%	69.0%	69.0%

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 Help Desk 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 at the Help Desk - 69% or more of the tickets entered by Help Desk staff into the call tracking database will be resolved by a Help Desk agent without requiring escalation to other IT staff. This metric is impacted by the complexity of our software and hardware environment and the training time to learn new products.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$937,625	$0	$983,623
Contracts	$0	$90,000	$0	$60,000
Materials & Supplies	$0	$155,085	$0	$183,945
Internal Services	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$1,182,710**	**$0**	**$1,227,568**
Program Total:	**$1,182,710**		**$1,227,568**	
Program FTE	0.00	7.90	0.00	7.90
Program Revenues				
Fees, Permits & Charges	$0	$1,182,710	$0	$1,227,568
Other / Miscellaneous	$0	$0	$0	$0
Total Revenue:	**$0**	**$1,182,710**	**$0**	**$1,227,568**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78027, IT Help Desk Services

Program # 78018 - IT Telecommunications Services   **Version 2/15/2013 s**

Lead Agency: Department of County   **Program Contact:**   Rodney Chin

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, 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. 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 26 video conferencing units at 14 locations. These are used heavily by the State Courts, Department of Community Justice, and Public Defenders. Telecom is in the process of implementing a new technology platform funded in program offer 78014 IT Strategic Modernization.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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%	98.0%	98.0%	98.0%

Performance Measure - Description

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

Outcome Measure - measures the amount of time required to resolve high priority incidents. The percentage 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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$784,015	$0	$693,919
Contracts	$0	$0	$0	$0
Materials & Supplies	$0	$2,022,507	$0	$1,945,645
Internal Services	$0	$16,580	$0	$16,780
Capital Outlay	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$2,823,102**	**$0**	**$2,656,344**
Program Total:	**$2,823,102**		**$2,656,344**	
Program FTE	0.00	5.00	0.00	5.00
Program Revenues				
Fees, Permits & Charges	$0	$2,823,102	$0	$2,656,344
Other / Miscellaneous	$0	$0	$0	$0
Total Revenue:	**$0**	**$2,823,102**	**$0**	**$2,656,344**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78028, IT Telecommunications Services

Program # 78019 - IT Network Services   **Version 2/15/2013 s**

Lead Agency: Department of County   **Program Contact:**   Rodney Chin

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Network Services program includes both the Wide Area Network (WAN) and Security Programs. The WAN group provides a stable and secure network for data communications between county buildings, data centers, and to external networks. 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 cybersecurity functions associated with protecting the County's information assets. Cybersecurity threats are increasing at all levels of government, federal, state and local. The Security program develops policy, provides cybersecurity consulting services to departments, delivers Identity and Access Management services, network endpoint protection, and responds 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 and County applications. Network infrastructure and services include routing and switching, firewall management, IP address management, monitoring, and incident management. This program implements wireless access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. WAN works closely with external partners such as the City of Portland to create secure network links in order to share vital data. The Security program is responsible for instituting the appropriate cost-effective safeguards to keep Multnomah County's IT information assets secure. The security team achieves this through policy, audit and compliance, incident response and investigations, system monitoring, identity and access management. encryption and antivirus as well as education and awareness.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	County WAN sites network availability during business hours 8:00 - 17:00	99.9%	99.9%	99.9%	99.9%
Outcome	County workstations with antivirus agent installed with current virus signatures	95.0%	95.0%	95.0%	95.0%

Performance Measure - Description

Outcome Measure - Network availability to County WAN sites will be equal or grater than 99.9% between the hours of 8:00 - 17:00, Monday thru Friday, excluding County observed holidays. The percent of network availability will be measured by calculating the actual number of available minutes divided by the total possible number of available minutes. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

Output Measure - Percentage of county workstations with antivirus defense.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$1,731,325	$0	$1,872,972
Contracts	$0	$60,000	$0	$70,000
Materials & Supplies	$0	$1,860,411	$0	$2,277,579
Internal Services	$0	$350	$0	$724
Capital Outlay	$0	$0	$0	$35,500
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$3,652,086**	**$0**	**$4,256,775**
Program Total:	**$3,652,086**		**$4,256,775**	
Program FTE	0.00	12.00	0.00	12.00
Program Revenues				
Fees, Permits & Charges	$0	$3,652,086	$0	$4,225,275
Other / Miscellaneous	$0	$0	$0	$31,500
Total Revenue:	**$0**	**$3,652,086**	**$0**	**$4,256,775**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78029, IT Network Connectivity

Program # 78020 - IT Desktop Services | Version 2/15/2013 s

Lead Agency: Department of County

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Program Contact: Stanley Johnson G.L. III

Executive Summary

The Desktop Services program offer supports desktops, laptops, tablets, Smartphone's, printers, multifunction devices, iPads and other personal computing devices. This includes hardware and software procurement, installation, upgrades, maintenance, asset management and proper disposal. Remote and on-site repair and support are provided to improve user (customer) productivity. In FY2013, this offer will also support the evaluation of new technologies such as centralized fax server(s) and desktop virtualization to drive innovation and reduce on-going operational costs.

Program Description

Desktop Services manages over 4,500 employee PC's and 6,000 devices (desktops, laptops, tablets, printers, multifunction devices, iPhones, iPads and other personal computing devices). PCs for public use in the libraries, assessment & taxation and land use planning are also supported to provide citizens with access to view public records on-line. The desktop team is responsible for the lifecycle management (renewal and replacement), software upgrades and inventory asset management. Desktop support staff follow best practices for standardization resulting in faster performance, reliability, better stability and greater security. They also provide help desk ticket resolution and on-site support. The Desktop Services team actively researches new technology to improve services and reduce the County's carbon footprint. This team also performs support for the County's computer training rooms.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of SCCM Software distribution packages created	0	0	0	125
Outcome	High Priority problem tickets resolved within two days	95	95	95	95

Performance Measure - Description   ✔ Measure Changed

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$2,688,268	$0	$2,825,329
Contracts	$0	$68,000	$0	$68,000
Materials & Supplies	$0	$53,895	$0	$175,002
Internal Services	$0	$15,000	$0	$15,000
Capital Outlay	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$2,825,163**	**$0**	**$3,083,331**
Program Total:	**$2,825,163**		**$3,083,331**	
Program FTE	0.00	23.00	0.00	23.00
Program Revenues				
Fees, Permits & Charges	$0	$2,825,163	$0	$2,983,331
Other / Miscellaneous	$0	$0	$0	$100,000
Total Revenue:	**$0**	**$2,825,163**	**$0**	**$3,083,331**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78030, IT Desktop Services

Program # 78021 - IT Asset Replacement

Lead Agency: Department of County

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Program Contact: Gary Wohlers

Executive Summary

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

Program Description

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percentage of personal computer devices replaced according to published schedule	100	100	100	100
Outcome	Asset database quality: Accuracy and completeness	98	98	98	99

Performance Measure - Description

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

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

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$0	$0	$0
Contracts	$0	$0	$0	$0
Materials & Supplies	$0	$2,047,329	$0	$2,177,775
Internal Services	$0	$0	$0	$0
Capital Outlay	$0	$368,000	$0	$356,000
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$2,415,329**	**$0**	**$2,533,775**
Program Total:	**$2,415,329**		**$2,533,775**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$2,415,329	$0	$2,533,775
Other / Miscellaneous	$0	$0	$0	$0
Total Revenue:	**$0**	**$2,415,329**	**$0**	**$2,533,775**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78031, IT Asset Replacement

Lead Agency: Department of County   **Program Contact:**   Becca Beck

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department(67 systems) and Department of County Human Services (80 systems). The wide variety of services provided focus on increasing and improving delivery of technology to provide higher value to departments and constituents. This Program improves the delivery of County services through automating business operations and providing easy access to information, and supporting health care transformation in Multnomah County.

