

Department Overview

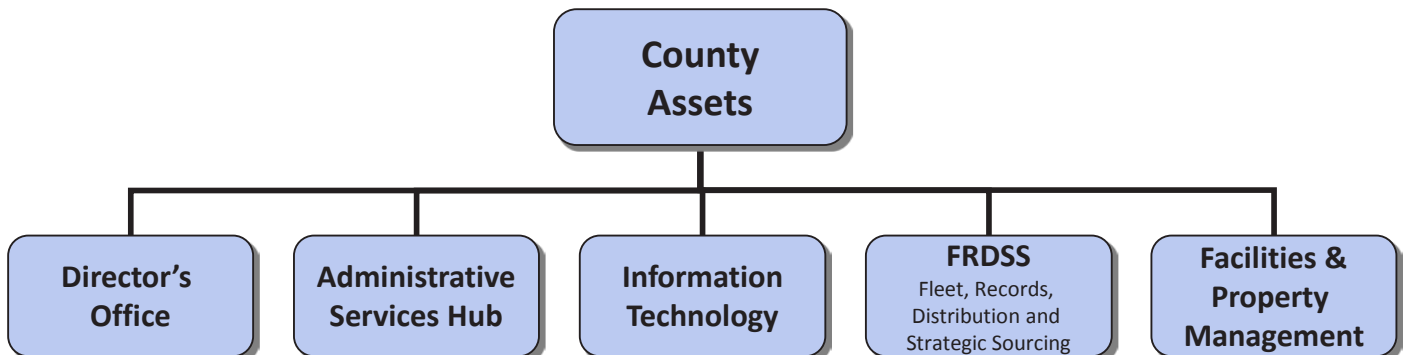
The Department of County Assets (DCA) plans for, acquires, maintains and manages County assets. DCA coordinates the use of the tools and infrastructure that County employees and programs need to provide critical community services efficiently and effectively.

Divisions in the department include:

- Facilities and Property Management (FPM) manages capital improvements to over 3.6 million gross square feet of leased and owned space in over 130 locations.
- Information Technology provides telecommunication, network, and hardware support, manages over 8,500 PCs, laptops, and tablets, 8,200 phone numbers, 123 network circuits, 529 virtual servers and ~285 business applications.
- Fleet, Motor Pool, Records, Distribution, and Strategic Sourcing acquires, maintains and manages fleet and motor pool vehicles, maintains and archives County records, provides pickup and delivery of mail and other items, and initiates and manages the County’s strategic sourcing initiatives.
- Administrative Services Hub provides human resources, procurement and contracting, finance, budget, rate-setting, capital planning, accounts payable, and other administrative services to DCA, and a subset of these services to the Department of County Management (DCM) and the non-departmental agencies and offices.

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

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



Budget Overview

The FY 2018 budget for the Department of County Assets (DCA) is \$520.5 million. It consists of: \$7.3 million in the General Fund, \$114.9 million in Internal Service funds and \$398.4 million in Capital funds. Internal Service funds are primarily facilities, information technology and fleet related and funded by charges to all departments.

The budget increases by \$190.2 million from the FY 2017 Adopted budget. The increases include \$136.3 million in the Downtown Courthouse and \$6.3 million in the Health Headquarters Capital funds. Two new funds are added, \$41.3 million in the ERP Project Fund for the County’s new ERP system, and \$6.2 million in Fleet Asset Replacement Fund. These capital funds include expenditures that are expected to be incurred beyond FY 2018.

Changes in contractual services are primarily from the Downtown Courthouse (\$140.2 million) and the ERP Project (\$37.1 million) funds. Changes in Capital Outlay are primarily from the Asset Preservation Fund which moved approximately \$11 million to Contractual Services.

The programs listed below are receiving a total of \$29,319,155 of General Fund one-time-only funding:

- Downtown Courthouse (78212) \$18,000,000
- Health Headquarters (78214) \$7,000,000
- MCDC Detention Electronics (78221) \$3,819,155
- Multnomah Building Seismic Study (78222) \$100,000
- Yeon-Vance Site Assessment (78224) \$100,000
- Crimes Replacement (78319) \$300,000

Budget Trends*	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	329.45	343.65	343.65	346.65	3.00
Personnel Services	\$41,724,894	\$44,731,009	\$49,073,776	\$51,173,824	\$2,100,048
Contractual Services	28,247,953	74,932,522	196,398,616	395,456,170	199,057,554
Materials & Supplies	33,868,929	32,767,552	38,965,565	41,623,694	2,658,129
Internal Services	7,931,054	8,340,743	16,540,156	22,541,375	6,001,219
Debt Service	105	293,975	0	301,362	301,362
Capital Outlay	<u>9,243,924</u>	<u>17,565,130</u>	<u>29,379,724</u>	<u>9,436,857</u>	<u>(19,942,867)</u>
Total Costs	\$121,016,858	\$178,630,931	\$330,357,837	\$520,533,282	\$190,175,445

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

Successes and Challenges

A number of strategic projects were initiated and/or completed in FY 2017:

- Design review approval and initial permit submission for the construction of the new Central Courthouse and the new Health Department Headquarters.
- Acquisition of two property investments, one for the development of an East campus for DCJ, and one adjacent to the Troutdale Police Command Center.
- Continued work on the FPM Asset Strategic Plan including the development of a Surplus and Disposition Plan to maximize the value of the County's real estate assets.
- Completion of above ground tanks at the Yeon location, expanding the County's fueling capacity outside the downtown area.
- Implementation of the Virtual Private Network (VPN) platform, increasing the County's capacity for use in an emergency or disaster situation.
- Implementation of tools and continued proactive planning for the Cyber Security program.

Several other important projects are in process:

- Contract signing and kick-off of the ERP implementation project pre-planning phase.
- Perform due diligence for The Banfield Pet Hospital as a potential County campus location.
- Continue to implement tools to support Health Care Transformation including EDIE and Pre-Manage for improved care coordination.
- Continue to roll out of the County's Electronic Records Management system providing improved record retrieval and archiving capabilities.

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

Key challenges include:

- Effectively balancing workloads against competing priorities: The demand for internal service provision continues to outpace the available resources. There is a continuous need to have the appropriate governance structures to re-prioritize the work.
- Recruitment and retention of management and staff: DCA continues to focus on best practices for retaining excellent staff, recruiting new staff, and providing an inclusive workplace. We are focused on responding to feedback from the current countywide Employee Survey, not just to improve our scores but to improve our workplace.

Diversity and Equity

In FY 2016, the Department of County Assets made a significant investment in equity, diversity, and inclusion by re-directing existing resources to fund a senior management position to focus on equity and inclusion, our Equity and Inclusion Manager. This position is a active leader of our Senior Management Team and ensures that there is space on every agenda to expand our equity and inclusion learning. Equity and inclusion are also explicitly addressed in the DCA mission, vision, values tagline and our FY 2018 goals.

Our Senior Management team leads DCA programs for equity and inclusion. We believe our ability to model these efforts is key to our staff’s participation and an overall culture change. In FY 2016, we completed a senior manager equity assessment, added structured learning at senior management meetings, and developed a business case to further inform our program. In FY 2016, our Equity and Sustainability Advisory Team (E-SAT) developed an organizational assessment tool to measure where we are, guide our planning, and identify where support is needed department-wide. This tool has been piloted with a number of teams and the roll out will continue in FY 2018.

The DCA Equity and Inclusion Manager is a resource to our entire manager and employee base, as well as other departments including DCM, DCJ, ODE, LPSCC, the Library, and MCHD. In response to current events, the Manager coordinated with ODE and the County’s employee resource group (ERG) to host the first ERG/ Department Open House. This provided support to our ERGs at a vulnerable time and provided DCA employees the opportunity to learn more about ERGs. We also continue to consider the environment, equity and economy in our Strategic Sourcing planning and are evaluating how the purchase of energy credits through local programs can help us reach our CO2 reduction goals.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$593,999	\$0	\$593,999	2.00
Administrative Hub Services	6,175,714	0	6,175,714	42.40
Facilities & Property Management	0	398,471,259	398,471,259	108.75
Information Technology	0	100,791,644	100,791,644	165.15
Fleet Records Distribution & Strategic Sourcing	<u>487,632</u>	<u>15,328,820</u>	<u>15,816,452</u>	<u>28.35</u>
Total County Assets	\$7,257,345	\$514,591,723	\$521,849,068	346.65

Includes cash transfers, contingencies, and unappropriated balances.

Director's Office

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

Large capital projects will again be a focus in FY 2018. The IT Division will focus on implementation of Workday, the County's new Enterprise Resource Planning (ERP) System, implementing the County's new Assessment and Taxation System, and assisting the District Attorney's Office in the replacement of their CRIMES System. FPM will initiate the construction of the Central Courthouse and the Health Department Headquarters, as well as the build out of DCJ East facility. Fleet and Motor Pool will continue to partner with CityFleet for fleet maintenance of downtown vehicles, utilize a commercial rideshare program for our downtown motor pool, and open a new fueling station at the Yeon Complex. Additionally, the Strategic Sourcing team will create at least six sourcing plans, Records Administration will continue the countywide roll out of the new electronic records management system, and Distribution Services will continue to streamline processes using their new outgoing mail sorting equipment.

Significant Changes

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

Administrative Hub

The DCA Administrative Hub provides human resources, procurement, contracting, finance, budget, internal service rate setting, capital planning, accounts payable, travel and training arrangements, and other administrative services. These services are provided to the 350 employees in DCA while many are also provided to approximately 345 employees in the Department of County Management and the non-departmental agencies and offices.

Functional areas supported include:

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

Significant Changes

The Administrative Services Hub continues to develop and implement business process improvements. Budget and Planning continue to implement the Kaizen Blitz LEAN improvements for the Internal Services Rates process. LEAN process analysis lays a strong foundation with room for further efficiencies in the budgeting process.

Within the current 2 percent constraint, Budget and Planning Division is requesting the addition of 1.00 FTE for a Budget Analyst Senior. This position will model and analyze the current Internal Services Rates and Capital Projects.

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of nearly 3.6 million square feet of owned and leased space in 134 buildings geographically dispersed throughout the County. The FPM mission is to proactively plan, operate and manage all County properties in a safe, accessible, effective and efficient manner. FPM strives to provide innovative, sustainable, and affordable workplace solutions to enable all County programs to deliver effective service to the public.

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

In FY 2018, FPM will continue to implement priorities established in the Facilities Asset Strategic Plan. Particular effort will be made towards the disposition of soon to be replaced and low performing buildings through the initiation of the Surplus and Disposition Plan. This is a critical next step to aligning near and long-term investment strategies with future County service delivery goals.

Significant Changes

During FY 2017, new properties were added to the County's portfolio, including two homeless shelters, Jefferson Station and DCJ's East Campus and land adjacent to the Troutdale Police Command Center. In addition, the Hansen facility has been converted to a temporary homeless shelter. The FY 2018 Facilities services have been increased in order to operate, maintain and plan for the future capital needs of these new sites. Services have been significantly expanded to meet the needs of 24-7 residential shelters.

Also in FY 2018, all costs for administering the County's Capital Improvement (CIP) Fund 2507 and Asset Preservation (AP) Fund 2509 have been removed from the Facilities Operations Fund 3505 and equally split between the CIP and AP Funds. Meanwhile, the cost for refreshing interior finishes such as paint and flooring have been transferred from these Capital Funds to the Operations Fund. Both these changes were made to better align costs with perspective programs.

Information Technology

The Information Technology (IT) Division's mission is to leverage technology to drive innovation, efficiency and cost savings. IT's vision is to provide residents and County employees the technology and information they need, any time, any place. IT has worked hard to define a mission and vision that focus on providing the services and technologies that County residents and employees deserve, at a cost they can afford. The mission and vision guide the development and implementation of the County's FY 2018 technology initiatives. This solid framework empowers IT employees to solve County business challenges by focusing on priority projects and by embracing new technologies to provide enhanced service and reduce costs.

The IT Division manages more than 8,500 PCs, laptops, and mobile devices, about 8,200 phone numbers, over 500 virtual servers and 30 physical servers, 123 network circuits and approximately 280 business applications. IT staff support a wide array of business applications spanning primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, elections, emergency management, assessment and taxation, land use planning, libraries, jail management and community justice. In addition, IT staff support the County's public facing web presence, as well as, an intranet for staff. County employees using these systems are located in over 130 different sites across the County, and the technologies required are as diverse as the lines of business.

Significant Changes

Debt repayment associated with the Network Convergence and East County Data Center projects was completed in FY 2017.

