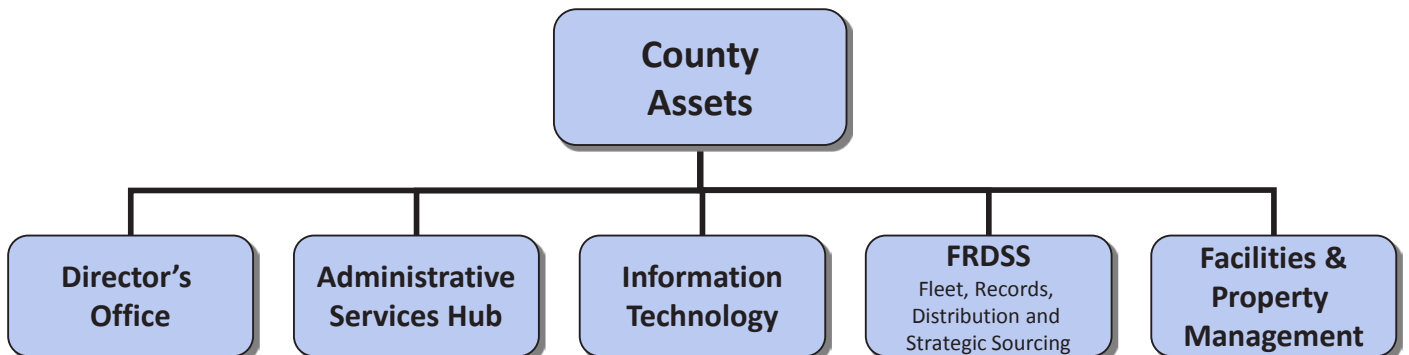


Department Overview

The Department of County Assets (DCA) plans for, acquires, maintains and manages County assets. DCA coordinates the use of tools, infrastructure, employees and programs for the efficient and effective delivery of critical community services. The DCA Director’s Office oversees four divisions:

- Facilities and Property Management (FPM) manages over 3.5 million gross square feet of offices, libraries, courts, detention centers, shops, clinics, and other leased and owned space in over 140 locations.
- Information Technology (IT) provides telecommunication, network, and hardware support, and manages over 8,800 PCs, laptops, and tablets, 8,000 phone numbers, 130 network circuits, 1,040 servers and about 480 applications.
- Fleet Motor Pool Records, and Distribution maintains and manages fleet and motor pool vehicles; maintain and archive County records; and provide pickup and delivery of mail and other items.
- Administrative Services Hub provides human resources, procurement, contracting, finance, budget, rate-setting, capital planning and accounts payable, and other services to DCA. The Hub also manages countywide strategic sourcing initiatives and provides administrative support to the Department of County Management (DCM) and non-departmental agencies and offices (NOND).
- DCA identifies and evaluates opportunities to implement best practices, integrate service delivery, streamline and improve administrative functions, and promote innovative business tools and processes. County efforts to focus scarce financial resources on direct services drive long-term DCA goals to:
 - Create financial accountability for the County’s assets;
 - Streamline processes and implement best practice in asset management; and
 - Provide cost-effective, client-focused infrastructure and business services.



Budget Overview

The FY 2021 budget for the Department of County Assets (DCA) is \$249.1 million, a \$103.2 million decrease from the FY 2020 budget. It includes: \$9.2 million in the General and Video Lottery funds, \$157.8 million from Internal Service funds and \$82.1 million in Capital funds. Internal Service Funds are primarily facilities, information technology and fleet related and are funded by charges to all departments.

Decreases totaling \$103.2 million include the following: \$102.7 million (91.9%) for construction of the Downtown Courthouse, \$2.0 million (26.7%) for the construction of the Health Department Headquarters, and \$6.5 million for the ERP replacement. These capital funds are reduced as projects are completed. Increases include \$5.3 million (7.9%) in the Information Technology (IT) Fund, \$4.9 million in the Library Capital Construction and Asset Preservation Funds.

Decreases in contractual services primarily relate to the Downtown Courthouse (\$102.5 million), Health Headquarters (\$2.0 million) and the ERP Project (\$6.0 million) Funds, offset by increases in Other Funds.