Program Description

Services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and county needs. Also, understanding and defining operational needs, recommending effective innovative solutions and designing, building, testing, and implementing the selected solutions. The Program continues maintaining, supporting and sustaining existing systems through improved life-cycle planning, project governance and resource accountability.

Strategies include: 1) freeing up IT resource hours by tracking hours, analyzing data and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 2) leveraging County resources by maintaining, supporting and/or reusing existing systems; 3) evaluating Countywide departmental needs to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions. Strategies will result in increased IT resources available for higher value projects.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Employee hours spent on planned work versus unplanned	64.0%	60.0%	62.0%	65.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0.0%	0.0%	0.0%	5.0%

Performance Measure - Description

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

Outcome Measure - Increase the the amount of hours spent on planned work by 5 points (increasing from current year purchased 60% to 65%).

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$2,540,026	$0	$2,731,070
Contracts	$0	$187,000	$0	$0
Materials & Supplies	$0	$70,070	$0	$73,254
Internal Services	$0	$2,000	$0	$1,700
Capital Outlay	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$2,799,096**	**$0**	**$2,806,024**
Program Total:	**$2,799,096**		**$2,806,024**	
Program FTE	0.00	17.00	0.00	19.00
Program Revenues				
Fees, Permits & Charges	$0	$2,799,096	$0	$2,806,024
Other / Miscellaneous	$0	$0	$0	$0
Total Revenue:	**$0**	**$2,799,096**	**$0**	**$2,806,024**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78032, IT Health and Human Services Application Services

Program # 78023 - IT Public Safety Application Services — Version 2/15/2013 s

Lead Agency: Department of County
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Program Contact: Chris Clancy

Executive Summary

IT Public Safety Application Services provides reliable, effective software systems for Community Justice (25 systems), Decision Support System for Justice (DSSJ) (3 systems) and the Sheriff's Office (10 systems). The wide variety of services provided focus on increasing and improving delivery of technology to provide higher value to departments and constituents while adequately performing activities as required to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability. 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 customer relationships; capturing, prioritizing and scheduling IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing third-party vendor systems and relationships; maintaining and enhancing legacy systems.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Employee hours spent on planned versus unplanned work	72.0%	70.0%	68.0%	70.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0.0%	0.0%	0.0%	0.0%

Performance Measure - Description

Output Measure - Employee hours spent on planned versus unplanned work: 70% planned/30% unplanned. This includes available work time(excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - Maintain the the amount of hours spent on planned work from the current purchase year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$2,197,177	$0	$2,450,708
Contracts	$0	$55,000	$0	$80,000
Materials & Supplies	$0	$83,925	$0	$80,386
Internal Services	$0	$0	$0	$400
Capital Outlay	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$2,336,102**	**$0**	**$2,611,494**
Program Total:	**$2,336,102**		**$2,611,494**	
Program FTE	0.00	17.00	0.00	17.00
Program Revenues				
Fees, Permits & Charges	$0	$2,336,102	$0	$2,611,494
Other / Miscellaneous	$0	$0	$0	$0
Total Revenue:	**$0**	**$2,336,102**	**$0**	**$2,611,494**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78033, IT Public Safety Application Services

Program # 78024 - IT General Government Application Services — Version 2/15/2013 s

Lead Agency: Department of County

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Program Contact: Tony Chandler

Executive Summary

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

The Program focuses on increasing delivery of technology that can provide higher business value to departments and constituents, while adequately maintaining and supporting existing systems through improving application life-cycle planning, project governance and prioritization, and resource accountability.

Program Description

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

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

Strategies include:
1) Freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests
2) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Employee hours spent on planned work versus unplanned	41	60	30	60
Outcome	Increase in employee hours spent on planned versus unplanned work	0	0	0	0

Performance Measure - Description

Output Measure - Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.The General Government Application Services team has historically been focused on keeping the basic services going. Under new management and with an increasing focus on providing strategic services and improved value, there will be an increase in the work hours spent on planned versus unplanned work.

Outcome Measure - Achieve 60% of employee hours spent on planned work.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$812,679	$0	$1,108,548
Contracts	$0	$0	$0	$0
Materials & Supplies	$0	$41,211	$0	$27,415
Internal Services	$0	$0	$0	$200
Capital Outlay	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$853,890**	**$0**	**$1,136,163**
Program Total:	**$853,890**		**$1,136,163**	
Program FTE	0.00	5.00	0.00	6.00
Program Revenues				
Fees, Permits & Charges	$0	$853,890	$0	$1,136,163
Other / Miscellaneous	$0	$0	$0	$0
Total Revenue:	**$0**	**$853,890**	**$0**	**$1,136,163**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78037, IT General Government and Enterprise Web Services

Program # 78025 - IT Data & Reporting Services — Version 2/15/2013 s

Lead Agency: Department of County

Program Offer Type: Internal Service

Program Contact: Chris Clancy

Related Programs:

Program Characteristics:

Executive Summary

Data and Reporting Services provides and supports reliable services and software systems that are used across departmental boundaries and serve 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.

Measures are focused on increasing the amount of planned work vs support activity. Planned or project work is preferable because it is associated with creating new customer capabilities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Employee hours spent on planned work versus unplanned	33.0%	22.0%	21.0%	25.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0.0%	0.0%	0.0%	3.0%

Performance Measure - Description

Output Measure - Employee hours spent on planned versus unplanned work: 25% planned/75% unplanned. Planned work provides better customer value, as work can be targeted toward high priority activities. The Data & Reporting Services Application team generally provides support for day to day activities, and as such, we expect a higher percentage of time to be spent on unplanned work. As more processes become automated, over time the DARS team will be able to refocus on planned project work.