In FY 2017, the Enterprise Resource Planning (ERP) funding in IT Innovation & Investment Projects (78301A-17) included calculating the estimated total cost of ownership for the procurement of the selected ERP applications and the implementation costs for the selected Systems Integrator. In FY 2018, debt repayment associated with the ERP program, funded through internal service charges to the County's Departments, will begin and continue for an estimated length of seven years, totaling \$42.8 million.

Fleet, Records, Distribution and Strategic Sourcing

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

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

Significant Changes

In FY 2018, a new Fleet Asset Replacement Fund 3502 totaling \$6.2 million is established to separately account for Fleet Asset Replacement funds, formerly in Fleet Services Fund 3501. See Fleet Vehicle Replacement (78401).

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 2018 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000	DCA Director's Office	\$593,999	\$0	\$593,999	2.00
Administrative Hub Services					
78100	Administrative Hub Budget & Planning	1,038,586	0	1,038,586	7.00
78101	Administrative Hub Procurement & Contracting	2,534,557	0	2,534,557	17.40
78102	Administrative Hub Finance	1,022,181	0	1,022,181	8.00
78103	Administrative Hub Human Resources	1,580,390	0	1,580,390	10.00
Facilities & Property Management					
78200	Facilities Director's Office	0	4,134,963	4,134,963	11.25
78201	Facilities Debt Service and Capital Fee Pass Through	0	5,149,276	5,149,276	0.00
78202	Facilities Operations and Maintenance	0	13,218,005	13,218,005	69.50
78203	Facilities Client Services	0	8,284,073	8,284,073	7.50
78204	Facilities Capital Operation Costs	0	1,612,000	1,612,000	10.50
78205	Facilities Capital Improvement Program	0	12,309,108	12,309,108	0.00
78206	Facilities Capital Asset Preservation Program	0	15,045,201	15,045,201	0.00
78208	Facilities Utilities Pass Through	0	5,875,000	5,875,000	0.00
78209	Facilities Lease Management	0	6,795,566	6,795,566	2.00
78210	Facilities Strategic Planning and Projects	0	1,695,925	1,695,925	8.00
78212	Facilities Downtown Courthouse	0	234,855,158	234,855,158	0.00
78213	Library Construction Fund	0	3,729,318	3,729,318	0.00
78214	Health Headquarters Construction	0	71,698,864	71,698,864	0.00
78218	Hansen Building Replacement	0	3,364,422	3,364,422	0.00
78220	DCJ Mid County Facility	0	6,685,225	6,685,225	0.00
78221	MCDC Detention Electronics	0	3,819,155	3,819,155	0.00
78222	Multnomah Building Seismic Study	0	100,000	100,000	0.00
78224	Yeon-Vance Site Assessment	0	100,000	100,000	0.00

County Assets

fy2018 proposed budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Information Technology					
78301	IT Innovation & Investment Projects	0	1,998,696	1,998,696	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,152,087	2,152,087	11.00
78303	IT Help Desk Services	0	971,343	971,343	7.40
78304	IT Telecommunications Services	0	2,505,121	2,505,121	5.00
78305	IT Mobile Device Expense Management	0	1,191,729	1,191,729	1.00
78306	IT Network Services	0	4,942,649	4,942,649	12.00
78307	IT Desktop Services	0	2,470,109	2,470,109	17.00
78308	IT Asset Replacement	0	4,267,061	4,267,061	0.00
78309	IT Health and Human Services Application Services	0	4,822,663	4,822,663	21.00
78310	IT Public Safety Application Services	0	3,072,328	3,072,328	18.00
78311	IT General Government Application Services	0	1,558,354	1,558,354	6.00
78312	IT Data & Reporting Services	0	3,107,769	3,107,769	14.60
78313	IT SAP Application Services	0	1,855,709	1,855,709	8.00
78314	IT Enterprise and Web Application Services	0	3,736,708	3,736,708	14.40
78315	IT Library Application Services	0	505,981	505,981	2.00
78316	IT Shared Operating Expenses	0	13,142,901	13,142,901	3.00
78317	IT Data Center & Technical Services	0	5,246,661	5,246,661	24.75
78318	IT Cyber Security	0	791,669	791,669	0.00
78319	CRIMES Replacement	0	1,152,106	1,152,106	0.00
78320	IT ERP Program	0	41,300,000	41,300,000	0.00
Fleet, Records, Distribution and Strategic Sourcing					
78400	Fleet Services	0	4,842,749	4,842,749	10.90
78401	Fleet Vehicle Replacement	0	6,182,494	6,182,494	0.00
78402	Motor Pool	0	778,969	778,969	2.25
78403	Distribution Services	0	2,071,164	2,071,164	6.60
78404	Records Management	0	1,453,444	1,453,444	5.20
78405	Countywide Strategic Sourcing	<u>487,632</u>	<u>0</u>	<u>487,632</u>	<u>3.40</u>
Total County Assets		\$7,257,345	\$514,591,723	\$521,849,068	346.65

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Department: County Assets

Program Contact: Sherry Swackhamer

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Department of County Assets (DCA) Director's Office is accountable for leadership in the oversight and management of county assets including information technology, facilities and property management, fleet administration and maintenance, motorpool, records and archive management, distribution services, and related functions. The Director's Office is also responsible for ensuring department-wide engagement in important county-wide initiatives including Diversity and Equity, the Climate Action Plan, and the Wellness Program.

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Equity and Inclusion exercises included in Sr Management bi-weekly meetings	NA	NA	20	24
Outcome	Percent of internal service processes analyzed through the LEAN methodology.	NA	NA	NA	20%

Performance Measures Descriptions

PM #1 Output - Building an inclusive workplace is key to the success of DCA. Providing Sr. Management the opportunity to practice and model an inclusive workplace will build our culture.

PM #2 Outcome - Percent of administrative processes analyzed per the LEAN methodology.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$429,072	\$0	\$454,039	\$0
Contractual Services	\$22,000	\$0	\$52,796	\$0
Materials & Supplies	\$23,210	\$0	\$17,888	\$0
Internal Services	\$26,304	\$0	\$69,276	\$0
Total GF/non-GF	\$500,586	\$0	\$593,999	\$0
Program Total:	\$500,586		\$593,999	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$500,586	\$0	\$558,947	\$0
Total Revenue	\$500,586	\$0	\$558,947	\$0

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78000 DCA Director's Office

No significant changes.

Department: County Assets **Program Contact:** Lisa Whedon
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

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

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

*capital planning for FPM, IT and Fleet

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	On-time Billing	100%	90%	100%	90%
Outcome	Percent of Internal Service billings error free	90%	85%	90%	90%

Performance Measures Descriptions

PM #1 Output - Track customer billings to ensure accurate on-time delivery of internal services expenditures.
 PM #2 Outcome - Monthly review of billings to ensure allocations among internal customers are accurate and reflect current internal service rates.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$793,073	\$0	\$907,251	\$0
Contractual Services	\$5,000	\$0	\$0	\$0
Materials & Supplies	\$15,466	\$0	\$15,500	\$0
Internal Services	\$79,268	\$0	\$115,835	\$0
Total GF/non-GF	\$892,807	\$0	\$1,038,586	\$0
Program Total:	\$892,807		\$1,038,586	
Program FTE	6.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$892,807	\$0	\$1,031,818	\$0
Total Revenue	\$892,807	\$0	\$1,031,818	\$0

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78100 Administrative Hub Budget & Planning

This program increases by 1.00 FTE for a Budget Analyst Senior position. This position will provide analysis for capital programs.

Department: County Assets

Program Contact: Tony Dornbusch

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of procurements and contracts processed	1,400	1,400	1,300	1,400
Outcome	Percentage of contracts processed following established processes	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output– Measures the total volume of procurements, contracts, amendments, renewals, credit card transactions, and purchase orders processed by the Procurement and Contracting staff. (Current year statistics include credit card transactions beginning in FY2017)

PM #2 Outcome – Tracks the percentage of contracts issued under established processes demonstrating adequate controls are in place to ensure best purchasing practices.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Construction and Architectural/Engineering contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurement, 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	2017	2017	2018	2018
Personnel	\$2,155,261	\$0	\$2,157,800	\$0
Contractual Services	\$12,000	\$0	\$20,000	\$0
Materials & Supplies	\$40,855	\$0	\$45,350	\$0
Internal Services	\$229,642	\$0	\$311,407	\$0
Total GF/non-GF	\$2,437,758	\$0	\$2,534,557	\$0
Program Total:	\$2,437,758		\$2,534,557	
Program FTE	17.40	0.00	17.40	0.00

Program Revenues				
Other / Miscellaneous	\$2,161,821	\$0	\$2,507,628	\$0
Total Revenue	\$2,161,821	\$0	\$2,507,628	\$0

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78101 Administrative Hub Procurement & Contracting

No Significant Changes

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$822,089	\$0	\$868,285	\$0
Materials & Supplies	\$8,644	\$0	\$9,066	\$0
Internal Services	\$106,128	\$0	\$144,830	\$0
Total GF/non-GF	\$936,861	\$0	\$1,022,181	\$0
Program Total:	\$936,861		\$1,022,181	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$696,605	\$0	\$713,677	\$0
Total Revenue	\$696,605	\$0	\$713,677	\$0

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78102 Administrative Hub Finance

No significant program changes.

Department: County Assets**Program Contact:** Karin Lamberton**Program Offer Type:** Support**Program Offer Stage:** As Proposed**Related Programs:****Program Characteristics:****Executive Summary**

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of recruitments conducted	126	135	135	135
Outcome	Number of employees provided full range of HR services	680	717	710	717

Performance Measures Descriptions

PM #1 Output - Number of all recruitment reflects the total for all departments and offices served by the DCA HR Administrative Hub.

PM #2 Outcome - Measures workload, taking into account personnel transaction processing for new hires, terminations, promotions, changes in pay status or seniority, and other employment actions and employee information.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,346,087	\$0	\$1,397,122	\$0
Materials & Supplies	\$23,507	\$0	\$17,686	\$0
Internal Services	\$131,945	\$0	\$165,582	\$0
Total GF/non-GF	\$1,501,539	\$0	\$1,580,390	\$0
Program Total:	\$1,501,539		\$1,580,390	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Other / Miscellaneous	\$692,677	\$0	\$534,638	\$0
Total Revenue	\$692,677	\$0	\$534,638	\$0

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78103 Administrative Hub Human Resources

No significant program changes.

Department: County Assets

Program Contact: Henry Alaman

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Facilities Director's Office provides comprehensive strategic and operational guidance for facilities related issues to County executives and operating departments. It directs and supports the strategies, policies, and operations of the Facilities and Property Management Division within the Department of County Assets and guides the proper operation of all County occupied facilities (owned and leased).

Program Summary

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

The Director's Office provides leadership and cohesive management of the division's work units, including: Client Services, Strategic Planning, Capital Improvement and Operations & Maintenance. It ensures that division strategies, policies, procedures and activities are guided by Countywide goals and initiatives. This office is responsible for centralizing and maintaining all critical building information, managing the Moves/Adds/Changes (MAC) program, administering the division-wide process improvement projects, and overseeing key performance and benchmark metrics.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Facility Portfolio Performance Report Completed	N/A	1	1	1
Outcome	Percent of employee performance evaluations completed.	70%	100%	80%	90%

Performance Measures Descriptions

PM #1: All employees will receive annual feedback on their performance, develop appropriate work goals and competencies, and assess professional development opportunities. Lower completion rates in FY 2016 and FY 2017 due to vacancies in 3 manager and 1 supervisor positions.

PM #2: Portfolio performance report demonstrates effectiveness of current initiatives and informs future strategies.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,561,262	\$0	\$1,551,371
Contractual Services	\$0	\$109,487	\$0	\$158,335
Materials & Supplies	\$0	\$180,386	\$0	\$516,620
Internal Services	\$0	\$2,131,608	\$0	\$1,908,637
Unappropriated & Contingency	\$0	\$500,000	\$0	\$0
Total GF/non-GF	\$0	\$4,482,743	\$0	\$4,134,963
Program Total:	\$4,482,743		\$4,134,963	
Program FTE	0.00	11.25	0.00	11.25

Program Revenues				
Other / Miscellaneous	\$0	\$2,547,545	\$0	\$2,343,241
Beginning Working Capital	\$0	\$500,000	\$0	\$0
Service Charges	\$0	\$1,272,568	\$0	\$1,791,721
Total Revenue	\$0	\$4,320,113	\$0	\$4,134,962

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78200 Facilities Director's Office

Department: County Assets **Program Contact:** Naomi Butler
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
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 occupancy data.

Program Summary

FPM collects payments from departments for Full Faith & Credit Obligation Bonds, Series 2014 and capital leases. The outstanding debt issues have funded a number of capital improvements and acquisitions. These include purchase of the Multnomah East County Health/Aging and Blanchard buildings and related equipment. All binding obligations were confirmed by the CFO and approved by the Board of County Commissioners.