The following are programs that are new with one-time-only funding:

- Behavioral Health Resource Center Capital (78219) \$1,700,000
- Justice Center Critical Electrical System Upgrade (78233) \$900,000

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	
	Actual	Current	Adopted	Proposed	Difference
		Estimate	Budget	Budget	
Staffing FTE	346.65	347.65	347.65	357.50	9.85
Personnel Services	\$54,136,078	\$56,316,037	\$58,537,456	\$60,893,740	\$2,356,284
Contractual Services	192,965,767	123,944,622	197,506,861	95,944,884	(101,561,977)
Materials & Supplies	42,146,912	49,211,341	49,742,204	46,237,911	(3,504,293)
Internal Services	33,439,558	32,501,632	30,613,286	26,401,329	(4,211,957)
Capital Outlay	<u>7,552,374</u>	<u>4,204,934</u>	<u>15,909,324</u>	<u>19,634,767</u>	<u>3,725,443</u>
Total Costs	\$330,240,689	\$266,178,565	\$352,309,131	\$249,112,631	(\$103,196,500)

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

DCA's FY 2020 strategic project accomplishments include:

- Stabilization of the new Enterprise Resource Planning (ERP) Suite launch under the Multco Align Program;
- Replacement of the County's Assessment Taxation System;
- Opening of the remodeled Department of Community Justice East Campus;
- Launch of the new Library Information Management System;
- Opening of the Laurelwood Shelter; and
- "Think Yes" customer service program training and rollout.

Important projects in process include:

- Construction of the Downtown Courthouse, planned to open in summer 2020;
- The Digital Accessibility Initiative;
- Planning for the Multnomah County Sheriff's Office site consolidation;
- Evaluation and implementation of investments in the County's Business intelligence structure and tools; and
- The Fleet Services Strategic Plan.

DCA considers County values and industry best practices in all of its work:

- FPM construction projects support sustainability and Minority-owned, Women-owned, Service Disabled Veteran-owned, and Emerging Small Businesses (MWSDEVESB) participation;
- IT work includes design characteristics based on user centered principles, using agile methodologies, and anticipation of technology use by people with various abilities;
- DCA's continued partnership with CityFleet brings best practices to fleet maintenance; and
- DCA's strategic sourcing efforts employ procurement best practices and incorporate sustainability, buying local and equity values.

Key challenges include:

- Providing high quality, cost-effective internal services: Each year we strive to provide high quality services for an affordable price. The demand for services continues to increase, as does their cost;
- Staff recruitment and retention: Retention of staff with critical institutional knowledge, refocusing and re-training current staff, and recruiting diverse staff with the skills to expand our capabilities and fill vacancies are high priorities.

Diversity, Equity, and Inclusion

DCA makes a significant investment in equity and inclusion. Its senior management team is at the forefront to lead these efforts. DCA believes it is imperative to build an inclusive workplace from a moral perspective and from a business perspective. To do our work; recruit the best talent; and provide quality services to our community, our workplace must be safe, welcoming and inclusive for all employees, regardless of race, ethnicity, national origin, ability, gender, gender identity, sexual orientation, religion, or political preference.

Exercises and learning around behavior that supports equity and inclusion are at the heart of senior management meetings. Managers modeling this behavior demonstrates the importance of equity and inclusion, engages employees in the work, and furthers efforts to change culture and build a safe, inclusive workplace. Equity and inclusion are explicitly addressed in DCA’s mission, vision, values and FY 2020-2021 goals. The DCA Equity and Inclusion Manager is an active member of the DCA’s senior management team, and leads and supports DCA participation in the County’s Workforce Equity initiatives.

DCA’s Equity and Sustainability Advisory Team (ESAT) developed a “Think Yes” program that promotes customer service and inclusion. ESAT is now turning its attention to the implementation of the Multnomah County Workforce Equity Strategic Plan (WESP). Providing an equitable and inclusive workplace is a journey that will be measured through tactical efforts underway now and, over time, results from employee engagement surveys. The senior management team is committed to being an employer of choice and to provide all employees a safe, equitable and inclusive work environment.

Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$999,160	\$0	\$999,160	4.00
Administrative Hub Services	8,125,516	0	8,125,516	46.00
Facilities & Property Management	0	142,592,638	142,592,638	118.75
Information Technology	0	77,384,546	77,384,546	164.00
Fleet, Records, Distribution Services & Motor Pool	0	20,493,567	20,493,567	24.75
DCA Non-Represented Wage Freeze	(150,730)	0	(150,730)	0.00
Total County Assets	\$8,973,946	\$240,470,751	\$249,444,697	357.50

Includes cash transfers, contingencies, and unappropriated balances.