Outcome Measure - Increase the the amount of hours spent on planned work by 3 points (increasing from current year purchased 22% to 25%). Note: Actuals for the previous year are inflated due to the large Data Center Project.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$1,852,416	$0	$1,947,919
Contracts	$0	$20,000	$0	$88,000
Materials & Supplies	$0	$382,099	$0	$360,888
Internal Services	$0	$0	$0	$400
Capital Outlay	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$2,254,515**	**$0**	**$2,397,207**
Program Total:	**$2,254,515**		**$2,397,207**	
Program FTE	0.00	14.00	0.00	12.00
Program Revenues				
Fees, Permits & Charges	$0	$2,254,515	$0	$2,397,207
Other / Miscellaneous	$0	$0	$0	$0
Total Revenue:	**$0**	**$2,254,515**	**$0**	**$2,397,207**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78035, IT Data and Reporting Services

Lead Agency: Department of County   **Program Contact:**   Michelle Smith

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

- Employee Self Service for Electronic Time sheets Phase I Pilot Project
- New Library Distracting - SAP changes
- New Budgeting system that is integrated with SAP
- SAP Enhancement Pack 6 to enable HR Employee Self Service and Manager Self Service projects
- Employee Self Service Benefits Project
- SAP NetWeaver Portal 7.3 Upgrade for Chrome support

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Employee hours spent on planned work versus unplanned	63	55	43	55
Outcome	Increase in employee hours spent on planned versus unplanned work	0	0	0	0

Performance Measure - Description

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

Outcome Measure - Maintain the amount of hours spent on planned work. Current Year has been tracking to 40% due to SRM post go live stabilization. Previous Year Actuals are inflated due to the large SRM project. Goal is to meet 55% planned.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$1,686,396	$0	$1,573,032
Contracts	$0	$1,300	$0	$151,245
Materials & Supplies	$0	$617,360	$0	$626,220
Internal Services	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$2,305,056**	**$0**	**$2,350,497**
Program Total:	**$2,305,056**		**$2,350,497**	
Program FTE	0.00	11.00	0.00	10.00
Program Revenues				
Fees, Permits & Charges	$0	$2,305,056	$0	$2,350,497
Other / Miscellaneous	$0	$0	$0	$0
Total Revenue:	**$0**	**$2,305,056**	**$0**	**$2,350,497**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78036, IT SAP Support Team

Program # 78027 - IT Enterprise, Web & Library Application Services
Version 2/15/2013 s

Lead Agency: Department of County
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Program Contact: Josh Mitchell

Executive Summary

The Enterprise, Web and Library Application Services program offer combines two services:
 - Library and Non-department Application Services which is responsible for managing systems for the Chair, Commissioners, Library, and non-departmental customers.
 - Enterprise Web Services which provides reliable services used across departmental boundaries--serving more than one or all County lines of business.

Program Description

Enterprise, Web and Library Application Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing vendor systems and relationships; maintaining and enhancing legacy systems. Additionally, this team provides the primary web application support and customer consulting for the Multnomah County Library.

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

Enterprise Web Services include web platform support and maintenance, Google Apps for Government administration and integration support, and support for specific web systems including the public website, the Intranet (Multco Commons) and the Learning Management System (Multco Learns).

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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Employee hours spent on planned work versus unplanned	55.0%	40.0%	53.0%	55.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0	0	0	15

Performance Measure - Description

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

Outcome Measure - Increase the the amount of hours spent on planned work by 15 points (increasing from current year purchased 40% to 55%.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$1,474,246	$0	$1,700,114
Contracts	$0	$0	$0	$0
Materials & Supplies	$0	$580,700	$0	$582,313
Internal Services	$0	$0	$0	$400
Capital Outlay	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$2,054,946**	**$0**	**$2,282,827**
Program Total:	**$2,054,946**		**$2,282,827**	
Program FTE	0.00	9.00	0.00	10.00
Program Revenues				
Fees, Permits & Charges	$0	$2,054,946	$0	$2,282,827
Other / Miscellaneous	$0	$0	$0	$0
Total Revenue:	**$0**	**$2,054,946**	**$0**	**$2,282,827**

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78037, IT General Government and Enterprise Web Services

Program # 78028 - Fleet Services	Version 4/16/2013 s

Lead Agency: Department of County   **Program Contact:** Garret Vanderzanden

Program Offer Type: Internal Service

Related Programs: 78029

Program Characteristics: Climate Action Plan

Executive Summary

Fleet Services provides vehicle and equipment purchasing and maintenance services; including offering transportation and related support services that are responsive to the needs of the County organization.

Program Description

The County owns and operates over 700 units of vehicles, equipment, and other related rolling stock. Fleet Services focuses on collaborative relationships with other work functions of the County, such as Sheriff's Office Equipment Unit, Facilities Management, and Road Operations, to ensure coordinated service delivery with minimal customer business interruptions. Services and customer support provided by Fleet include:

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

Fleet Services, through the Fleet Vehicle Replacement program (offer # 78029), continues to invest in hybrid and electric vehicle technologies. An ongoing component of this work is the continuing education of the Fleet Technician work force to ensure subject matter expertise in vehicle/equipment maintenance in these emerging technologies. Fleet Services also engages in Tire and Oil Filter recycling programs. These efforts contribute to the 2009 Climate Action Plan carbon emissions reduction activities related to Local Government Operations, item numbers:
18-6 fuel efficiency standards, 18-7 electric and plug-in hybrid vehicles, and 18-8 reduce waste.

Fleet Services also supports the Urban Form and Mobility component of the Climate Action Plan, specifically 9-1 regarding the install of charging stations for electric vehicles. Fleet supplied revenue support for the install of 12 charging stations, four of which are dedicated use for Multnomah County Electric Vehicles, with eight available for public use.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Billable Hours	0.0%	0.0%	0.0%	65.0%
Outcome	Vehicles out of service 1 day or less	0.0%	0.0%	0.0%	90.0%
Quality	Customer satisfaction	99.9%	100.0%	99.0%	100.0%

Performance Measure - Description

"Customer satisfaction" is a measure as reported on comment cards provided to customers on individual jobs with good to excellent ratings (reporting range: 1) poor, 2) fair, 3) good, 4) excellent).

Two (2) new Performance Measures are being implemented for FY14. Both of these important, industry standard measures do not currently have reliable data to allow an accurate assessment. Changes to be made in FY13 will allow Fleet Services to track these in FY14. These measures are:

- "Billable Hours" is a measure of productivity that will evaluate how much of our Fleet Technician's time is spent working on vehicles/equipment. This is an important measure to ensure we are utilizing our skilled labor in an effective manner. The measure takes into account time not spent on the job, such as vacation and sick, to provide a complete accounting.

- "Vehicles out of service 1 day or less" is a measure that will look at the % of vehicles and equipment returned to programs in a day or less. The less time we have vehicles out of service, the more time they can be utilized by their respective assigned programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$1,395,626	$0	$1,221,163
Contracts	$0	$27,250	$0	$30,050
Materials & Supplies	$0	$2,425,256	$0	$1,478,844
Internal Services	$0	$870,541	$0	$922,561
Capital Outlay	$0	$0	$0	$353,501
Unappropriated & Contingency	$0	$406,271	$0	$660,000
Total GF/non-GF:	**$0**	**$5,124,944**	**$0**	**$4,666,119**
Program Total:	**$5,124,944**		**$4,666,119**	
Program FTE	0.00	15.60	0.00	11.80
Program Revenues				
Fees, Permits & Charges	$0	$3,382,607	$0	$3,329,633
Intergovernmental	$0	$571,115	$0	$35,000
Other / Miscellaneous	$0	$781,009	$0	$3,986,626
Total Revenue:	**$0**	**$4,734,731**	**$0**	**$7,351,259**

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 FY13 charge rates. The FY14 budget has been developed based on FY12 cumulative charges.