This program offer also includes reimbursements to Facilities Capital Funds for a share of rental revenue from external customers to be applied to capital work.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Percent accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output: Facilities and Property Management provides accurate billing for debt service and capital fee pass thru expenses

PM #2 Outcome: 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	2017	2017	2018	2018
Internal Services	\$0	\$5,168,000	\$0	\$4,718,000
Cash Transfers	\$0	\$810,692	\$0	\$431,276
Total GF/non-GF	\$0	\$5,978,692	\$0	\$5,149,276
Program Total:	\$5,978,692		\$5,149,276	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,975,333	\$0	\$5,149,276
Service Charges	\$0	\$3,359	\$0	\$0
Total Revenue	\$0	\$5,978,692	\$0	\$5,149,276

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78201 Facilities Debt Service and Capital Fee Pass Through

In FY 2017 Internal Services Expense included a Capital Improvement Program Deferred Maintenance Bond that was paid off in FY 2017.

In FY 2017 Cash Transfers Expense included charges for Facilities-occupied and vacant space Capital Fee charges that passed through the Facilities operating fund from departments to the capital funds, that will instead reimburse the Capital funds directly in FY 2018.

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

Executive Summary

This program comprises a broad spectrum of services ensuring Multnomah County's over 130 buildings are operating and functioning as designed and constructed, and are meeting the requirements of County programs and operations. These services are provided to operate, maintain, and repair the mechanical, electrical, and structural systems in all Multnomah County buildings which total over 3.5 million gross square feet. The Program is responsible for operations, services, compliance, and projects that are regulated by multiple federal, state, and local laws, codes, and mandates.

Program Summary

The Facilities Operations and Maintenance program consists of 69.5 FTE in 8 trade groups who cover the 24/7/365 day-to-day activities necessary to effectively maintain the County's diverse facility portfolio and respective assets of building systems and equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities form a comprehensive Operations and Maintenance program which:

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Preventive Maintenance work orders scheduled (proactive vs. reactive)	50%	60%	60%	65%
Outcome	Customer Satisfaction Rating	90%	90%	90%	90%

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$8,011,284	\$0	\$8,471,211
Contractual Services	\$0	\$226,150	\$0	\$255,800
Materials & Supplies	\$0	\$4,318,121	\$0	\$3,011,349
Internal Services	\$0	\$1,176,715	\$0	\$1,479,645
Total GF/non-GF	\$0	\$13,732,270	\$0	\$13,218,005
Program Total:	\$13,732,270		\$13,218,005	
Program FTE	0.00	67.50	0.00	69.50

Program Revenues				
Other / Miscellaneous	\$0	\$13,732,270	\$0	\$13,218,006
Total Revenue	\$0	\$13,732,270	\$0	\$13,218,006

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78202 Facilities Operations & Maintenance

This offer adds one (1) HVAC Engineer & one (1) Carpenter position required to efficiently manage increased square footage & related building systems of recent County facility acquisitions: four (4) sites (two shelters, Mid County Campus, and Jefferson Station). The reduction in Materials & Supplies Expense reflects refined estimates based on prior years' actual expense, and is offset by a reduction in revenue for Service Request and Capital (i.e. not basic operating) work.

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

Executive Summary

The Facilities Client Services program manages more than 3,500,000 gross square feet of County facilities space. The team of seven property managers, a contract administrator, and a client service manager serves as the customer service interface between County programs and the Facilities and Property (FPM) Division. This team of liaisons coordinates all aspects of building management and related activities to ensure collaboration, communication and coordination for optimal programmatic service delivery.

Program Summary

Property Managers ensure that all County building users have a single, visible, and accessible point of contact for facilities services. Each has direct oversight of their respective building portfolios, and is responsible for coordinating both routine building activities (such as janitor service, security, and window washing) and repair and/or maintenance projects with the programs operating in County buildings. Property Managers are instrumental in coordinating sustainability activities such as recycling, managing energy and utility usage, and using sustainable cleaning products in buildings, thus supporting the County's Climate Action Plan. Finally, Property Managers respond to emergencies and coordinate after-hours access to buildings by contractors, community groups, or others. The Contract Administrator manages about \$6.5m in operational contracted services that support property management efforts. The Client Services Manager manages the team and provides an overall point of contact for the Facilities and Property Management Division for topics related to the level of performance, process improvements, client communications, and customer service.

The Facilities and Property Management Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services. QRFs hire individuals who would otherwise not have gainful employment.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Perform Annual Customer Service Satisfaction Survey	1	1	1	1
Outcome	Percent public procurement compliance for contracted services.	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output: Facilities customers are emailed a link for a Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement. Strongly positive ratings, with a few areas for improvement noted in FY 2017 survey.

PM #2 Outcome: All procurement activities must be in compliance with statutory mandates and contracting rules.

Legal / Contractual Obligation

The Facilities Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,260,130	\$0	\$1,122,673
Contractual Services	\$0	\$6,401,206	\$0	\$6,770,515
Materials & Supplies	\$0	\$103,319	\$0	\$142,100
Internal Services	\$0	\$170,837	\$0	\$248,785
Total GF/non-GF	\$0	\$7,935,492	\$0	\$8,284,073
Program Total:	\$7,935,492		\$8,284,073	
Program FTE	0.00	9.00	0.00	7.50

Program Revenues				
Other / Miscellaneous	\$0	\$7,933,738	\$0	\$8,284,073
Service Charges	\$0	\$1,754	\$0	\$0
Total Revenue	\$0	\$7,935,492	\$0	\$8,284,073

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78203 Facilities Client Services

This offer now includes \$375,000 for the improvement of interior finishes (paint, carpet, etc.) that was previously in the Facilities Capital Improvement Program (78205) and Facilities Capital Asset Preservation Program (78206) program offers.

This offer removes one FTE that was budgeted in FY 2017 to provide extra services to and be reimbursed by the Health Department, that was determined not to be needed. In addition, 0.50 FTE was moved to Facilities Capital Operations Costs (78204) as the position will oversee both programs.

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78205-18, 78206-18, 78213-18
Program Characteristics:

Executive Summary

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

Program Summary

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

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

The Capital Program Section is funded by the Capital Improvement Program (78205-18), the Asset Preservation (78206-18) and Library Construction Fund (78213-18) 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Completed Projects - planned % fiscal year projects to be completed. (PO's 78205-18 & 78206-18 & 78213-18)	78.3%	85.0%	70%	75%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	56.3%	58%	58%
Quality	Provide monthly FM Capital Status report	12	12	12	12

Performance Measures Descriptions

PM #1: Percent of planned projects that will be completed during fiscal year. Current year estimates are projected to be lower than planned due to vacancies from staff turnover.
 PM #2: Percent of Primary Owned Buildings rated as Tier 1.
 PM #3: Monthly Capital Project Status reporting.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,362,245	\$0	\$1,422,306
Contractual Services	\$0	\$15,000	\$0	\$24,200
Materials & Supplies	\$0	\$40,281	\$0	\$43,281
Internal Services	\$0	\$42,716	\$0	\$122,213
Total GF/non-GF	\$0	\$1,460,242	\$0	\$1,612,000
Program Total:	\$1,460,242		\$1,612,000	
Program FTE	0.00	10.00	0.00	10.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,445,177	\$0	\$1,612,000
Total Revenue	\$0	\$1,445,177	\$0	\$1,612,000

Explanation of Revenues

Revenue in this offer includes a portion of the Capital Improvement Program (CIP) and Asset Preservation (AP) fees and reimbursement from County capital projects completed by Facilities.

CIP Fees: \$287,162
 AP Fees: \$287,162
 Reimbursement: \$1,037,676

Significant Program Changes

Last Year this program was: FY 2017: 78204 Facilities Capital Operation Costs

In FY18 this program offer includes Capital Improvement Program (CIP) and the Asset Preservation (AP) fees to cover expenses that are not reimbursed through County capital projects.

This offer increases 0.50 FTE from Facilities Client Services (78203) as the position will oversee both programs.

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78204-18, 78206-18, 78213-18
Program Characteristics:

Executive Summary

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

Program Summary

The Capital Improvement Program (CIP) creates an annual 5-year Capital Plan that focuses on the County's 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 uses a PULSE (Planned Useful Life - System Evaluation) database to track building system life cycles.

Implementation of the Facilities Asset Strategic Plan (FASP) will also impact future capital needs. Efforts are underway County-wide to work on our building portfolio's recapitalization needs, which the current 8% annual CIP revenue increases are not adequate to address.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of Planned CIP Projects Completed	90.3%	85.0%	70%	75%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	56.3%	58%	58

Performance Measures Descriptions

PM #1: Percent of planned projects that will be completed during fiscal year. Current year estimates are projected to be lower than planned due to vacancies from staff turnover.

PM #2: Percent of Primary Owned Buildings rated as Tier 1.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$6,007,853	\$0	\$8,328,398
Materials & Supplies	\$0	\$3,660,000	\$0	\$3,530,624
Capital Outlay	\$0	\$2,548,284	\$0	\$450,086
Total GF/non-GF	\$0	\$12,216,137	\$0	\$12,309,108
Program Total:	\$12,216,137		\$12,309,108	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,505,847	\$0	\$4,644,037
Financing Sources	\$0	\$585,439	\$0	\$234,870
Interest	\$0	\$35,000	\$0	\$35,000
Beginning Working Capital	\$0	\$7,514,475	\$0	\$5,661,029
Service Charges	\$0	\$590,441	\$0	\$1,734,172
Total Revenue	\$0	\$12,231,202	\$0	\$12,309,108

Explanation of Revenues

Fund 2507 Capital Improvement Program:

• 50000 BWC \$5,246,294 from Routine Project Carryover • 50236 IG City of Portland share of Justice Center Projects \$1,734,172 • 50270 Interest on fund 2507 \$35,000 • 50310 Intl Svc Reimbursement CIP Fee from County Occupants \$4,644,037 • 50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$41,473 • 50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space per repayment agreement for prior years CIP Fee on FPM/Vac SqFt due \$158,046

Fund 2503 Equipment Acquisition: 50000 BWC Carryover \$414,735

Significant Program Changes

Last Year this program was: FY 2017: 78205 Facilities Capital Improvement Program

A portion (\$288,526) of the CIP Fee from County Occupants will be included in program offer 78204-18 to cover Program Administration costs of the Facilities Capital Improvement Program.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$1,424,695	\$0	\$14,561,797
Materials & Supplies	\$0	\$390,000	\$0	\$483,404
Capital Outlay	\$0	\$11,371,911	\$0	\$0
Total GF/non-GF	\$0	\$13,186,606	\$0	\$15,045,201
Program Total:	\$13,186,606		\$15,045,201	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,837,872	\$0	\$3,896,103
Financing Sources	\$0	\$260,604	\$0	\$231,757
Interest	\$0	\$20,000	\$0	\$20,000
Beginning Working Capital	\$0	\$9,068,130	\$0	\$10,897,341
Total Revenue	\$0	\$13,186,606	\$0	\$15,045,201

Explanation of Revenues

50000 BWC from Routine Project Carryover \$10,897,341
50270 Interest Earnings \$20,000
50310 Intl Svc Reimbursement AP Fee from County Occupants \$3,896,103
50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$189,803
50320 Cash Transfer revenue from Fund 3505 per repayment agreement for prior years AP Fee on FPM/Vac SqFt due \$41,954

Significant Program Changes

Last Year this program was: FY 2017: 78206 Facilities Capital Asset Preservation Program

A portion (\$288,526) of the AP Fee from County Occupants will be included in program offer 78204-18 to cover Program Administration costs of the Facilities Capital Asset Preservation Program.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Materials & Supplies	\$0	\$6,048,618	\$0	\$5,875,000
Total GF/non-GF	\$0	\$6,048,618	\$0	\$5,875,000
Program Total:	\$6,048,618		\$5,875,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,517,517	\$0	\$5,875,000
Service Charges	\$0	\$531,101	\$0	\$0
Total Revenue	\$0	\$6,048,618	\$0	\$5,875,000

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78208 Facilities Utilities Pass Through

Department: County Assets **Program Contact:** Scott Churchill

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

Related Programs:
Program Characteristics:
Executive Summary

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

Program Summary

The Lease Management program is responsible for approximately 500,000 square feet, or 15%, of the County's portfolio. The Leasing Section works directly with departments to identify their space needs based upon existing and future program requirements, logistics, operating efficiencies, adjacency opportunities and schedules. Working strategically with Departments to assess future space needs, the staff identifies potential county owned space and leasing options. The team evaluates lease requirements and space needs three to five years in advance to effectively position the Departments' needs and the overall County portfolio.