Director's Office

The Department of County Assets (DCA) Director's Office provides leadership, strategic direction, assessment, and accountability in the oversight and management of County assets. This work includes information technology (IT), facilities and property management (FPM), fleet, records, motor pool, and distribution services, and oversight of an administrative hub for contracts, budget, finance, and human resource services. The Office works with County departments and elected officials to establish priorities and guidelines to acquire, maintain, monitor, replace, and dispose of assets.

Balancing the support of several large capital projects with managing day to day operations will be a focus in FY 2021. IT will focus on the transition to ongoing support for the Multco Align program. FPM will celebrate the completion and opening of the DCJ East Campus, begin Library Capital Program planning and development, and complete the final construction phases and opening of the Central Courthouse. Fleet will transition to executing initiatives under its new long term strategic plan, and Fleet and Motor Pool will continue to partner with CityFleet and utilize the CarShare program. Records will continue the countywide roll out of the new electronic records management system, and facilitate the effort to plan and develop an Information Governance program for the County.

Significant Changes

In FY 2021, two positions are transferred into the Director's Office. Deputy DCA Director position is transferred from the DCA Procurement and Contracting Division and the Strategic Project Coordinator position is transferred from IT Shared Operating Expenses.

Administrative Hub

The DCA Administrative Hub includes five functional areas:

- Human Resources and Administration provides strategic planning, job recruitment/outreach, investigations, performance management, HR transaction processing, and timekeeping to DCA, Department of County Management (DCM) and Non-Departmental (NOND) agencies and offices.
- Procurement and Contracting provides contract development, negotiation, risk assessment and management, vendor management and contract administration in commercial services, construction, leases, software, maintenance and repair, and architecture and engineering across County operations.
- Budget and Planning provides budget development, monitoring and analysis, and capital planning and analysis for DCA, as well as countywide rate setting and internal service billing.
- Finance processes accounts payable and receivable transactions, and provides grant accounting and travel and training arrangements to DCA, DCM and NOND.
- Strategic Sourcing focuses on the selection and sourcing of goods and services applicable to all departments across the County.

Significant Changes

In FY 2021, two positions are transferred into the Administrative Hub. An HR Analyst and Program Administrator are added to Human Resources to support Nondepartmental programs.

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of over 3.5 million gross square feet of owned and leased space in approximately 140 buildings, across the County. FPM's mission is to proactively plan, operate and manage County properties in a safe, accessible, effective, and efficient manner. FPM strives to provide innovative, sustainable, and affordable workplace solutions for the delivery of effective County public services.

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 taxpayers' assets. FPM supports environmental, sustainability and energy efficiency through ongoing energy conservation projects, recycling initiatives, sustainable procurement processes and Green Building construction practices. FPM supports local businesses, diversity and equity by contracting with Minority-owned, Women-owned, Service Disabled Veteran-owned, and Emerging Small Businesses (MWSDVESB) and Qualified Rehabilitation Facility (QRF) firms for services.

In FY 2021, FPM will continue to implement the Facilities Asset Strategic Plan, with emphasis on the identification of critical reinvestment and redevelopment opportunities to align with the County's future service goals. FPM will also initiate planning and support for the Library Capital Program pending the outcome of an anticipated bond on the November 2020 ballot.

Significant Changes

The Downtown Courthouse will be completed in early FY 2021. FPM will focus on commissioning the building, training staff to operate and maintain new systems, and relocating Courthouse programs to the new location. The historic courthouse will then be vacated and prepared for the new owners.

Due to the addition of new buildings over the past few years, FPM has increased staffing in FY 2021 to operate and maintain these additional properties.

New one-time-only requests include: replenishing the Capital Improvement Fund for the reallocation of \$1 million to the Detention Electronics Project (program offer 78221); and management of syringe drop boxes will transition to Metro but will be administered by FPM.

Information Technology

Information Technology's (IT's) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide County employees, residents and visitors the technology and information they need, any time, any place. IT diligently focuses its mission and vision on providing affordable services and technologies that its customers deserve. The mission and vision guide development and implementation of the County's FY 2021 technology initiatives. This solid framework empowers IT employees to solve challenges by focusing on priority projects and by embracing new technologies to enhance service and reduce costs.