Significant Program Changes   ✔ **Significantly Changed**

Last year this program was: #78016, Fleet Services
Fleet Services previously received significant revenues for work performed for outside agencies. During FY13 this work was severely curtailed in order to reduce costs and refocus the work of Fleet Services on it's core mission, maintenance of Multnomah County's fleet.

Fleet Services is a focus of ongoing work related to the Multnomah Evolves initiative. Significant changes to this operation are possible in FY14, but unknown at this time. Budget modeling for FY14 including potential operations changes have shown only a minor budgetary impact if implemented during FY14. Long term budgetary impacts, such as cost reductions, would be reflected in future budget cycles.

Program # 78029 - Fleet Vehicle Replacement   **Version 2/15/2013 s**

Lead Agency: Department of County   **Program Contact:** Garret Vanderzanden

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

Vehicle Replacement Planning is provided as an interdependent function within Fleet Services (offer # 78028). The key objective is to administer the life-cycle replacement schedule and collection of replacement funds on assigned vehicles and equipment (capital expenditures). This service is responsible for keeping Department customers supplied with vehicle and equipment options that support their core operational missions.

Program Description

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

-Collects and manages the funding for future replacement of vehicles and equipment;

-Specifies, bids, awards, receives, inspects, prepares for service, and assigns replacement vehicles and equipment;

-Administers the vehicle and equipment re-sale program (surplus disposal), using revenue received used to offset future vehicle and equipment purchases;

-Establishes and administers the life-cycle replacement schedule used to determine collection of replacement funds on assigned vehicles and equipment. The collected funds are used to buy new vehicles after the predetermined years of life are met;

-Collaborates with departments and programs to evaluate the following elements when considering purchase of a new or replacement vehicle or piece of equipment: vehicle utilization (miles driven/time of operation); department/program needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; and sustainability;

-Ongoing evaluation of opportunities for electric and hybrid vehicles when purchasing new vehicles. The Fleet Vehicle Replacement Program is the primary contributing factor to the following areas in the Local Government Operations component of the 2009 Climate Action Plan:
-18-6 "...meet minimum fleet fuel efficiency standards and use low-carbon fuels.";
-18-7 "Buy electric and plug-in hybrid vehicles for City and County fleets as they become commercially available."

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Vehicles and equipment on delayed replacement	28.0%	50.0%	50.0%	25.0%
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase price	14.0%	10.0%	14.0%	14.0%

Performance Measure - Description

"Vehicles and equipment on delayed replacement" is based on the % of vehicles that have gone beyond the date established for purchasing a replacement. This had been significantly reduced in FY12 from 83% in FY11. The current year estimate is projecting a slight spike due a significant # of vehicles due for replacement in FY13.

"Surplus gross vehicle and equipment sales revenue as % of purchase price" looks at the revenue we receive when we bring a surplus vehicle to auction. We have seen this # increase 4% over previous years with the implementation of a new vendor contract for auction services, coupled with a more aggressive approach to replacing vehicles on time.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Capital Outlay	$0	$4,106,239	$0	$4,648,368
Total GF/non-GF:	**$0**	**$4,106,239**	**$0**	**$4,648,368**
Program Total:	**$4,106,239**		**$4,648,368**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$1,404,393	$0	$1,611,540
Other / Miscellaneous	$0	$2,634,370	$0	$149,000
Total Revenue:	**$0**	**$4,038,763**	**$0**	**$1,760,540**

Explanation of Revenues

Vehicle and equipment are placed on an established life-cycle replacement schedule. Replacement funds are collected on a monthly basis from programs with assigned vehicles and equipment. If a vehicle or piece of equipment is not replaced after its predetermined replacement life is reached, replacement charges are stopped. Proceeds from vehicle sales are returned to the Fleet fund to offset future replacement costs.

Significant Program Changes

Last year this program was: #78017, Fleet Vehicle Replacement

Program # 78030 - Motor Pool

Lead Agency: Department of County

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Program Contact: Garret Vanderzanden

Executive Summary

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

Program 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. The program operates through a reservation and per-hour charge back system. The purpose of the centrally managed Motor Pools is to eliminate underutilized assigned vehicles and reduce private mileage reimbursement costs, thereby supporting departmental travel needs with ease of use and almost zero administrative effort.

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

As part of continued efforts to streamline operations, the Motor Pool program will be implementing a new reservation system in FY14. This system upgrade will allow for web-based customer reservations, facilitate leveling of vehicle use to extend the life of the Motor Pool fleet, and will also reduce operational inefficiencies by eliminating redundant data entry points and increasing accuracy of data capture.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Motor Pool trips	15,698	14,750	15,722	15,700
Outcome	Vehicle availability	99.9%	99.0%	99.9%	99.9%

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 optimal size of the motor pool.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$170,861	$0	$172,626
Contracts	$0	$3,000	$0	$3,000
Materials & Supplies	$0	$10,560	$0	$14,400
Internal Services	$0	$29,728	$0	$62,123
Unappropriated & Contingency	$0	$10,707	$0	$0
Total GF/non-GF:	**$0**	**$224,856**	**$0**	**$252,149**
Program Total:	**$224,856**		**$252,149**	
Program FTE	0.00	2.30	0.00	2.20
Program Revenues				
Fees, Permits & Charges	$0	$423,536	$0	$450,277
Intergovernmental	$0	$7,710	$0	$4,560
Other / Miscellaneous	$0	$65,355	$0	$0
Total Revenue:	**$0**	**$496,601**	**$0**	**$454,837**

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursement estimates are based on historical data, current service levels, and FY13 charge rates. Outside agency revenue is based on providing current service levels at FY13 charge rates.

Significant Program Changes

Last year this program was: #78020, Motor Pool

Program # 78031 - Fleet Vehicle Replacement Gap | Version 4/16/2013 s

Lead Agency: Department of County
Program Offer Type: Innovative/New Program
Related Programs: 78029
Program Characteristics: One-Time-Only Request

Program Contact: Garret Vanderzanden

Executive Summary

Through one-time only funding, Fleet Services seeks to bring the current inventory of vehicles up to date based on established replacement schedules. This would occur over the course of a three year cycle in order to mitigate financial impact to Fleet customers and operational impact to the Fleet operation.

Program Description

Multnomah County's current sedan and truck inventory consists of 81 units that are beyond their scheduled replacement dates. The mechanism for replacing these vehicles, the Fleet Replacement Fund, currently has a significant funding gap due to delayed replacements. For example, when a vehicle due to be replaced in 2004 with revenue collection based on the 2004 purchase price is not replaced until 2013, the purchase value of the new vehicle far exceeds the collected replacement funds. There are some vehicles that are long overdue for replacement, such as the 1999 Mercury Mystique currently active in the Multnomah Building Motor Pool.