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Proactively manage revenue and expense leases to meet occupant requirements.	98%	99%	99%	99%
Outcome	Lease revenue and expenses align with annual budget projections.	98%	99%	98%	99%

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$244,193	\$0	\$250,522
Contractual Services	\$0	\$10,000	\$0	\$125,000
Materials & Supplies	\$0	\$6,478,796	\$0	\$6,099,238
Internal Services	\$0	\$256,245	\$0	\$19,444
Debt Service	\$0	\$0	\$0	\$301,362
Total GF/non-GF	\$0	\$6,989,234	\$0	\$6,795,566
Program Total:	\$6,989,234		\$6,795,566	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,501,654	\$0	\$6,795,566
Service Charges	\$0	\$487,580	\$0	\$0
Total Revenue	\$0	\$6,989,234	\$0	\$6,795,566

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78209 Facilities Lease Management

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

Executive Summary

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

Program Summary

The Facilities Strategic Planning and Project program includes the ongoing efforts relating to the Facilities Asset Strategic Plan (FASP); new and major redevelopment construction projects; property disposition and acquisition; pre-development and evaluation of major portfolio projects; and the County's energy and utility strategy responsible for achieving Climate Action Plan goals, tracking buildings carbon emissions and the Energy Savings Performance Contract.

Phase II of the Facilities Strategic Planning initiated the assessment of potential renovation, modernization and seismic to determine the cost/benefit of specific investments in the portfolio. Condition assessments, cost estimates and programming evaluation continued in FY 2017. In FY 2018, the program focus is on continuing the assessments on medium and poor performance buildings and commencing on the cost/benefit analysis to identify investment priorities.

The County envisions completing \$300 million to \$400 million of new facility construction, remodeling, redevelopment and recapitalization over the next decade. This program is responsible for real estate development, engineering design, construction, and project management for new construction and/or repair and alterations for complex, multi-use, public facilities. This includes performing complex risk management, public process and other management functions. Integrating several disciplines into the design to achieve efficient building operations and maintenance is of utmost importance.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of dispositions of surplus property completed	2	2	0	1
Outcome	% of County's carbon footprint reduced for owned facilities operations by 2%/yr (per Climate Action Plan)	2%	2%	2%	3%

Performance Measures Descriptions

PM #1: Dispositions of surplus and underutilized property is a function of long term portfolio management to reduce operating costs and invest proceeds into valuable assets.

PM #2: The reduction of carbon emissions supports the sustainability goals outlined in the Climate Action Plan jointly supported by Multnomah County and City of Portland.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,152,230	\$0	\$1,101,778
Contractual Services	\$0	\$300,000	\$0	\$450,000
Materials & Supplies	\$0	\$44,900	\$0	\$46,940
Internal Services	\$0	\$15,768	\$0	\$97,207
Total GF/non-GF	\$0	\$1,512,898	\$0	\$1,695,925
Program Total:	\$1,512,898		\$1,695,925	
Program FTE	0.00	8.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,675,528	\$0	\$1,695,925
Total Revenue	\$0	\$1,675,528	\$0	\$1,695,925

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78210 Facilities Strategic Planning and Projects

FY 2017 program offer Construction Management and Design (78211) is now included in this program offer.

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

The current Multnomah County Downtown Courthouse is functionally obsolete and is in need of replacement. DAY CPM is acting as the Owner's Representative and assisting the County in delivering the project.

The County has procured the services of the SRG who have partnered with CGL Ricci Greene as the project architect to perform the design, and Hoffman Construction to construct the courthouse using the CM/GC (Construction Manager/General Contractor) method. The architectural design team is completing the final design of the courthouse with input from various users and stakeholders. During the design phase the architect and CM/GC collaborated on the design to meet the project values and goals. The CM/GC will prepare detailed cost estimates during the design phase and develop value engineering alternatives. The Contractor will start major construction in FY 2018 including installing the deep foundations, placing the concrete for each floor and starting installation of the facade of the building.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Complete installation of the deep foundations	N/A	N/A	N/A	1
Outcome	Percent of deep foundation completion required to allow the construction of the tower to begin	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Output: The metric (output) is completing the installation of the deep foundations in order to construct tower
PM #2 Outcome: 100% completion is required for the construction of the tower to begin.

Legal / Contractual Obligation

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

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$67,791	\$0	\$57,047
Contractual Services	\$0	\$92,480,282	\$0	\$232,699,976
Materials & Supplies	\$0	\$974,469	\$0	\$1,956,934
Internal Services	\$0	\$0	\$0	\$141,201
Capital Outlay	\$0	\$5,080,000	\$0	\$0
Total GF/non-GF	\$0	\$98,602,542	\$0	\$234,855,158
Program Total:	\$98,602,542		\$234,855,158	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$32,451,607	\$0	\$92,966,564
Other / Miscellaneous	\$0	\$0	\$0	\$400,000
Financing Sources	\$0	\$34,250,000	\$0	\$113,684,040
Beginning Working Capital	\$0	\$31,900,935	\$0	\$27,894,888
Total Revenue	\$0	\$98,602,542	\$0	\$234,945,492

Explanation of Revenues

- \$27,894,888 BWC carryover of unrestricted funds from FY 2017.
- \$92,966,564 in State Bonds to match 49% of approved county expenses.
- \$95,684,040 from County Bond sale.
- \$18,000,000 OTO from General Fund.
- \$400,000 in Energy Tax Credits from Energy Trust of Oregon.

Significant Program Changes

Last Year this program was: FY 2017: 78212 Facilities Downtown Courthouse

Budget includes full cost of project through FY 2020 as the full debt requirement will be raised in FY 2018.



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

Executive Summary

The Library Construction (Capital) Fund is a Capital Program designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the Library District's buildings safe, reliable, functional and efficient.

Program Summary

The Library Construction (Capital) Fund program creates accessible, functional and energy efficient facilities that provide Library services with space that meets their program needs. The program focuses on the Library District's 15 owned buildings and provides the funding to complete capital projects within these buildings. Capital funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the Library District with assets that are worth their market value. It creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The Library District Capital Plan is managed via the annual 5-year Capital Plan that focus on short-term requirements that are integrated with the long-term Library District facility needs.

The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Libraries over three decades and then prioritizes and schedules needed work in the future. This allows the Library Capital fund to be invested based on priority, and optimizes return on investment.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of Library District Projects Completed	61.5%	85%	70%	75%
Outcome	Provide the Library District with a 5-yr Capital Improvement plan updated annually.	1	1	1	1

Performance Measures Descriptions

PM#1--Measures completed projects. Current year estimates are projected to be lower than planned due to vacancies from staff turnover.
 PM#2--Provide the Library District with a 5-yr Capital Improvement plan updated annually.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$1,375,000	\$0	\$3,569,088
Materials & Supplies	\$0	\$897,790	\$0	\$160,230
Capital Outlay	\$0	\$1,242,000	\$0	\$0
Total GF/non-GF	\$0	\$3,514,790	\$0	\$3,729,318
Program Total:	\$3,514,790		\$3,729,318	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,238,162	\$0	\$1,356,274
Beginning Working Capital	\$0	\$2,276,628	\$0	\$2,373,044
Total Revenue	\$0	\$3,514,790	\$0	\$3,729,318

Explanation of Revenues

\$2,373,044 ~ 50000 BWC Estimated carry forward of ongoing projects

\$1,356,274 ~ 50310 Intl Svc Reimbursement Capital Fee on Owned Libraries

Significant Program Changes

Last Year this program was: FY 2017: 78213 Library Construction Fund

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This project is to construct a new headquarters and clinic facility for the Multnomah County Health Department in the Old Town/Chinatown Neighborhood of Portland. The facility will be approximately 157,000 square feet and located on the easterly half of the block U immediately adjacent to the Bud Clark Commons building. The project team is focused on delivering a well-functioning, flexible building for County operations that is welcoming to clients. The building will be an attractive and durable asset which complements the neighborhood.

Program Summary

The proposed Gladys McCoy building is a headquarters for the Multnomah County Health Department. It is an approximately 157,000 gross square foot, nine story structure located on the easterly portion of a block in Portland's Central City. The building will have a public entry sequence fronting on NW 6th Avenue & NW Hoyt St. Major elements at the ground floor are an Emergency Preparedness and Response center; a pharmacy; a vaccine depot; a loading dock and related service functions and a security desk. The upper eight floors house a variety of Health Department functions: Office of the Director; Deputy Director; Business, Financial & Quality Services; Community Health Services; Director of Nursing; Health Officer; Human Resources & Workforce Development; Integrated Clinical Services; Laboratory services; Communicable Disease services; and Public Health & Community Initiatives. Clinics are located on lower floors to facilitate public access; workplace is located on upper floors. Vertical circulation, restrooms for public use and staff use, break rooms, mechanical rooms, and other ancillary program spaces are distributed throughout the building.

Design Review was approved on November 10, 2016. The Board of County Commissioners approved Resolution 2016-115 on November 10, 2016 to authorize the Early Work Package. The Ground Breaking Ceremony was held on December 14, 2016 and 100% construction documents were delivered on January 13, 2017. The Foundation Permit approval is expected in early February, 2017 and excavation and foundation work is scheduled to start upon approval of the permit.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Complete excavation and foundations.	N/A	N/A	N/A	100%
Outcome	Begin construction of building tower	N/A	N/A	N/A	50%

Performance Measures Descriptions

PM #1: Complete the excavation and installation of the foundations for the building and thus allowing the construction of the building tower to begin.

PM #2: Once the foundations are completed, 50% of the building construction will be completed in FY 2018

Legal / Contractual Obligation

IGA with Portland Development Commission (PDC) granting funds to the County for the subject project construction.
IGA with Portland Housing Bureau (PHB) granting property to the County for the subject project construction.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$67,791	\$0	\$57,047
Contractual Services	\$0	\$65,149,361	\$0	\$71,641,817
Materials & Supplies	\$0	\$234,000	\$0	\$0
Total GF/non-GF	\$0	\$65,451,152	\$0	\$71,698,864
Program Total:	\$65,451,152		\$71,698,864	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$16,948,460	\$0	\$9,500,000
Financing Sources	\$0	\$36,851,540	\$0	\$46,990,962
Beginning Working Capital	\$0	\$11,651,152	\$0	\$15,236,429
Total Revenue	\$0	\$65,451,152	\$0	\$71,727,391

Explanation of Revenues

FY 2018 Revenues are:

- \$15,236,429 carryover from FY 2017.
- \$9,500,000 to be received from Portland Development Commission
- \$39,990,962 from county bond sale.
- \$7,000,000 OTO from General Fund.

Significant Program Changes

Last Year this program was: FY 2017: 78214 Health Headquarters Construction

Budget includes full cost of project through FY 2019 as the full debt requirement will be raised in FY 2018.

Department: County Assets **Program Contact:** Scott Churchill**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Proposed**Related Programs:****Program Characteristics:** One-Time-Only Request**Executive Summary**

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

Program Summary

The Sheriff's Office moved to the Hansen Building complex, corner of NE Glisan and NE 122ND Avenue in 1976. The Hansen Building was built in 1956 as a County health clinic. Due to the buildings infrastructural needs, seismic liability, inefficient layout, security challenges and the distance to the Sheriff's current service districts, it no longer met the operational requirements of a modern law enforcement agency. In FY 2017, the majority of the Sheriff's Office staff moved to the the Prenumbra Kelly Building at 4747 E Burnside in Portland. (The Hansen Building is now used as a temporary shelter).

In FY 2015, Phase 1 of the project including the Project Plan and Programming was completed along with conceptual budget estimate to the Board followed as well as a request for approval for Phase 2 Project Delivery and Development Plan according to the FAC 1 Administrative Procedure. In FY 2017, a 3.54 acre parcel of land adjacent to the Troutdale Police Command Center was acquired by the county as a potential relocation site. Given changes in the local public safety environment, including the election of a new Multnomah County Sheriff in FY 2017 and policing discussions with other local cities, we continue to explore opportunities to meet the needs of Sheriff's Office.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Assessment of MCSO overall facilities needs	N/A	N/A	N/A	1
Outcome	Percent of BCC updated on overall plan for MCSO facilities	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Output--An overall assessment of MCSO facilities and work space needs will be conducted considering the move from Hansen as well as overall needs.

PM #2 Outcome--Once the assessment is complete, the Board of County Commissioners will be briefed.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$3,973,411	\$0	\$3,364,422
Capital Outlay	\$0	\$1,417,355	\$0	\$0
Total GF/non-GF	\$0	\$5,390,766	\$0	\$3,364,422
Program Total:	\$5,390,766		\$3,364,422	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$5,390,766	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$3,364,422
Total Revenue	\$0	\$5,390,766	\$0	\$3,364,422

Explanation of Revenues

This program offer will be funded with \$3,364,422 in carryover from FY 2017.