The IT Division manages more than 8,800 PCs, laptops, and mobile devices, 8,000 phone numbers, 1,040 servers, 130 network circuits and approximately 480 business applications. IT supports a wide array of business applications across primary health care, social services, transportation, bridges, facilities, finance, payroll, benefits, animal services, elections, emergency management, assessment and taxation, land use planning, libraries, detention center management and community justice. IT also supports the County's public facing web presence, and an employee intranet. Employees using these systems are located in more than 140 County sites, and the technologies required are as diverse as the lines of business.

Significant Changes

The IT budget reflects no significant changes in operations and carries over funds for multi-year projects still underway that include:

- Corrections Juvenile Health Electronic Medical Records software (FY 2021 completion planned);
- Facilities Capital Project Management software (FY 2021 completion planned); and
- Technology Improvement Program to refresh obsolete technology.

Fleet, Records, Distribution and Motor Pool

In the Department of County Assets (DCA), the Fleet Services, Records Fleet Services, Records Management, Distribution Services, and Motor Pool support all County departments and agencies.

- Fleet Services manages over 800 vehicles and equipment of various types, that include standard light duty passenger vehicles, cargo vans, dump trucks, and law enforcement vehicles.
- Records Management supports creation, storage, retrieval, accessibility, protection, preservation, research and destruction of public records dating back to 1885; and leads and supports countywide strategic information initiatives.
- Distribution Services pick ups and delivers mail, supplies and medical lab tests; processes and meters US Mail; and provides related training, consultation and contract management.
- Motor Pool provides short term vehicle use via a County's program and a third-party vendor.

Significant Changes

In FY 2021, Fleet Services will implement the Fleet Business Strategy, deploy Priority 1 initiatives and begin work on Priority 2 initiatives. This strategy is a blueprint for our next 3-5 years, and will inform investment decisions and long term needs to support County operations.

The Records Management team will collaborate with IT and business units to integrate existing records-producing systems into the countywide electronic document management system in order to automate the capture and management of essential records.

The Motor Pool CarShare program will change from renting a car by the hour to renting a car by the month. This change will lead to operational changes to best maximize the value of the CarShare program.

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 2021 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000	DCA Director's Office	\$999,160	\$0	\$999,160	4.00
Administrative Hub Services					
78100	Administrative Hub Budget & Planning	1,298,407	0	1,298,407	7.00
78101	Administrative Hub Procurement & Contracting	2,985,462	0	2,985,462	16.00
78102	Administrative Hub Finance	1,357,271	0	1,357,271	9.00
78103	Administrative Hub Human Resources	2,185,045	0	2,185,045	12.00
78104	Countywide Strategic Sourcing	299,331	0	299,331	2.00
Facilities & Property Management					
78200	Facilities Director's Office	0	3,563,954	3,563,954	10.25
78201	Facilities Debt Service and Capital Fee Pass Through	0	6,309,047	6,309,047	0.00
78202	Facilities Operations and Maintenance	0	25,624,016	25,624,016	76.50
78203	Facilities Client Services	0	11,609,519	11,609,519	8.65
78204	Facilities Capital Operation Costs	0	1,906,642	1,906,642	9.80
78205	Facilities Capital Improvement Program	0	23,014,667	23,014,667	0.00
78206	Facilities Capital Asset Preservation Program	0	19,710,907	19,710,907	0.00
78207	Facilities Interiors Group	0	773,257	773,257	4.55
78208	Facilities Utilities Pass Through	0	6,334,630	6,334,630	0.00
78209	Facilities Lease Management	0	8,903,259	8,903,259	2.00
78210A	Facilities Strategic Planning and Projects	0	1,619,997	1,619,997	7.00
78210B	Facilities Vance Property Master Plan	0	370,000	370,000	0.00
78212	Facilities Downtown Courthouse	0	9,000,000	9,000,000	0.00
78213	Library Construction Fund	0	6,266,852	6,266,852	0.00
78214	Health Headquarters Construction	0	5,500,000	5,500,000	0.00
78218	MCSO Facilities Relocation and Reconfiguration	0	3,358,765	3,358,765	0.00