Maintaining an aging Fleet has a negative impact resulting in increased costs in both maintenance and fuel consumption. An example, a compact vehicle purchased in 1998 with a fuel efficiency of 25 mpg versus a like vehicle from 2010 at 28 mpg. Upgrading to hybrid vehicles could improve the fuel efficiency up to 40 mpg. This increase in fuel efficiency not only reduces our fuel consumption costs but also significantly impacts our carbon footprint. Subsequently, Fleet Services is requesting one time-only money to eliminate the existing back log of aging vehicle inventory.

The plan to execute the required purchasing to update the Fleet inventory would occur over three years, approx. 30 vehicles per year. This time frame will ensure that there is not a significant purchasing spike on top of on-time scheduled replacements in a single year. Budgetary impacts will be mitigated for funding collection on the new vehicles for future replacements. This activity would be in addition to our normal Fleet Replacement Planning for vehicles that are on schedule to be replaced in coming years.

Fleet Services will mitigate any future replacement fund gap risks by concentrating on the following areas. A description of each is available in the Significant Program Changes section of this program offer:

1) Right-sizing the County Fleet
2) Leveling the Replacement Schedule
3) Standardization of the County Fleet
4) The Right Vehicle for the Right Use
5) Strategic Sourcing
6) Alternative Technologies

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Capital Expenditures	0.0%	0.0%	0.0%	30.0%
Outcome	Fuel Efficiency Increase	0.0%	0.0%	0.0%	2.0%

Performance Measure - Description

Capital Expenditures - this metric will track the % of one-time only allocated funds spent year to year to ensure the program is on target for elimination of the replacement back log.

Fuel Efficiency - this metric will track the overall increase in fuel efficiency across the County Fleet. As the backlog is eliminated we will be able to take advantage of advances in vehicle technologies to reduce our gas consumption and associated carbon emissions and fuel costs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$0	$0	$134,129
Capital Outlay	$0	$0	$0	$1,069,829
Total GF/non-GF:	**$0**	**$0**	**$0**	**$1,203,958**
Program Total:	**$0**		**$1,203,958**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	$0	$0	$0	$1,203,958
Total Revenue:	**$0**	**$0**	**$0**	**$1,203,958**

Explanation of Revenues

Funding for this program comes from available one-time-only General Fund resources.

Significant Program Changes   ✔ **Significantly Changed**

Last year this program was:
The following measures will be implemented to mitigate future Replacement Fund revenue gaps:

Right-sizing the County Fleet - Enforcement of current rule sets such as an annual review of assigned vehicle utilization and reallocating or resigning those vehicles that are underutilized. This will also entail ongoing evaluation of the County Motor Pool, a program managed by County Fleet, to ensure we have the appropriate number of vehicles available for use.

Leveling the Replacement Schedule - Utilization of better planning to ensure a more even distribution of purchasing across fiscal years. We currently have 36 vehicles on schedule for replacement in 2014, 30 in 2015, and 83 in 2016. This type of spike causes administrative and operational challenges that will be mitigated through better planning and even distribution of purchases year to year.

Standardization of the County Fleet - Implementation of limited set of standard vehicle choices. This will streamline purchasing and financial practices and increase maintenance operations efficiency. For example, less variety in fuel filters yields less purchasing and payment transactions, and less space required for storage of unique filters.

The Right Vehicle for the Right Use - Consultation with programs to ensure vehicle purchases match their work requirements. Is a full-size sedan needed for a program that does not regularly transport individuals other than the driver? Would a mid-size or compact be a better fit?

Strategic Sourcing - Fleet Services will work with the newly implemented Strategic Sourcing program to identify opportunities for cost savings and process efficiencies in vehicle purchasing.

Alternative Technologies - All vehicle replacements will include evaluation of alternative vehicle technologies such as hybrid or EV vehicles. This will include capital funding research to identify grant opportunities and collaborative partnerships to defray up front capital costs to Multnomah County for these emerging technologies.

Program # 78032 - Distribution Services   **Version 4/16/2013 s**

Lead Agency: Department of County   **Program Contact:**   Dwight Wallis
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Executive Summary

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

Program Description

Distribution Services effectively manages County resources and minimizes service delivery costs by:
1. Centrally coordinating a complex and multifaceted system of distribution logistics across 98 County locations. Distribution Services moves a wide variety of items every day, via fixed routes and/or on-demand, including U.S. Mail, Health Department patient care items, County records, interoffice mail, recyclables, and operational equipment and supplies. In addition, Distribution Services seamlessly coordinates with other governments throughout the Portland metropolitan region and the Willamette Valley to send and deliver interoffice mail in a manner that saves on postage and enhances intergovernmental communication and workflow.
2. Managing a multi-jurisdictional contract for presort services. This maximizes available postage discounts for all partners by pooling the mail to be presorted prior to delivery to the US Post Office. These savings are further enhanced by centralized metering of U.S. Mail, ensuring accuracy, timeliness of
delivery, lower cost single-point pickup for mail services partners, and the reduction of county-wide meter maintenance costs. Distribution Services also maintains county-wide mail services contracts (for example, in folding/insertion, addressing and metering) that lower departmental costs for tax mailings, license renewals, and other projects.
3. Partnering with the USPS to ensure accurate and up to date information on mailing standards in an increasingly complex and changing environment. Distribution Services shares that expertise by providing clear instruction and training to County employees on existing and proposed USPS standards, ensuring efficient mailings that maximize available savings.
4. Serving a vital role in emergency preparedness for Multnomah County. Distribution Services is a component of the Receipt, Stage and Storage Center.
These efforts contribute to the Climate Action Plan activities related to local government operations, item number 18-8.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of pieces of mail processed.	920,984	921,000	897,427	897,000
Outcome	% postage discount over full postal rate, due to presorting of mail.	33.0%	33.0%	32.0%	32.0%
Input	Number of mail stops receiving delivery services.	131	116	125	121

Performance Measure - Description   ✔ **Measure Changed**

Removed US mail delivery measure due to insufficient data to support it.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$468,737	$0	$544,977
Contracts	$0	$36,500	$0	$10,000
Materials & Supplies	$0	$1,088,149	$0	$1,393,903
Internal Services	$0	$160,867	$0	$189,358
Capital Outlay	$0	$0	$0	$50,000
Unappropriated & Contingency	$0	$87,308	$0	$486,510
Total GF/non-GF:	**$0**	**$1,841,561**	**$0**	**$2,674,748**
Program Total:	**$1,841,561**		**$2,674,748**	
Program FTE	0.00	6.40	0.00	6.90
Program Revenues				
Fees, Permits & Charges	$0	$1,370,516	$0	$1,332,341
Intergovernmental	$0	$79,726	$0	$62,820
Other / Miscellaneous	$0	$391,319	$0	$1,279,587
Total Revenue:	**$0**	**$1,841,561**	**$0**	**$2,674,748**

Explanation of Revenues

Distribution Services is funded by a charge system through the Distribution Fund. Service reimbursements are based on delivery stops, mail processed, and special services requested.