This project has received the following OTO funding from the General Fund in prior years. FY 2014: Total of \$2,200,000 in OTO from General Fund: \$1,200,000 Hansen Operations Relocation in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A) \$1,000,000 Hansen Reconfigure (in 78007-16 (CIP) previous year. (Project CP08.14.17) FY 2016: Total of \$500,000 in OTO from General Fund: \$500,000 Hansen Operations Relocation in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A) FY 2017: Total of \$3,000,000 in OTO from General Fund: \$3,000,000 Hansen Building Replacement 78218-17 previous year. (Project CP12.17.11)

Significant Program Changes

Last Year this program was: FY 2017: 78218 Hansen Building Replacement

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

Department: County Assets **Program Contact:** Scott Churchill**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Proposed**Related Programs:****Program Characteristics:** One-Time-Only Request**Executive Summary**

The Department of Community Justice (DCJ) and the Facilities and Property Management Division (FPM) identified the need to acquire an asset in a mid-county location to consolidate four separate sites into a single County owned campus. This will increase operational efficiency, align departmental points of service with their client base and eliminate the lease risks associated with the existing leased facilities. In FY 2017, the County purchased a three building office development property with approximately 36,000 rental square feet located on a 2.46 acre site at 1245-1415 SE 122nd Ave in Portland.

Program Summary

In FY 2018, FPM will complete design and construction documents to renovate the existing buildings into high performing facilities. On the new property, this program envisions the co-location of DCJ District Managers, seven Parole and Probation units, space for Teaming Partners, a client Resource Center, a Training Facility for Parole Officers, a Community Services support facility and convenient staff amenities including break areas, respite room, fitness room and showers. As part of the Facilities Strategic Asset Plan, the majority of these functions will be relocated from facilities with expiring leases or properties that the County is planning to re-position. Some functions will be relocated from the Mead Building to better serve the central Mid-County area.

Goals for this new mid-county facility include:

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Complete schematic design, design documents and construction documents for permit application.	N/A	N/A	N/A	100%
Outcome	Presentation to the Board of County Commissioners to approve financing plan.	N/A	N/A	N/A	1

Performance Measures Descriptions

PM 1 Output: Obtain BCC approval of schematic design, design documents and construction document including permitting application

PM 2 Outcome: Obtain BCC approval of financing plan developed by CFO.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$0	\$77,063
Contractual Services	\$0	\$6,750,000	\$0	\$6,471,970
Internal Services	\$0	\$0	\$0	\$136,192
Total GF/non-GF	\$0	\$6,750,000	\$0	\$6,685,225
Program Total:	\$6,750,000		\$6,685,225	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$6,750,000	\$0	\$5,250,000
Beginning Working Capital	\$0	\$0	\$0	\$1,435,225
Total Revenue	\$0	\$6,750,000	\$0	\$6,685,225

Explanation of Revenues

- This program offer will be funded by the following:
- \$1,435,225 in carryover from FY 2017.
 - \$5,250,000 from County Bond Sale.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Alene Davis
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: MCSO PO 60046-18
Program Characteristics: One-Time-Only Request

Executive Summary

The Multnomah County Justice Center, located in downtown Portland, is a 16-story building with 2 sublevels, of which 9 floors are operated as a Jail. The security electronics were overhauled in 2006, when new PLC's (Programmable Logic Controllers) and touch panels (operator interfaces) were installed, along with a new fire alarm system and a small video system upgrade. Since then, due to changes in technology the analog intercom and video systems are becoming difficult to support. New technologies available will lower cost while improving the operation, maintainability, and safety of the facility.

Program Summary

Under this project, the intercom and video surveillance systems will be upgraded to newer technologies, utilizing the same equipment and brands that were recently installed in the other County detention facilities, ie: Inverness and the Juvenile Center, and have become the standard for the County. This project will identify areas with inadequate video coverage, add new cameras and technologies as necessary to ensure compliance with the current PREA Standards. Additionally, this will extend the lifetime of the security electronics for another 15-20 years, with appropriate maintenance and software upgrades.

This project will replace 5 different systems:

- 1 - INTERCOM SYSTEM: The intercom system provides inter communications between the various control centers to their associated inmate cells, movement doors, and other locations where immediate, highly intelligible 2-way audio is needed.
- 2- VIDEO SURVEILLANCE SYSTEM: The video surveillance system provides visual supervision and 60 minutes of recording time for inmate and public areas of the facility, and provides for automated call-up of associated images whenever door control or intercom communications functions are in use.
- 3 - PLC/TOUCHSCREEN SYSTEMS: The current PLC's, which are the brains of the system, are Modicon Quantum series by Schneider Electric, and are in good condition, although the CPU's do not support the current Unity programming software.
- 4 - ACCESS CONTROL SYSTEM: The access control system allows the staff to enter doors and areas without control room intervention, using card or token readers at each door or elevator, and is also used for interlock override by the control room staff.
- 5 - ADMINISTRATIVE INTERCOM PHONE SYSTEM: The facility has an administrative intercom phone system, consisting of a network of dedicated detention-grade master phone stations that allow for fast and easy inter communications between control room officers, management, medical, and other detention-oriented locations.

The order of the system implementation will be planned based on risk and interdependencies. The Fac-1 process will be followed with periodic BCC check ins.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Prioritized order for system implementation	NA	NA	NA	1
Outcome	Percent of systems successfully implemented	NA	NA	NA	40%

Performance Measures Descriptions

PM #1-Output--A list of the prioritized order of implementation will be completed considering risk and inter-dependency.
 PM #2-Outcome--The planning and design as well as approximately 40% of the systems implementation will be completed in FY 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$100,000	\$0	\$3,819,155
Total GF/non-GF	\$0	\$100,000	\$0	\$3,819,155
Program Total:	\$100,000		\$3,819,155	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$100,000	\$0	\$3,819,155
Total Revenue	\$0	\$100,000	\$0	\$3,819,155

Explanation of Revenues

\$3,819,155 one-time-only from General Fund

Significant Program Changes

Last Year this program was: FY 2017: 78221 MCDC Detention Electronics

FY 2017 \$100,000 OTO General Funds used to complete analysis and develop a project plan for the detention electronic upgrade.

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

Executive Summary

This program offer is for the initial assessment of the seismic risk and potential mitigation work for the Multnomah Building and garage.

Program Summary

Several Multnomah County buildings were constructed prior to the recognition of the need for seismic-resistant design. The infrequency of large earthquakes in Oregon during recorded history led to much less attention to seismic design prior to the 1970's. Recent studies have shown that although infrequent, very large earthquakes with long duration occurred in Oregon many times in previous geologic history. The impact of one of these large earthquakes could be catastrophic to Government Operations in the Portland Metro area.

This program offer is an effort to assess the extent of work and related cost for seismic work. This is a critical component of the Facilities Asset Strategic Plan and will help inform which future investments to make to reduce the County's seismic liability. Estimate is contingent on RFP.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Building Seismic Evaluation	N/A	N/A	N/A	1
Outcome	Clarify and quantify seismic risk and present options	N/A	N/A	N/A	100%

Performance Measures Descriptions

Seismic evaluation completed for Multnomah Building.
 Based on seismic evaluation, recommendations for capital improvements and/or alternative strategies will be presented to BCC.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$0	\$100,000
Total GF/non-GF	\$0	\$0	\$0	\$100,000
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This offer is supported by One-Time-Only General Fund revenue. Estimate is contingent on RFP.

Significant Program Changes

Last Year this program was:

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

Executive Summary

This program offer will provide funding for an initial feasibility study for the Yeon-Vance site. The Yeon-Vance site is approximately 86 acres of land located in Gresham, Oregon with eight individual parcels. An American Land Title Association (ATLA) survey will be performed for Vance Park and the adjoining parcel. A feasibility study will be performed to determine options for the future direction of the entire property.

Program Summary

This program offer includes an ALTA Survey for Vance Park and the adjunct parcel, and an initial feasibility study for the entire property. The goal of the feasibility study is to develop a structured process with a clear framework for creating a set of options and recommendations for any future development or disposition of the County-owned parcels in this area. The study will consider the needs of the Department of Community Services including infrastructure needs, service provision, and present and future division land use needs, as well as any financial impact to the Road Fund. The Department of County Assets will work closely with the Department of County Services, internal stakeholders, and external partners and stakeholders to evaluate the future options for this property.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Vance Park and adjacent parcel ALTA Survey	N/A	N/A	N/A	1
Outcome	Percent completion of initial feasibility study	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1-Output--One survey will be completed covering both the Vance Park parcel and the adjacent parcel.
 PM #2-Outcome--The initial feasibility study will be 100% complete during FY 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$0	\$100,000
Total GF/non-GF	\$0	\$0	\$0	\$100,000
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

\$100,000 one-time-only transfer from the General Fund to the Facilities Fund.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

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

Program Summary

The IT Planning, Projects, and Portfolio Management group provides oversight to the projects within this program offer. For Fiscal Year 2018, the projects included within this portfolio are:

- Healthcare Transformation initiatives
- Budget System (Questica) New Module
- Technology Improvement Program

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

In FY 2018, the Technology Improvement Program will replace prioritized obsolete technology based on the funding available.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of projects monitored per monitoring process	100%	100%	100%	100%
Outcome	Strategic reports shared with leaders improving transparency.	12	12	12	12

Performance Measures Descriptions

PM #1 Output - 100% of the funded projects will be monitored by the IT Senior Leadership.

PM #2 Outcome - 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	2017	2017	2018	2018
Contractual Services	\$0	\$3,567,302	\$0	\$1,998,696
Total GF/non-GF	\$0	\$3,567,302	\$0	\$1,998,696
Program Total:	\$3,567,302		\$1,998,696	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$3,740,269	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$1,998,696
Total Revenue	\$0	\$3,740,269	\$0	\$1,998,696

Explanation of Revenues

This program will use unspent one time only revenues that are carried into this fiscal year as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2017: 78301A IT Innovation & Investment Projects

IT Network Convergence completed in FY 2017

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

Executive Summary

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

Program Summary

The program includes the staff responsible for developing and implementing industry standards for managing IT projects, especially high-risk capital projects. Skilled project managers provide the hands-on expertise needed to successfully manage risk and complete these projects following adopted project management practices. This program coordinates and manages the quarterly strategic planning and review process. The quarterly planning process ensures that the right resources are focused on the strategic IT projects within the County. The output from these meetings is shared with departmental leaders countywide. The program also includes contract/vendor/partner management for outsourcing and/or intergovernmental agreements associated with strategic projects. In FY 2016, the full IT Project Portfolio consisted of 360 projects active during the course of the year and 179 projects that were completed during the year. The Planning, Projects, and Portfolio Management group maintains the County's Digital Strategy Priority Projects Portfolio consisting of approximately 20 of the highest priority projects across the County. Progress on the projects within this portfolio are reported and shared monthly through the County's intranet.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Maintain ratio of planned to unplanned work	64-36	70-30	60-40	65-35
Outcome	Number of strategic reports shared with leaders improving transparency.	4	4	4	4
Outcome	Percent of strategic projects completed on time per project schedules	40%	80%	70%	80%

Performance Measures Descriptions

PM #1 Output- Measure #1-Designed to ensure that project management staff are working on planned projects.
PM #2 Outcome - Designed to ensure that information concerning strategic IT projects are consistently shared with County leadership. Provides transparency to IT work.
PM #3 Outcome - Designed to measure one element of project success, and help ensure that resources are applied to the most strategic projects. In FY 2016. several projects were completed outside of the planned schedule due to changes in sco

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,789,246	\$0	\$1,901,257
Contractual Services	\$0	\$40,000	\$0	\$40,000
Materials & Supplies	\$0	\$195,055	\$0	\$210,330
Internal Services	\$0	\$500	\$0	\$500
Total GF/non-GF	\$0	\$2,024,801	\$0	\$2,152,087
Program Total:	\$2,024,801		\$2,152,087	
Program FTE	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,024,801	\$0	\$2,152,087
Total Revenue	\$0	\$2,024,801	\$0	\$2,152,087

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78302 IT Planning, Projects & Portfolio Management

No significant changes.