County Assets

fy2021 proposed budget

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Facilities and Property Management cont'd					
78219	Behavioral Health Resource Center Capital	0	1,700,000	1,700,000	0.00
78220	DCJ East County Campus	0	500,000	500,000	0.00
78221	MCDC Detention Electronics	0	4,474,226	4,474,226	0.00
78227	MCSO River Patrol Boathouses Capital Improvements	0	1,152,900	1,152,900	0.00
78233	Justice Center Critical Electrical System Upgrade	0	900,000	900,000	0.00
Information Technology					
78301	IT Innovation & Investment Projects	0	1,494,724	1,494,724	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,372,820	2,372,820	10.00
78303	IT Help Desk Services	0	1,185,291	1,185,291	8.75
78304	IT Telecommunications Services	0	2,987,250	2,987,250	5.00
78305	IT Mobile Device Expense Management	0	1,271,366	1,271,366	1.00
78306	IT Network Services	0	6,882,424	6,882,424	12.00
78307	IT Desktop Services	0	2,669,849	2,669,849	16.50
78308	IT Asset Replacement	0	8,202,776	8,202,776	0.00
78309	IT Health and Human Services Application Services	0	2,014,562	2,014,562	6.00
78310	IT Public Safety Application Services	0	3,506,012	3,506,012	19.00
78311	IT General Government Application Services	0	1,733,047	1,733,047	6.00
78312	IT Data & Reporting Services	0	6,838,055	6,838,055	28.00
78313	IT ERP Application Services	0	3,872,428	3,872,428	7.00
78314	IT Enterprise and Web Application Services	0	5,192,014	5,192,014	15.00
78315	IT Library Application Services	0	386,423	386,423	2.00
78316	IT Shared Operating Expenses	0	16,996,418	16,996,418	4.00
78317	IT Data Center & Technical Services	0	5,749,340	5,749,340	23.75
78319	CRIMES Replacement	0	1,219,272	1,219,272	0.00
78322	Electronic Medical Records Corrections Health Juvenile Detention	0	966,887	966,887	0.00

County Assets

fy2021 proposed budget

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Information Technology (continued)					
78323	Capital Project Management Software	0	908,588	908,588	0.00
78326	DART Orion Assessment & Taxation Project	0	935,000	935,000	0.00
Fleet, Records, Distribution Services & Motor Pool					
78400	Fleet Services	0	5,157,317	5,157,317	11.00
78401	Fleet Vehicle Replacement	0	9,494,466	9,494,466	0.00
78402	Motor Pool	0	1,474,336	1,474,336	2.25
78403	Distribution Services	0	2,118,048	2,118,048	6.50
78404	Records Management	0	2,249,400	2,249,400	5.00
All Divisions					
	Non-Represented Wage Freeze*	(150,730)	0	(150,730)	0.00
	Total County Assets	\$8,973,946	\$240,470,751	\$249,444,697	357.50

* The Non-Represented Wage Freeze reflects a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The freeze will impact Other Funds by \$338,036. However, the reduction in Other Funds will be offset by an increase in other personnel expenditures so that the total appropriations in Other Funds are unchanged.

Department: County Assets

Program Contact: Bob Leek

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 strategic county-wide initiatives including the Climate Action Plan, the Wellness Program, the 20 Year Strategic Capital Plan, and the Workforce Equity Strategic Plan.

Program Summary

DCA aligns the management of specific County assets including Information Technology, Facilities and Property Management, Fleet Services, Motor Pool, 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 (HUB) providing Human Resources and Administration, Procurement and Contracting, Strategic Sourcing, 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 HUB strives to eliminate duplication of resources and streamline processes through economies of scale across these groups, where appropriate.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Equity and Inclusion exercises included in Sr Management bi-weekly meetings	20	20	20	20
Outcome	Department and Division strategic plan updates	N/A	1	1	1

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 - Complete updates to the Overall Department, Facilities Division, Information Technology Division, and Fleet Division strategic plans.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$498,224	\$0	\$825,597	\$0
Contractual Services	\$101,928	\$0	\$35,205	\$0
Materials & Supplies	\$45,420	\$0	\$92,115	\$0
Internal Services	\$88,577	\$0	\$46,243	\$0
Total GF/non-GF	\$734,149	\$0	\$999,160	\$0
Program Total:	\$734,149		\$999,160	
Program FTE	2.00	0.00	4.00	0.00

Program Revenues				
Other / Miscellaneous	\$734,149	\$0	\$999,160	\$0
Total Revenue	\$734,149	\$0	\$999,160	\$0

Explanation of Revenues

Cost of the Director's Office are allocated proportionately among the County's internal services. Internal service charges recover the costs associated with the supporting Facilities and Property Management, Information Technology, Fleet and Distribution funds.