Significant Program Changes

Last year this program was: #78019, Distribution Services

Program # 78033 - Records Management

Version 4/01/2013 s

Lead Agency:	Department of County
Program Offer Type:	Internal Service
Related Programs:	
Program Characteristics:	

Program Contact: Dwight Wallis

Executive Summary

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

Program Description

The program supports cost reduction and compliance with public records regulations by developing and implementing policies for the orderly maintenance and disposition of county records generated by all departments. Addressing a wide variety of formats, the program maintains over 111 million documents in a centralized Records Center, including the County's historic archives dating back to 1855. Storage of these records reduced the need for office space storage by over 49,000 square feet in FY12.

The program also recycles large volumes of public records (50 tons in FY12) in a sustainable manner that ensures confidentiality. The program provides consultation in the establishment and organization of electronic records keeping; enterprise document conversion; retention scheduling; archival research, access and preservation; essential records protection, and records management best practices.

The program continues to expand its web presence with the Archon web tool and external web site, resulting in a 53% increase in reference and referral activities in FY12. Significant progress has been made in managing electronic records through the establishment of a county electronic records repository, and through increasing e-records training and consultation. In conjunction with the State Archives, the program is pursuing the county's first fully functional electronic records management system, utilizing cloud technology to substantially lower start up costs. This is intended to replace the program's current antiquated system, and allow for management of both active and inactive records thoughout the county, regardless of format.

The program continues to work with the Office of Emergency Management to address essential records protection county-wide, utilizing FEMA based standards. These efforts contribute to the Climate Action Plan activities related to local government operations, item number 18-8, due to the large amount of paper recycling the program does each year, and due to its ongoing consultation with Departments on ways to increase their use of reliable, compliant, and trusted electronic records systems.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Retrieval, Refiles, and Interfiles (Record Actions) performed	14,464	14,000	13,500	13,000
Outcome	% of Archival Holdings Described On-Line	0.0%	0.0%	39.0%	59.0%
Output	Boxes/Digital Objects, Microfilm Rolls, Maps and Plans Maintained in Storage	90,456	91,000	90,000	89,000
Quality	% of Records Retrievals Delivered to Customers within 1 Business Day	97.0%	98.0%	92.0%	91.0%

Performance Measure - Description

✔ **Measure Changed**

Discontinued use of retention schedule outcome measure, due to changes in retention scheduling practices which made measure obsolete.

New archival measure reflects the percentage of archival collections processed and described to a point which allows for public access and usage.

Reduction in records retrieval measure due to changes in shared position utilized in providing service.

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$364,905	$0	$382,148
Contracts	$0	$32,000	$0	$32,757
Materials & Supplies	$0	$31,536	$0	$25,365
Internal Services	$0	$455,878	$0	$424,087
Unappropriated & Contingency	$0	$44,216	$0	$0
Total GF/non-GF:	**$0**	**$928,535**	**$0**	**$864,357**
Program Total:	**$928,535**		**$864,357**	
Program FTE	0.00	4.00	0.00	3.60
Program Revenues				
Fees, Permits & Charges	$0	$840,818	$0	$864,357
Other / Miscellaneous	$0	$87,717	$0	$0
Total Revenue:	**$0**	**$928,535**	**$0**	**$864,357**

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 FY12.

Significant Program Changes

Last year this program was: #78018, Records Section

Program # 78034 - Countywide Strategic Sourcing · Version 2/15/2013 s

Lead Agency: Department of County
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Program Contact: Tony Dornbusch

Executive Summary

This program offer represents the Strategic Sourcing component of the Strategic Sourcing, Procurement and Contract Administration unit, which is part of the Department of County Assets' (DCA) Administrative Services Hub. This unit works collectively with the other DCA Administrative Service Hub units to deliver services to both departments and divisions supported by DCA as well as the entire County. This offer focuses on the development, implementation, oversight and direct delivery of the strategic sourcing practices across the County. This unit provides strategy, leadership, expertise, and analytical information to the County and its Departments relative to these strategic sourcing practices including leadership of the county's first Strategic Sourcing Council.

Program Description

This organization reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA. The program includes Strategic Sourcing Analysts and Strategic Sourcing Data Analyst for the County and provides strategy, leadership, practice development, oversight and monitoring, detailed spend analysis, strategic sourcing plans and compliance analysis/oversight for hundreds of contracts and millions of dollars each year. The program will be responsible for addressing the strategic sourcing needs of all County Departments across all commodities and types of transactions, which includes commercial, personal services, construction, lease, software, technology goods and services, maintenance and repair, and architectural services. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices as necessary, in support of strategic sourcing initiatives. Strategic Sourcing is the practice of taking a holistic approach to the selection and sourcing of goods and services necessary to an organization's operations.

Strategic Sourcing includes several key tenets or procurement best practices: (1) Consolidating spend across all buyers with a small number of supplier partners so that the best prices can be achieved, (2) Considering the total lifecycle cost of a product and service (not just the purchase price) when making a procurement decision, (3) Building mutually beneficial strategic partnership relationships with key suppliers, (4) Leveraging the capabilities and services of supplier partners to reduce internal operating costs, and (5) Leveraging technology to reduce operating costs, better manage spend, and achieve better prices.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Commodity Sourcing Plans developed	0	0	0	8
Outcome	% of annual goods purchased via MarketPlace	0.0%	0.0%	80.0%	80.0%

Performance Measure - Description

Output - Number of Commodity Sourcing Plans developed and implemented reflects the implementation and adoption rate of the County's Strategic Sourcing practices, which improve strategic purchases.

Outcome - % of annual goods purchased via the County's eMarketplace (Multco MarketPlace) indicates the volume of spending that has been driven to the eMarketplace where all goods available for purchase are under contract and where controls are applied to drive purchasing which is consistent with County values. The % under contract will increase over time.

Legal/Contractual Obligation

Oregon Revised Statues (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. State Qualified Rehabilitation Facilities laws are enforced via purchasing through the Multco MarketPlace.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$470,751	$0	$449,602	$0
Contracts	$0	$0	$40,000	$0
Materials & Supplies	$21,700	$0	$8,000	$0
Total GF/non-GF:	**$492,451**	**$0**	**$497,602**	**$0**
Program Total:	**$492,451**		**$497,602**	
Program FTE	3.50	0.00	3.50	0.00
Program Revenues				
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #78046, Countywide Strategic Sourcing

Program # 78035 - Mobile Device Expense Management

Lead Agency: Department of County

Program Contact: Tony Dornbusch

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics:

Executive Summary

The Mobile Device Expense Management program is a new program offer intended to centralize the management of all wireless voice and data communications for approximately 5,000 County employees. The services provided by this program facilitate communication with citizens, business partners, and employees. This group contracts, purchases, provisions, tracks, and oversees the usage and payment for wireless (cellular) devices and the related services for the County. This includes cell phones, pagers, tablet computers, smart phones, and aircards.