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for over 6,000 employees and business partners. By focusing on first call resolution of problems, such as inability to access documents, working with Word documents, spreadsheets, and other desktop applications, the Help Desk is able to minimize escalations to other IT teams and resolve customer problems as quickly as possible. The Help Desk provides support of mobile devices in use by county staff. Mobile support includes setup and delivery of mobile phones, support to those using County mobile devices and management of mobile phones in the County's mobile management tool. Services are provided 24x7, 365 days a year to ensure that customer needs are addressed in a timely manner to enable County employees to focus on their mission to serve the public. In addition to resolving specific issues with desktop applications and vendor provided applications, the Help Desk also provides ad hoc training for software and hardware use, in order to minimize future problems that hinder employees' ability to work effectively. Help Desk staff provides support and help for internal IT functions such as the Applications, Desktop, Data Center, and Administration groups. The Help Desk averages 2,500 customer tickets per month. Of those tickets, an average of 64% are resolved at the Help Desk. The other 36%, that are not able to be resolved at the Help Desk, are escalated to Level 2 IT support for resolution.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of customer tickets processed	29,288	30,000	30,000	30,000
Outcome	Percent of total calls to the Help Desk that are abandoned	4.31%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	63.7%	60%	60%	60%

Performance Measures Descriptions

PM #1 Output - Tracks the number of tickets created on an annual basis.

PM #2 Output – Percent of calls to the Help Desk that are abandoned. This should be between 0-5 percent per industry standards.

PM #3 Outcome - Percent of calls resolved at the Help Desk without requiring escalation. Target is 60%.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$868,925	\$0	\$920,788
Contractual Services	\$0	\$90,000	\$0	\$40,000
Materials & Supplies	\$0	\$14,015	\$0	\$10,555
Total GF/non-GF	\$0	\$972,940	\$0	\$971,343
Program Total:	\$972,940		\$971,343	
Program FTE	0.00	7.30	0.00	7.40

Program Revenues				
Other / Miscellaneous	\$0	\$972,940	\$0	\$971,343
Total Revenue	\$0	\$972,940	\$0	\$971,343

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78303 IT Help Desk Services

No significant changes.

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

Executive Summary

The Telecommunications program manages all voice and video communication services for over 6,000 County and partner employees. The services provided by this program facilitate communication with citizens, business partners, and employees.

Program Summary

The County maintains an enterprise voice system that processes over 25,000 incoming calls and voicemails each day. This program coordinates the installation and maintenance of all voice equipment and associated technologies including wiring, switching and routing equipment, desk phones, call center consoles and connectivity to the public telephone system. Telecom is responsible for supporting phones and applications for over 6,000 customers across all County locations. Telecom works closely with departments to identify communication needs and then implement technologies to address them. Key services supported by this program include all County call centers, such as the Mental Health Crisis line. Large projects coordinated by Telecom including office relocations, new facility provisioning, and remodeling. Telecom also manages the acquisition, configuration, and maintenance of video conferencing units at multiple locations. These are used heavily by the State Courts, Department of Community Justice, and Public Defenders.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average time (in hrs) to respond to high priority incidents	1	1	1	1
Outcome	High priority incidents resolved within 12 hours	99%	98%	98%	98%

Performance Measures Descriptions

PM #1 Output - High priority incidents are problems that cause service disruptions. This measure is designed to ensure problems reported to the Help Desk are logged, assigned and dispatched to technicians as a priority.
 PM #2 Outcome - Measures the amount of time required to resolve high priority incidents. This measure is designed to ensure support teams respond in a timely manner to high priority incidents.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$720,980	\$0	\$959,447
Contractual Services	\$0	\$0	\$0	\$150,000
Materials & Supplies	\$0	\$1,612,649	\$0	\$1,311,174
Internal Services	\$0	\$10,500	\$0	\$9,500
Capital Outlay	\$0	\$0	\$0	\$75,000
Total GF/non-GF	\$0	\$2,344,129	\$0	\$2,505,121
Program Total:	\$2,344,129		\$2,505,121	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,138,834	\$0	\$2,238,904
Service Charges	\$0	\$205,295	\$0	\$266,217
Total Revenue	\$0	\$2,344,129	\$0	\$2,505,121

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78304 IT Telecommunications Services

No significant changes.

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

Executive Summary

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

Program Summary

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

In addition to managing risk, a primary goal of this program is to reduce the overall cost of mobile devices and services by 10% over similar costs from the prior fiscal year. The initial baseline for this measure was set at the end of fiscal year 2013 and is based upon total overall expenses translated into an average cost per minute metric. The implementation of the Telecom Expense Management system was completed in FY 2015. The average cost per minute metric has been re-baselined to establish the ongoing benchmark for future comparison. The total overall costs include personnel and non-personnel expenses plus the costs for all wireless services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	% of processed new and replacement mobile device requests including audit of carrier records for exceptions	99%	99%	99%	99%
Outcome	Reduce overall cost over prior year	4%	2%	2%	2%

Performance Measures Descriptions

PM #1 Output - Program will process 99% of all new and replacement mobile device requests and will audit carrier records for any exceptions not ordered by program.

PM #2 Outcome - Reduce overall cost of mobile devices and related services (per device) over similar costs from the prior fiscal year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$132,566	\$0	\$105,271
Contractual Services	\$0	\$0	\$0	\$48,464
Materials & Supplies	\$0	\$925,402	\$0	\$1,037,994
Total GF/non-GF	\$0	\$1,057,968	\$0	\$1,191,729
Program Total:	\$1,057,968		\$1,191,729	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,057,968	\$0	\$1,191,729
Total Revenue	\$0	\$1,057,968	\$0	\$1,191,729

Explanation of Revenues

This program offer is funded via the collection of a monthly service fee charged to each wireless device holder of record. The service fee is collected through the IT Internal Service Rate collection process.

Significant Program Changes

Last Year this program was: FY 2017: 78305 IT Mobile Device Expense Management

Number of mobile devices increased by 115 devices which drives voice and data increase.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services include routing and switching, firewall management, IP address management, monitoring, and incident management. This program implements wireless access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. Large projects coordinated by WAN Services include office relocations, new facility provisioning, and remodeling. WAN works closely with external partners such as the City of Portland to create secure network links in order to share vital data.

The Security program is responsible for instituting appropriate cost-effective safeguards to provide reasonable assurance around the security of Multnomah County's IT information assets. The security team achieves this through policy development, audit and compliance monitoring, incident response and investigations, system monitoring, identity and access management, encryption and antivirus as well as education and awareness. The Security program is responsible for the implementation and on-going monitoring of the security rule of the HIPAA regulation including the investigation of incidents and/or breaches in cooperation with the County's Privacy Officer.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	County WAN sites network availability 24 x 7, excluding scheduled maintenance	99.9%	99.9%	99.9%	99.9%
Outcome	County workstations with security antivirus agent installed with current virus signatures	95%	95%	95%	95%
Outcome	County employees exposed to cyber awareness training through managed phishing	60%	80%	80%	80%

Performance Measures Descriptions

PM #1 Designed to ensure Network availability. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

PM #2 Designed to minimize the impact of cybersecurity incidents involving county computers.

PM #3 Designed to train users to spot phishing and spear phishing attack in order to thwart phishing scams.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$2,117,635	\$0	\$2,133,675
Contractual Services	\$0	\$70,000	\$0	\$212,000
Materials & Supplies	\$0	\$2,586,600	\$0	\$2,595,974
Internal Services	\$0	\$1,000	\$0	\$1,000
Capital Outlay	\$0	\$100,000	\$0	\$0
Total GF/non-GF	\$0	\$4,875,235	\$0	\$4,942,649
Program Total:	\$4,875,235		\$4,942,649	
Program FTE	0.00	12.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,853,235	\$0	\$4,942,649
Service Charges	\$0	\$22,000	\$0	\$0
Total Revenue	\$0	\$4,875,235	\$0	\$4,942,649

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78306 IT Network Services

No significant changes.

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Desktop Services program supports user with desktops, laptops, tablets, smartphone's, printers, multifunction device vendor management, iPads and other personal computing devices. This includes hardware and software procurement, installation, upgrades, maintenance, asset management and proper disposal of all devices. Remote and on-site support are provided to improve user productivity.

Program Summary

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	90%	90%	95%	95%
Outcome	New hire devices installed and functional on employee start date on requests received 5 days prior to start day.	90%	90%	90%	90%
Outcome	Device refresh occurs within 3 months of warranty end date.	50%	60%	60%	70%

Performance Measures Descriptions

PM #1 Output Measure - This measures moves of County staff desktop devices from one County location to another.

PM #2 Outcome Measure - This measures our ability to have desktops ready when employee arrives to work on their first day.

PM #3 Outcome Measure - This measures our ability to replace aging desktop devices .

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,992,373	\$0	\$2,325,159
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$171,510	\$0	\$56,550
Internal Services	\$0	\$16,500	\$0	\$18,400
Total GF/non-GF	\$0	\$2,250,383	\$0	\$2,470,109
Program Total:	\$2,250,383		\$2,470,109	
Program FTE	0.00	17.10	0.00	17.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,250,383	\$0	\$2,470,109
Total Revenue	\$0	\$2,250,383	\$0	\$2,470,109

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78307 IT Desktop Services

No significant changes.

Department: County Assets

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Multnomah County has made a significant financial investment in our technology infrastructure. This program provides for the lifecycle management and replacement of outdated, unsupported, broken or damaged Information Technology (IT) assets allowing the County to spread the cost of the equipment replacements over multiple years and keep pace with rapidly changing technology.

Program Summary

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule (IT.Hardware)	60%	95%	70%	90%
Outcome	Asset database quality, accuracy and completeness	98%	98%	98%	99%

Performance Measures Descriptions

PM #1 Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the replacement schedule.

PM #2 Outcome Measure - Measures the effectiveness of the asset database(s) for quality, accuracy and completeness.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$148,438	\$0	\$0
Materials & Supplies	\$0	\$2,532,222	\$0	\$2,850,241
Capital Outlay	\$0	\$1,033,469	\$0	\$1,416,820
Total GF/non-GF	\$0	\$3,714,129	\$0	\$4,267,061
Program Total:	\$3,714,129		\$4,267,061	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,471,503	\$0	\$3,483,013
Beginning Working Capital	\$0	\$1,242,626	\$0	\$784,048
Total Revenue	\$0	\$3,714,129	\$0	\$4,267,061

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78308 IT Asset Replacement

Replacement of aging PC devices was slow in FY 2015 and FY 2016 due to IT reorganization and staffing requirements, creating a reduction in device purchases. Funds for these units had been recovered in previous years, per the County replacement cycle, carried into FY 2017 as working capital. In late FY 2016 and throughout FY 2017, the devices scheduled for replacement have been completed, depleting the capital reserves. FY 2018 will begin a new fund collection cycle for these new units.

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department (over 70 systems) and Department of County Human Services (over 80 systems). The wide variety of services focuses on increasing and improving delivery of technology to provide higher value to departments and constituents. This program improves the delivery of County services through automating business operations, providing easy access to information, and supporting health care transformation in Multnomah County.

Program Summary

This program 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; and 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	80%	65%	81%	65%
Outcome	Percentage point increase in employee hours spent on planned work	15%	10%	0%	10%

Performance Measures Descriptions

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

Outcome Measure - The percentage increase in planned work versus unplanned work calculated from the Current Year Purchased

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$3,883,987	\$0	\$4,030,854
Contractual Services	\$0	\$574,383	\$0	\$628,795
Materials & Supplies	\$0	\$142,980	\$0	\$163,014
Total GF/non-GF	\$0	\$4,601,350	\$0	\$4,822,663
Program Total:	\$4,601,350		\$4,822,663	
Program FTE	0.00	21.00	0.00	21.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,830,463	\$0	\$4,822,663
Total Revenue	\$0	\$4,830,463	\$0	\$4,822,663

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78309 IT Health & Human Services Application Services

Personnel and Contract Services increase over FY 2017 due to department requests for accelerated technology modernization initiatives and limited duration Business Systems Analyst.

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	58%	65%	63%	66%
Outcome	Percentage point increase in time spent on planned projects	3%	5%	5%	3%

Performance Measures Descriptions

PM #1 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.

PM #2 Outcome Measure - The % increase in planned work versus unplanned work calculated from the Current Year Estimate.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$2,788,406	\$0	\$2,842,319
Contractual Services	\$0	\$1,033,000	\$0	\$127,498
Materials & Supplies	\$0	\$86,264	\$0	\$102,211
Internal Services	\$0	\$366	\$0	\$300
Total GF/non-GF	\$0	\$3,908,036	\$0	\$3,072,328
Program Total:	\$3,908,036		\$3,072,328	
Program FTE	0.00	18.00	0.00	18.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,980,183	\$0	\$3,072,328
Total Revenue	\$0	\$3,980,183	\$0	\$3,072,328

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78310 IT Public Safety Application Services

FY 2017 contracted services included one-time-only funding for DSSJ development that is longer projected in FY 2018.