Significant Program Changes

Last Year this program was: FY 2020: 78000-20 DCA Director's Office

Transferred two positions, one from DCA Procurement & Contracting, one from IT Shared Operating Expenses.

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 five service teams in the Department of County Assets (DCA) Administrative Services Hub. The team provides financial planning, forecasting, rate-setting, and reporting services to 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), Fleet, Distribution, 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 Asset Replacement

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	On-time Billing	100%	90%	100%	90%
Outcome	Percent of Internal Service billings error free	90%	90%	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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,101,049	\$0	\$1,173,416	\$0
Contractual Services	\$0	\$0	\$400	\$0
Materials & Supplies	\$13,768	\$0	\$7,200	\$0
Internal Services	\$113,866	\$0	\$117,391	\$0
Total GF/non-GF	\$1,228,683	\$0	\$1,298,407	\$0
Program Total:	\$1,228,683		\$1,298,407	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,228,683	\$0	\$1,298,407	\$0
Total Revenue	\$1,228,683	\$0	\$1,298,407	\$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 2020: 78100-20 Administrative Hub Budget & Planning



Program #78101 - Administrative Hub Procurement & Contracting 5/4/2020

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 five 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, other purchase documents, and supplier management.

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 Deputy Director of DCA. The staff of 16.00 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, 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of procurements and contracts processed	1,400	1,600	1,600	1,600
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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,532,806	\$0	\$2,649,829	\$0
Contractual Services	\$18,215	\$0	\$0	\$0
Materials & Supplies	\$48,962	\$0	\$27,915	\$0
Internal Services	\$357,886	\$0	\$307,718	\$0
Total GF/non-GF	\$2,957,869	\$0	\$2,985,462	\$0
Program Total:	\$2,957,869		\$2,985,462	
Program FTE	17.00	0.00	16.00	0.00

Program Revenues				
Other / Miscellaneous	\$2,536,737	\$0	\$2,617,457	\$0
Total Revenue	\$2,536,737	\$0	\$2,617,457	\$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 2020: 78101-20 Administrative Hub Procurement & Contracting

Transferred one FTE to the DCA Director's Office program offer (78000-20). Added one LDA from the IT Library Application Services (PO 78315-20) for contract creation.

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

Executive Summary

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

Program Summary

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

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

Support also includes collaboration with departmental partners in the review and modification of Administrative Procedures, policies, internal controls and the implementation of best practices.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Maintain quarterly aged receivable balance below \$100,000.	\$191,677	\$100,000	N/A	N/A
Outcome	Reduce invoice volume by 10% from previous year	N/A	N/A	28,646	25,781
Efficiency	Reduce volume of travel requests received and approved more than 30 days from travel date by 10%.	50%	N/A	50%	40%

Performance Measures Descriptions

PM1 - The County provides services to various governmental agencies around the region including the cities of Portland and Gresham and Washington and Clackamas Counties and charges for these services. For cash management reasons, it is essential these agencies pay for the services promptly. Workday reporting will be available for this PM in FY21.
 PM2 and 3 - These will measure our ability to influence County employees and suppliers to act in ways that will save the County money.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,137,266	\$0	\$1,233,054	\$0
Materials & Supplies	\$6,250	\$0	\$4,550	\$0
Internal Services	\$136,810	\$0	\$119,667	\$0
Total GF/non-GF	\$1,280,326	\$0	\$1,357,271	\$0
Program Total:	\$1,280,326		\$1,357,271	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$666,766	\$0	\$966,265	\$0
Total Revenue	\$666,766	\$0	\$966,265	\$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 2020: 78102-20 Administrative Hub Finance

Department: County Assets **Program Contact:** Karin Tawney

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 five service teams in the Department of County Assets (DCA) Administrative Services Hub. HR provides direct human resources, labor relations and related services for over 700 employees to the departments of County Assets, County Management (DCM), and Non-Departmental County agencies and offices.