Program Description

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	% of new requests processed within defined procedures	0.0%	0.0%	0.0%	99.0%
Outcome	Reduced overall cost over prior year	0.0%	0.0%	0.0%	10.0%

Performance Measure - Description

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

Outcome - Reduce overall cost of mobile devices and services by 10% over similar costs from the prior fiscal year. The baseline for this measure will be set at the end of fiscal year 2013 and will likely be based upon an average overall cost per minute. The total overall costs will factor in the total cost of the program, plus the costs for all wireless services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$0	$0	$0	$94,193
Contracts	$0	$0	$0	$60,000
Materials & Supplies	$0	$0	$0	$783,704
Internal Services	$0	$0	$0	$9,969
Total GF/non-GF:	**$0**	**$0**	**$0**	**$947,866**
Program Total:	**$0**		**$947,866**	
Program FTE	0.00	0.00	0.00	1.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$0	$947,866
Total Revenue:	**$0**	**$0**	**$0**	**$947,866**

Explanation of Revenues

Mobile Device Management is funded through a per device internal service charge which recovers the costs associated with usage and support of county mobile devices.

Significant Program Changes   ✔ **Significantly Changed**

Last year this program was:
This is a new Program Offer. The staff member contained in this program offer was previously part of Program Offer 78037 - IT General Government. The position was previously responsible for a portion of the procurement, contracting and administrative oversight of traditional and mobile telecommunication services and will now focus on the centralization and consolidation of Mobile Device Expense Management.

Program # 78036 - Administrative Hub Budget & Planning

Version 2/15/2013 s

Lead Agency: Department of County

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Program Contact: Julie Neburka

Executive Summary

The Budget and Planning team is one of the four service teams in the County's first inter-departmental Administrative Services Hub. The team provides financial planning, forecasting, rate-setting, and reporting services to the departments of County Management and County Assets, and to nondepartmental County agencies and offices, a combined portfolio of $371 million. The team assembles and publishes County-wide annual internal service rates; bills for County facilities, fleet, information technology, telecommunications, and records and distribution services; and coordinates planning for the County's asset management and Facilities capital improvement functions.

Program Description

This program focuses on several primary functions:

 - Coordinating County-wide annual capital planning and internal service rate development processes, including developing and implementing complex activity-based cost allocation models for seven distinct internal services.
 - Coordinating and managing annual budget development and monitoring for two large departments and a variety of nondepartmental agencies and corporate obligations.
 - Overseeing budget management, monitoring, modification, and financial reporting throughout the fiscal year for the County's capital, internal service, and debt service funds.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Track staff time spent on customer activities	0.0%	100.0%	42.0%	100.0%
Outcome	Allocate Hub resources fairly among users	0.0%	100.0%	100.0%	100.0%

Performance Measure - Description

The Administrative Hub is a new, interdepartmental County organization, intended to streamline the provision of various administrative services and allocate resources appropriately to service recipients in DCA, DCM, and Nondepartmental agencies.

An important activity in FY 2013 is developing the mechanisms and business processes needed to track staff time spent on activities for each department and agency, in order to gauge and manage demand.

As of February, 2013, a tracking tool has been chosen and is being configured to support demand planning and time tracking for the Budget & Planning team.

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$742,543	$0	$819,362	$0
Materials & Supplies	$9,615	$0	$7,100	$0
Internal Services	$66,205	$0	$60,107	$0
Total GF/non-GF:	**$818,363**	**$0**	**$886,569**	**$0**
Program Total:	**$818,363**		**$886,569**	
Program FTE	7.00	0.00	7.00	0.00
Program Revenues				
Fees, Permits & Charges	$628,175	$0	$717,371	$0
Total Revenue:	**$628,175**	**$0**	**$717,371**	**$0**

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #78042, Administrative Hub: Budget, Rate-Setting, Capital Planning

Program # 78037 - Administrative Hub Procurement & Contracting   **Version 2/15/2013 s**

Lead Agency: Department of County   **Program Contact:** Tony Dornbusch

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

This program offer represents Procurement & Contracting (P&C), which is part of the Department of County Assets' (DCA) Administrative Services Hub. This unit works collectively with the other DCA Administrative Service Hub units to deliver services. Support is also provided to the Department of County Management, Board of County Commissioners and several nondepartmental Offices allowing departmental leadership and elected officials to focus their efforts on delivering vital program services.

This offer focuses on the consultation, oversight and direct delivery of procurement, purchasing, and contracting related activities to HUB customers. These activities span several categories of Goods and Services and include commercial contracts, personal services contracts, construction contracts, technology contracts, operations and maintenance contracts, and intergovermental agreements across all areas of DCA, DCM and nondepartmental units.

Program Description

The program includes the administrative group responsible for formal, informal and cooperative procurements. The program also includes commercial, personal services, construction, lease, software, maintenance and repair, and architectural contract development, negotiation, risk assessment and management, supplier/vendor management and ongoing contract administration. This group processes over 700 procurements and contract documents per year, with oversight of approximately 3,500 active procurements, contracts and amendments.

This group includes a Finance Supervisor to provide contract negotiation and process development as well as oversight and specialized expertise in the development and monitoring of large construction, facilities, and software and hardware contracts. Support also includes collaboration with departmental partners in the review of County Administrative Procedures, policies and the implementation of best practices.

During the past fiscal year, through new strategies the Program was responsible for enabling the no cost, early replacement of copiers no longer meeting County standards, saving the County over $400,000 in the fiscal year and providing for additional savings in reduced costs per copy going forward.

The Program has also undertaken contracting standardization activities, implemented enhanced contract development practices, and exercised advanced contract negotiation techniques. A single software contract renegotiation activity will result in savings of nearly $3,000,000 over the next 5 years.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of procurements and contracts processed	0	365	730	700
Outcome	Percentage of Contracts processed following established processes	0.0%	0.0%	0.0%	100.0%

Performance Measure - Description

Number of Procurements and contacts processed output measures the total volume of procurements, contracts, amendments and renewals processed by the P&C staff. These procurements and contracts span facilities, construction, leases, building equipment, IT equipment, software, administrative goods, fleet, and various professional services. This number does not include stand alone purchase orders utilized as contracts for purchases that are not against a contract. This measure will provide valuable tracking/identification of each procurement/contracting activity, establishing the beginnings of a baseline for the total contracts under management in P&C.

% of Contracts processed following established processes is the percentage of procurements that are solicited or contracts that are developed and executed following the County and DCA policies, procedures and processes. This measure provides valuable process improvement feedback and effectively demonstrates reduced or mitigated risk relating to damages, liability, infringement, warranty, etc. This is a new measure & very aggressive.