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

Executive Summary

IT General Government Application Services provide software systems for the Department of County Assets (DCA), Department of County Management (DCM), Department of Community Services (DCS), District Attorney's Office and Non-Departmental offices. Services include relationship management, business analysis, and development to implement and maintain in-house and vendor software. The Program focuses on delivering high business value technology to departments and constituents, while maintaining existing systems through application life-cycle and project governance.

Program Summary

The IT General Government Application Services group supports twenty-three systems for DCM and DCA and nine systems for DCS, and provides support for small applications and data and analytics reporting for Non-Departmental offices as well as the District Attorney's office. The program includes the following services:

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

Strategies include:

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned	26%	60%	40%	45%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	-8%	3%	14%	5%

Performance Measures Descriptions

PM #1 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.

PM #2 Outcome Measure - The percentage increase in the amount of planned work from unplanned work calculated from th

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,581,660	\$0	\$1,487,629
Materials & Supplies	\$0	\$63,367	\$0	\$70,725
Total GF/non-GF	\$0	\$1,645,027	\$0	\$1,558,354
Program Total:	\$1,645,027		\$1,558,354	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,645,027	\$0	\$1,558,354
Total Revenue	\$0	\$1,645,027	\$0	\$1,558,354

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78311 IT General Government Application Services

No significant changes.

Department: County Assets

Program Contact: Chris Clancy

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

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

Database and Reporting services provide the data storage and reporting structure and tools to allow information access and sharing with the public, County departments, and external business partners. This includes enterprise data marts used for business intelligence and analytics as well as visualization services.

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	23%	25%	24%	25%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99%	99%	99.9%

Performance Measures Descriptions

PM #1 Output Measure - measures the amount of time employees are working on direct customer tasks.

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$2,209,085	\$0	\$2,323,679
Contractual Services	\$0	\$169,727	\$0	\$0
Materials & Supplies	\$0	\$633,823	\$0	\$684,090
Capital Outlay	\$0	\$70,000	\$0	\$100,000
Total GF/non-GF	\$0	\$3,082,635	\$0	\$3,107,769
Program Total:	\$3,082,635		\$3,107,769	
Program FTE	0.00	13.60	0.00	14.60

Program Revenues				
Other / Miscellaneous	\$0	\$2,642,901	\$0	\$3,107,769
Total Revenue	\$0	\$2,642,901	\$0	\$3,107,769

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78312 IT Data & Reporting Services

Data & Reporting Services increase in FY 2018 is due to the transfer of one FTE from other IT programs. Total FTE in FY 2018 remain constant for the IT division.

Department: County Assets **Program Contact:** Michelle Smith

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

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

As the County's system of record for a majority of business transactions, the SAP support program provides services supporting regulatory reporting requirements, business process analysis and re-engineering, and implementation of process innovation. These services are designed to increase efficiencies in the County's operations and reduce costs. The SAP support team provides direct technical support and configuration for all SAP modules utilized by Multnomah County. The team also provides training, education and technical assistance to County SAP users for business functions including accounts payable, accounts receivable, general ledger, payroll, human resources, and plant maintenance. The team provided by this program offer also support the implementation of SAP-related capital projects.

SAP currently supports the following Countywide users:

- * 557 County staff members that update and maintain SAP data
- * 434 County staff members that display and report on the SAP data
- * In addition to the above, 4,182 County benefit eligible employees that can view their Benefits information via SAP's Employee Self Service
- * 645 County Management and Executives using E-Timesheets to record their time

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Employee hours spent on planned work versus unplanned work.	50%	52%	45%	40%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work.	0%	4%	-5%	-5%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: This does not include time spent on standard activities (excludes time spent on administrative tasks, sick time, holidays, vacation, etc). Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 Outcome Measure - The % increase in the number of planned versus unplanned work calculated from the Current Year Estimate.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,535,779	\$0	\$1,500,555
Materials & Supplies	\$0	\$467,054	\$0	\$355,154
Total GF/non-GF	\$0	\$2,002,833	\$0	\$1,855,709
Program Total:	\$2,002,833		\$1,855,709	
Program FTE	0.00	9.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,002,833	\$0	\$1,855,709
Total Revenue	\$0	\$2,002,833	\$0	\$1,855,709

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78313 IT SAP Application Services

The County awarded the ERP RFP Contract. The Software included in this award is: Workday HR and Financials, Workday Learning Management System, Tririga Enterprise Asset Management (Questica Budget System & SciQuest Supply Chain Management Software currently used by the County). With this award, the SAP project work will decrease accordingly as the new ERP systems are implemented.

The SAP support team has consistently reduced operating costs each year by scaling their workforce to meet efficiency targets. IT further incurred savings by renegotiating SAP support through a third party vendor.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$2,198,237	\$0	\$2,340,508
Contractual Services	\$0	\$100,000	\$0	\$100,000
Materials & Supplies	\$0	\$1,086,800	\$0	\$1,296,200
Total GF/non-GF	\$0	\$3,385,037	\$0	\$3,736,708
Program Total:	\$3,385,037		\$3,736,708	
Program FTE	0.00	14.40	0.00	14.40

Program Revenues				
Other / Miscellaneous	\$0	\$3,523,511	\$0	\$3,736,708
Total Revenue	\$0	\$3,523,511	\$0	\$3,736,708

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78314 IT Enterprise and Web Application Services

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

The Application Service team continues to expand its work in developing web-based and mobile device-based applications for patrons of the Multnomah County Library. The team is working closely with the Library to develop the next generation of public-access computing solutions, including desktops, laptops, tablets, applications, and free access to the Internet for Library patrons. The Library expects to complete the selection, configuration, and implementation of a new Library Information System, a key component of most day to day activities including inventory management and patron information. The Library also plans to research and implement a Partner Relationship Management (PRM) database to support improvements in managing the relationships between the Library and its hundreds of partner organizations. Finally, the Library continues its work on Digital Equity, with actions tied to the Digital Equity Action Plan jointly adopted by the County and the City of Portland.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	49%	55%	50%	55%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	3%	5%	4%	5%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 55% planned/45% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #1 Outcome Measure - Increase the the amount of hours spent on planned work vs unplanned work.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$258,854	\$0	\$487,771
Materials & Supplies	\$0	\$19,410	\$0	\$18,210
Total GF/non-GF	\$0	\$278,264	\$0	\$505,981
Program Total:	\$278,264		\$505,981	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$278,264	\$0	\$505,981
Total Revenue	\$0	\$278,264	\$0	\$505,981

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78315 IT Library Application Services

Added a dedicated IT contract negotiator at the request of Library management to expedite Library IT procurement.

Department: County Assets **Program Contact:** Bob Leek
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78320
Program Characteristics:

Executive Summary

This program offer accounts for shared expenses of the IT Division. It includes Facilities and Administrative Hub costs, some software licensing and maintenance costs for identified enterprise systems, and the budget for IT trainers that work in the County's Talent Development group in the Department of County Management.

Program Summary

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two primary locations (in the Multnomah and Lincoln Buildings) and the cost of IT trainers supported by the IT organization to provide IT training and consultation countywide are also budgeted in this program offer. Software licensing and maintenance costs for four systems used throughout the County (Questica, Multco Marketplace, NeoGov, and Telecom Expense Management) are also included in this program.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Timely repayment of borrowed funds.	100%	100%	100%	100%
Outcome	Revenue collection is accurate and timely.	100%	95%	95%	95%

Performance Measures Descriptions

PM #1 Output Measure - the accounting process to track repayment of borrowed funds passes through this program offer. Timely reconciliation of the amounts is required to accurately reflect ongoing expenses and remaining balances.
 PM #2 Outcome Measure - the accounting process to track the incoming revenue tied to this program offer requires accurate and timely processing to support periodic reporting of remaining balances.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$683,225	\$0	\$818,146
Materials & Supplies	\$0	\$578,351	\$0	\$712,034
Internal Services	\$0	\$5,071,851	\$0	\$10,728,211
Unappropriated & Contingency	\$0	\$884,510	\$0	\$884,510
Total GF/non-GF	\$0	\$7,217,937	\$0	\$13,142,901
Program Total:	\$7,217,937		\$13,142,901	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,333,427	\$0	\$12,258,391
Beginning Working Capital	\$0	\$884,510	\$0	\$884,510
Total Revenue	\$0	\$7,217,937	\$0	\$13,142,901

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78316 IT Shared Operating Expenses

Debt repayment associated with the Network Convergence and East County Data Center projects was completed in FY2017. In FY2018, debt repayment associated with the Enterprise Resource Planning program will begin and continue for an estimated length of seven years. The estimate to be collected for each year will be calculated and included in the budget for each year.

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

Executive Summary

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

Program Summary

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of recovery data available off site and refreshed at least once every 24 hours.	99%	99%	99%	99%
Outcome	Percent of production system scheduled availability for hardware and operating systems	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output Measure - ensures that backup data is available offsite on disk or tape in the event of equipment failure or service disruption.

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$3,978,375	\$0	\$4,102,246
Contractual Services	\$0	\$7,200	\$0	\$11,000
Materials & Supplies	\$0	\$1,022,230	\$0	\$1,133,415
Total GF/non-GF	\$0	\$5,007,805	\$0	\$5,246,661
Program Total:	\$5,007,805		\$5,246,661	
Program FTE	0.00	24.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$5,007,805	\$0	\$5,246,661
Total Revenue	\$0	\$5,007,805	\$0	\$5,246,661

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78317 IT Data Center & Technical Services

No significant changes.

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

Executive Summary

This Program Offer requests the carryover of funds to continue a number of the County's multi-year cybersecurity program that is currently in process. The efforts include the replacement of the County's legacy firewall platform (the primary network defense system that protects the County from external cyber threats); replacement of the end of life email security monitoring service; development of a County security awareness training program; and implementing tools dedicated to the management of data and systems in the cloud.

Program Summary

Several efforts were initiated in FY 2016. The firewall analysis and re-architecture plan was completed. Vendor product demos, proof of concepts, and final product selection was completed. An accompanying log management and analysis tool will be selected and procured by end of FY 2017. Procurement of the enterprise firewall platform is in process and implementation will be completed by end of FY 2018. The data center fabric redesign, purchase and implementation portion of the project will begin in FY 2018 and will carry over to FY 2019.

Security improvement work and vulnerability remediation for a critical business system was completed in FY 2016. The email security monitoring project was also implemented and completed in FY 2016.

Efforts planned for FY 2017 include expanding our security awareness training program for the County staff, procuring and implementing tools dedicated to the management and monitoring of our systems in the "cloud" and in our physical data center and the purchase and implementation of a tool that can assist in assessing the risks and responsibilities associated with incidents that may be data breaches. In 2016, Multnomah County saw a 50% increase in the number of compliance incidents that involved inadvertent or unauthorized exposure of protected information.

County staff are both our front line of defense as well as the last mile in our protection strategy. The security awareness program is a resource that assist in the education of our staff on not only what they can do to recognize malicious activity but also how to detect and resist attacks.

Over the past few years, County IT has made a strategic decision to embrace a "cloud-first" strategy. As we move data between systems internally and externally, we need to be able to identify and classify data hosted in these environments, then monitor to identify malicious activity or anomalous behavior and provide scale-able protections for those activities. We will be selecting and implementing tools that can assist in the monitoring.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	% of project completion for firewall and data center fabric redesian	N/A	75%	25%	75%
Outcome	Next generation firewall in production	N/A	75%	25%	100%

Performance Measures Descriptions

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

PM #2 Outcome - This measure is designed to ensure the firewall system addresses the security and operational needs of the county.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$1,091,197	\$0	\$791,669
Materials & Supplies	\$0	\$175,413	\$0	\$0
Total GF/non-GF	\$0	\$1,266,610	\$0	\$791,669
Program Total:	\$1,266,610		\$791,669	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,266,610	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$791,669
Total Revenue	\$0	\$1,266,610	\$0	\$791,669

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2018 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2017: 78318 IT Cyber Security

The ongoing nature of changes in the threats to our cybersecurity capabilities require identifying those threats and establishing mitigation plans related to those vulnerabilities. The initial work identified for FY 2016 is under way, and new items have been identified and addressed with in FY 2017. Continued diligence and planning are expected as an ongoing component of this program offer. Requesting FY 2017 carryover to continue the project completions in FY 2018.

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

Executive Summary

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

Program Summary

The CRIMES case management system has been functioning as an electronic computer application since its creation in 1982. The current iteration consists of two modules (CRIMES Juvenile and CRIMES Adult) and has long surpassed its expected technical lifespan, with the current modules having provided solid and dependable case tracking and management to the MCDA's Office since its purchase 15 years ago. Technology capabilities have advanced considerably and continued modification of the underlying obsolete technology has become cost prohibitive. Along with increasingly prohibitive licensing costs, the current system is contributing to delays in the timely pursuit of prosecution of crime and public safety. The purpose of this funding request is to implement new technology that will modernize the case management system, thereby ensuring speedy prosecution while reducing operating costs.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Successful project completion based on agreed upon scope, timeline, and budget.	N/A	100%	25%	100%
Outcome	Creation and implementation of a set of project plans for the replacement of the existing system	N/A	100%	80%	100%
Quality	Assignment of dedicated project manager to ensure appropriate oversight and project management	NA	1	1	1

Performance Measures Descriptions

- PM #1 Output Measure: This project is expected to be complete within FY 2018. The scope, timeline, and budget at completion will be evaluated against the agreed upon schedule, budget, and deliverables.
 PM #2 Outcome Measure: The success of the project is dependent on the set of project plans.
 PM #3 Quality Measure: A dedicated project manager will be assigned to this project to manage the scope, timeline, budget, resources. This position is required to help ensure success.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$1,574,456	\$0	\$1,152,106
Total GF/non-GF	\$0	\$1,574,456	\$0	\$1,152,106
Program Total:	\$1,574,456		\$1,152,106	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,574,456	\$0	\$300,000
Beginning Working Capital	\$0	\$0	\$0	\$852,106
Total Revenue	\$0	\$1,574,456	\$0	\$1,152,106

Explanation of Revenues

This program will use \$300,000 new one time only funding in addition to \$852,106 in BWC from previous one time only funding that is carried into this fiscal year as beginning working capital.

Significant Program Changes

Last Year this program was: FY 2017: 78319 CRIMES Replacement

The project initiated in January 2017. The timeline for the project is 12-18 months.

Department:	County Assets	Program Contact:	Tracey Massey
Program Offer Type:	Internal Service	Program Offer Stage:	As Proposed
Related Programs:	78316		
Program Characteristics:			

Executive Summary

This program supports the implementation of a new Enterprise Resource Planning (ERP) suite of integrated technology that includes Workday, Tririga, Sciquest, and Questica. The current ERP technology is outdated, the existing vendor contract terms are unfavorable, and operational requirements are unable to be achieved with the existing technology. The result of this effort will transform County business operations and improve staff efficiency and effectiveness.

Program Summary

This program will implement the new ERP suite of technology. The implementation includes Deloitte Consulting as the Systems Integrator. The County's ERP Project Management Office will partner with Deloitte Consulting to manage and implement the overall program. The comprehensive project team will implement new two new systems, Workday and Tririga, and will integrate other major systems to provide a holistic ERP technology suite. The program will replace the existing SAP solution, automate key business processes such as employee time sheets and performance management, provide improved reporting, and will be accessible via mobile devices. The new technology suite is planned to go live July 2018.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Successful completion of project milestones based on agreed upon scope, timeline, and budget.	NA	NA	NA	100%
Outcome	Creation and implementation of a set of project plans (schedule, cost, and quality) for the implementation of th	NA	NA	NA	100%

Performance Measures Descriptions

Output Measure: This project will have a set of milestones to achieve a system go-live of July 2018. The scope, timeline, and budget at milestone delivery will be evaluated against the agreed upon schedule, budget, and deliverables.

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$172,967	\$0	\$190,365
Contractual Services	\$0	\$0	\$0	\$37,109,635
Materials & Supplies	\$0	\$0	\$0	\$4,000,000
Total GF/non-GF	\$0	\$172,967	\$0	\$41,300,000
Program Total:	\$172,967		\$41,300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$41,300,000
Total Revenue	\$0	\$0	\$0	\$41,300,000

Explanation of Revenues

This program will be fully funded by \$41,300,000 in County Bond sales and to be paid back over time by internal clients. These internal client charges are budgeted in Program Offer 78316-18 IT Shared Operating Expenses.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

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

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

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

Fleet Services, through the Fleet Vehicle Replacement program (program offer #78401-18), continues to invest in hybrid and electric vehicle technologies.

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of billable hours	73%	72%	73%	73%
Outcome	Percent of vehicles out of service less than 48 hrs	45%	55%	50%	55%
Quality	Percent of Customers Rating Service as Excellent	98%	90%	95%	95%

Performance Measures Descriptions

PM #1: Output - A measure of productivity that evaluates Fleet Technician's time spent working on vehicles/equipment.

PM #2: Outcome - A measure that looks at the percentage of vehicles and equipment returned to programs in 48 hrs or less.

PM #3: Quality - A measure as reported on comment cards provided to customers.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,024,536	\$0	\$1,080,776
Contractual Services	\$0	\$526,590	\$0	\$405,188
Materials & Supplies	\$0	\$1,713,330	\$0	\$1,813,350
Internal Services	\$0	\$970,207	\$0	\$1,046,334
Capital Outlay	\$0	\$70,000	\$0	\$497,101
Unappropriated & Contingency	\$0	\$22,780	\$0	\$0
Total GF/non-GF	\$0	\$4,327,443	\$0	\$4,842,749
Program Total:	\$4,327,443		\$4,842,749	
Program FTE	0.00	9.90	0.00	10.90

Program Revenues				
Other / Miscellaneous	\$0	\$3,962,443	\$0	\$4,310,785
Beginning Working Capital	\$0	\$350,000	\$0	\$516,964
Service Charges	\$0	\$15,000	\$0	\$15,000
Total Revenue	\$0	\$4,327,443	\$0	\$4,842,749

Explanation of Revenues

The program is funded by internal service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY 2018 charge rates. The FY 2018 budget has been developed based on FY 2016 cumulative charges.

Significant Program Changes

Last Year this program was: FY 2017: 78400 Fleet Services

Adding 1.0 FTE Data Analyst Sr. and increase in capital equipment expenditures.

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

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

Related Programs:

Program Characteristics:

Executive Summary

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

Program Summary

The Fleet Vehicle Replacement program provides the following services:

- Collects and manages the funding for future replacement of vehicles and equipment;
- Specifies, bids, awards, receives, inspects, prepares for service, and assigns replacement vehicles and equipment;
- Administers the vehicle and equipment re-sale program (surplus disposal), using revenue received to offset future vehicle and equipment purchases;
- Establishes and administers the life-cycle replacement schedule used to determine collection of replacement funds on assigned vehicles and equipment. The collected funds are used to buy new vehicles after the predetermined years of life are met;
- Collaborates with County agencies to evaluate the following elements when considering purchase of a new or replacement vehicle or piece of equipment: vehicle utilization (miles driven/time of operation); agency operational needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; and sustainability;
- Ongoing evaluation of opportunities for electric and hybrid vehicles when purchasing new vehicles.

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of vehicles and equipment on delayed replacement	12%	10%	10%	10%
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase	18%	20%	20%	20%

Performance Measures Descriptions

PM #1 Output - Based on the percentage of vehicles that have gone beyond the date established for purchasing a replacement.

PM #2 Outcome - Reviews revenue received upon disposal of Fleet capital assets.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Capital Outlay	\$0	\$5,965,054	\$0	\$6,182,494
Total GF/non-GF	\$0	\$5,965,054	\$0	\$6,182,494
Program Total:	\$5,965,054		\$6,182,494	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,832,300	\$0	\$2,010,944
Financing Sources	\$0	\$0	\$0	\$4,150,000
Interest	\$0	\$20,000	\$0	\$21,550
Beginning Working Capital	\$0	\$4,112,754	\$0	\$0
Total Revenue	\$0	\$5,965,054	\$0	\$6,182,494

Explanation of Revenues

Vehicles and equipment are placed on an established life-cycle replacement schedule. Replacement funds are collected on a monthly basis from programs with assigned vehicles and equipment and aggregated until specified useful life has been met. Proceeds from vehicle sales are returned to the Fleet fund to offset future replacement costs.

Significant Program Changes

Last Year this program was: FY 2017: 78401 Fleet Vehicle Replacement

Fleet Vehicle Replacement Program moved from Fleet Services Fund 3501 to new Fund 3502 DCA Fleet Asset Replacement.

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

Executive Summary

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

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Motor Pool trips	16,363	16,500	16,400	16,500
Outcome	Vehicle availability	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output: An estimated number of trips (capacity) required to meet customer business transportation needs.
PM #2 Outcome: A measure of ability to supply vehicles for those needs.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$176,925	\$0	\$179,121
Contractual Services	\$0	\$82,457	\$0	\$0
Materials & Supplies	\$0	\$452,101	\$0	\$391,558
Internal Services	\$0	\$111,914	\$0	\$147,832
Capital Outlay	\$0	\$0	\$0	\$60,458
Unappropriated & Contingency	\$0	\$5,359	\$0	\$0
Total GF/non-GF	\$0	\$828,756	\$0	\$778,969
Program Total:	\$828,756		\$778,969	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$828,256	\$0	\$757,941
Beginning Working Capital	\$0	\$0	\$0	\$21,028
Service Charges	\$0	\$500	\$0	\$0
Total Revenue	\$0	\$828,756	\$0	\$778,969

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78402 Motor Pool

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$579,476	\$0	\$596,277
Contractual Services	\$0	\$3,025	\$0	\$3,000
Materials & Supplies	\$0	\$671,186	\$0	\$765,550
Internal Services	\$0	\$280,755	\$0	\$273,612
Capital Outlay	\$0	\$293,689	\$0	\$432,725
Unappropriated & Contingency	\$0	\$106,600	\$0	\$0
Total GF/non-GF	\$0	\$1,934,731	\$0	\$2,071,164
Program Total:	\$1,934,731		\$2,071,164	
Program FTE	0.00	6.60	0.00	6.60

Program Revenues				
Other / Miscellaneous	\$0	\$1,513,554	\$0	\$1,573,932
Beginning Working Capital	\$0	\$331,000	\$0	\$429,377
Service Charges	\$0	\$90,177	\$0	\$67,855
Total Revenue	\$0	\$1,934,731	\$0	\$2,071,164

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78403 Distribution Services

Increase in capital equipment expenditures.

Department: County Assets

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

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

Program Summary

Records Management is the professional practice of managing records throughout their life cycle, a series of discrete phases that carries a record from creation to destruction. This work includes identifying, classifying, appraising, storing, securing, preserving, retrieving, tracking, and disposing of County records in accordance with State and Federal retention and privacy regulations and industry best practices. The program provides a full suite of records services, including planning for the management and safeguarding of the information assets of the County, regardless of digital or analog format, in compliance with Oregon Administrative Rule 166-030-0016.

The program is staffed by an information scientist (data analyst senior), two professional records managers/archivists (program specialists) and two records administration assistants. The data analyst senior also serves as the Records Officer, fulfilling a state-mandated role, and also functioning as the lead worker.

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

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers	3973	5000	4618	4300
Outcome	Percentage Increase of Reference and Referral Requests Compared to Previous Fiscal Year	2.83%	30.0%	-6.61%	10.00%
Output	Cubic Feet of Boxes, Microfilm Rolls, Maps and Plans Maintained in Records Center and Archives	54,789	55,202	61,335	60,000

Performance Measures Descriptions

PM #1 Output: Record actions remain relatively stable.

PM # 2: Combination of in-person, telephone, and website statistics.

PM #3: Physical Records Center holdings expected to decrease, and historic archives and e-records to increase.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$509,516	\$0	\$503,840
Contractual Services	\$0	\$31,500	\$0	\$54,850
Materials & Supplies	\$0	\$37,450	\$0	\$69,405
Internal Services	\$0	\$496,467	\$0	\$603,176
Capital Outlay	\$0	\$75,896	\$0	\$222,173
Unappropriated & Contingency	\$0	\$60,570	\$0	\$0
Total GF/non-GF	\$0	\$1,211,399	\$0	\$1,453,444
Program Total:	\$1,211,399		\$1,453,444	
Program FTE	0.00	5.20	0.00	5.20

Program Revenues				
Other / Miscellaneous	\$0	\$1,073,399	\$0	\$1,061,133
Beginning Working Capital	\$0	\$138,000	\$0	\$392,311
Total Revenue	\$0	\$1,211,399	\$0	\$1,453,444

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 FY2016.

Significant Program Changes

Last Year this program was: FY 2017: 78404 Records Management

Increase in capital equipment expenditures and HPRM software licenses.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$450,077	\$0	\$448,626	\$0
Materials & Supplies	\$5,000	\$0	\$4,750	\$0
Internal Services	\$44,920	\$0	\$34,256	\$0
Total GF/non-GF	\$499,997	\$0	\$487,632	\$0
Program Total:	\$499,997		\$487,632	
Program FTE	3.40	0.00	3.40	0.00

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

Explanation of Revenues

This program is funded in the General Fund.

Significant Program Changes

Last Year this program was: FY 2017: 78405 Countywide Strategic Sourcing

No significant changes.