Legal/Contractual Obligation

Oregon Revised Statues (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Contraction and Architectural contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurements using cooperative agreements must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$1,477,006	$0	$1,388,332	$0
Contracts	$0	$0	$80,000	$0
Materials & Supplies	$60,215	$0	$57,786	$0
Internal Services	$138,068	$0	$125,016	$0
Total GF/non-GF:	**$1,675,289**	**$0**	**$1,651,134**	**$0**
Program Total:	**$1,675,289**		**$1,651,134**	
Program FTE	13.50	0.00	11.50	0.00
Program Revenues				
Fees, Permits & Charges	$1,364,097	$0	$1,293,725	$0
Total Revenue:	**$1,364,097**	**$0**	**$1,293,725**	**$0**

Explanation of Revenues

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

Significant Program Changes   ✔ Significantly Changed

Last year this program was: #78043A, Administrative Hub: Contracts and Procurement
This program offer previously included 2 staff members responsible for a portion of the procurement, contracting and administrative oversight of traditional and mobile telecommunication services. These staff have been moved to Program Offer #78018 to focus on the centralization and consolidation of Mobile Device Expense Management.

Program # 78038 - Administrative Hub Finance — Version 2/15/2013 s

Lead Agency: Department of County

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Program Contact: Patrick Williams

Executive Summary

The Administrative Hub Finance Team provides business and financial services to the departments of County Assets (DCA) and County Management (DCM), and to Nondepartmental offices and agencies. Services include processing of accounts payable and receivable, travel and training arrangements, grant accounting, internal services billing, and management reporting.

Program Description

This program aligns with business services functions in other departments, allowing programs and elected officials to leverage administrative resources. The Finance Team is a part of the Administrative Services Hub, and supports the operational activities of DCA, DCM, and Nondepartmental offices and agencies by providing financial services such as accounts payable, accounts receivable, and procurement card management; additionally, the unit provides general administrative support functions such as travel planning and reconciliations, timekeeping, financial data collection and analysis, and general administrative support to a diverse range of programs. Support also includes collaboration with departmental partners in the review and refinement of financial processes, administrative procedures, policies, and the implementation of best practices.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Accounts payable transactions	0	0	13,968	14,000
Outcome	Percent of accounts payable invoices paid on time	86.0%	95.0%	83.0%	90.0%
Outcome	% of grant reports submitted on time	100.0%	0.0%	100.0%	100.0%

Performance Measure - Description   ✔ Measure Changed

AP Transactions – The volume of vendor invoices processed annually by the finance unit. This is a new measure for FY 2013, and is descriptive of the team's work volume.

AP 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%. The Finance unit's ability to leverage administrative resources should allow it to exceed historical county-wide performance.

Grant reports submitted on time reflects performance quality and grant compliance.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$790,685	$0	$729,968	$0
Materials & Supplies	$16,050	$0	$6,700	$0
Internal Services	$96,050	$0	$80,144	$0
Total GF/non-GF:	**$902,785**	**$0**	**$816,812**	**$0**
Program Total:	**$902,785**		**$816,812**	
Program FTE	9.00	0.00	8.00	0.00
Program Revenues				
Fees, Permits & Charges	$617,796	$0	$512,858	$0
Total Revenue:	**$617,796**	**$0**	**$512,858**	**$0**

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #78044, Administrative Hub: Finance & Administration

Program # 78039 - Administrative Hub Human Resources | Version 2/15/2013 s

Lead Agency: Department of County **Program Contact:** Mary Beth Allen

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The DCA Administrative Hub was created as part of Multnomah Evolves to eliminate duplication of services while providing administrative support to the Department of County Assets (DCA), the Department of County Management (DCM), and non-departmental entities. As one of three Administrative Hub service teams--along with budget, finance and planning, and contracts and procurement--human resources provides direct human resources, labor relations and related services to over 600 county employees. Human Resources team members provide guidance on managing both represented and unrepresented employees, in addition to providing direct human resources (HR) services such as recruitment, HRIS tranaction data entry, and records management.

Program Description

This program provides a full range of HR services to 594 regular employees and 43 temporary and/or on-call employees. The roster of employees includes 374 members of AFSCME Local 88 as well as a significant number of unrepresented employees, including 78 executive employees, 67 management employees, 43 employees who serve as staff to elected officials, and six elected officials. In addition to AFSCME, IUOE Local 701 (engineers) and IBEW Local 48 (electrical workers) represent Hub employees.

Key program responsibilities include advising department directors, division managers and supervisors on the following:
--the development and implementation of staffing and related plans (including reorganizations) that support organizational goals and objectives;
--creating and/or revising position descriptions to align work tasks with the business needs of work units;
--managing recruitments for open positions, including coordinating outreach activities, developing selection processes, evaluating online applications, scheduling interviews and scoring applicant tests;
--performance management, including the timely and thorough completion of performance plans and appraisals; and
--interpretation of the collective bargaining agreements, including sections related to work assignment and schedules and progressive discipline.
Other critical responsibilities include:
--serve as a resource for all DCA/DCM/non-departmental employees in connection with County policies, conflicts with supervisors or co-workers, training and career development, and other employee concerns;
--administer the County's pay and benefits programs, classification plans, collective bargaining agreements, personnel rules, and workers' compensation and safety programs in conjunction with the County's Central Human Resources Department and Risk Management Division;
--ensure compliance with all state and federal labor and employment laws, including those covering wage and hour, protected leaves, workers' compensation, and Equal Employment Opportunity; and
--administer and track state and federal family medical and other leaves in conjunction with the Benefits Division.

In addition, the Administrative Hub Human Resources Team's HR maintainers enter data for all personnel transactions related to the Hub's 600-plus employees and manage personnel files and other records. The Team also includes the fourth floor receptionist, who fields calls from the public and directs walk-in traffic, enters timesheet data for 300-plus employees who work in the Multnomah County headquarters building, and performs other administrative tasks.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of all recruitments conducted	107	80	80	80
Outcome	Newly hired employees who successfully complete probation	90.0%	0.0%	90.0%	92.0%
Output	Number of personnel transactions in SAP	1,842	1,800	1,800	1,800

Performance Measure - Description

Number of recruitments tracks those conducted for all departments/offices served by the Hub. Personnel transactions entered in SAP include all data pertinent to employee life cycle. The outcome (new this budget cycle; thus no purchase data for FY 12-13) tracks the number of new hires subject to a probationary period who successfully complete probation.

Legal/Contractual Obligation

County is subject to federal, state, and local laws and regulations covering all aspects of labor and employment law. Additionally, the County is covered by three collective bargaining agreements necessitating contract compliance, administration and interpretation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	$1,000,319	$0	$1,170,375	$0
Contracts	$0	$0	$10,000	$0
Materials & Supplies	$12,100	$0	$22,144	$0
Internal Services	$63,681	$0	$93,761	$0
Total GF/non-GF:	**$1,076,100**	**$0**	**$1,296,280**	**$0**
Program Total:	**$1,076,100**		**$1,296,280**	
Program FTE	7.00	0.00	9.00	0.00
Program Revenues				
Fees, Permits & Charges	$612,778	$0	$824,779	$0
Intergovernmental	$0	$0	$0	$0
Other / Miscellaneous	$0	$0	$0	$0
Total Revenue:	**$612,778**	**$0**	**$824,779**	**$0**

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #78045, Administrative Hub: Human Resources