Program Summary

This program provides a full range of HR services to 750 regular and limited duration employees and approximately 41 temporary and/or on-call employees. The supported employees include 430 members of AFSCME Local 88, 16 members in IUOE Local 701 (Operating Engineers) and 21 members of IBEW Local 48 (Electrical Workers). Additionally, there are 191 executive and management employees, 46 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; track required trainings; HR information systems data entry, complex records management and compliance; timekeeping and e-timesheet training and review. The HR team also provides strategic planning around equity and inclusion; recruitment and retention; onboarding new employees; and is a strategic business partner and resource for managers and employees. 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 with a focus on equity and inclusion. Workforce 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 and bargaining teams. Ensure department compliance with the county's compensation and classification plans and policies.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of recruitments conducted	145	155	135	155
Outcome	Number of employees provided full range of HR services	717	717	710	717

Performance Measures Descriptions

PM #1 Output - Number of all recruitments 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,609,823	\$0	\$1,919,695	\$0
Contractual Services	\$500	\$0	\$5,000	\$0
Materials & Supplies	\$20,750	\$0	\$14,700	\$0
Internal Services	\$217,976	\$0	\$245,650	\$0
Total GF/non-GF	\$1,849,049	\$0	\$2,185,045	\$0
Program Total:	\$1,849,049		\$2,185,045	
Program FTE	10.00	0.00	12.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,158,390	\$0	\$1,232,721	\$0
Total Revenue	\$1,158,390	\$0	\$1,232,721	\$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 2020: 78103-20 Administrative Hub Human Resources

Added new HR Senior Analyst and Program Specialist positions to support Non-Departmental Human Resources.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$232,950	\$0	\$257,881	\$0
Materials & Supplies	\$6,547	\$0	\$500	\$0
Internal Services	\$49,054	\$0	\$40,950	\$0
Total GF/non-GF	\$288,551	\$0	\$299,331	\$0
Program Total:	\$288,551		\$299,331	
Program FTE	2.00	0.00	2.00	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 2020: 78104-20 Countywide Strategic Sourcing

An open position in the Strategic Sourcing program was reclassified from a Procurement Analyst Senior to a Contract Specialist in FY20. Strategic Sourcing is taking over responsibility for contract development, execution, and monitoring as well as supplier management activities for Strategic Sourcing initiative contracts from Central Purchasing.

Department: County Assets

Program Contact: Naomi Butler

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, including leading the energy and utility strategy to achieve the Department of County Assets carbon reduction goals and County Climate Action Plan goals. This office is responsible for centralizing and maintaining all critical building information, coordinating technology systems, administering the division-wide process improvement projects, and overseeing key performance and benchmark metrics.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Facility Portfolio Performance Report Completed	1	1	1	1
Outcome	Percent of employee performance evaluations completed	99%	100%	100%	100%

Performance Measures Descriptions

Output: Portfolio performance report demonstrates effectiveness of current initiatives and informs future strategies.

Outcome: All employees will receive annual feedback on their performance, develop appropriate work goals and competencies, and assess professional development opportunities. One PPR was incomplete in FY19 due to an extended medical leave.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,411,652	\$0	\$1,648,610
Contractual Services	\$0	\$30,000	\$0	\$15,825
Materials & Supplies	\$0	\$3,228,918	\$0	\$135,016
Internal Services	\$0	\$1,748,964	\$0	\$1,764,503
Total GF/non-GF	\$0	\$6,419,534	\$0	\$3,563,954
Program Total:	\$6,419,534		\$3,563,954	
Program FTE	0.00	8.75	0.00	10.25

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	(\$224)
Total Revenue	\$0	\$0	\$0	(\$224)

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78200-19 Facilities Director's Office

2 new positions added for ongoing TRIRIGA and FPM technology support. These positions were previously funded through the Multco Align Project.

.5 FTE is reduced through a realignment of admin support duties and is offset by a like increase in Program Offer 78204.

\$1M beginning working capital transferred to Capital Improvement Fund to restore fund for detention electronics.

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 Series 2017 debt. The outstanding debt issues have funded a number of capital improvements and acquisitions. All binding obligations were confirmed by the CFO and approved by the Board of County Commissioners.

In FY 2021 debt payments support the new Central Courthouse, the Gladys McCoy Health Headquarters and Department of Community Justice (DCJ) East Campus.

Debt for the new Health Headquarters is offset by \$1 million in proceeds from the sale of the former McCoy building.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 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

Output: Facilities and Property Management provides accurate billing for debt service and capital fee pass through expenses

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Internal Services	\$0	\$10,691,481	\$0	\$5,976,981
Cash Transfers	\$0	\$507,811	\$0	\$332,066
Total GF/non-GF	\$0	\$11,199,292	\$0	\$6,309,047
Program Total:	\$11,199,292		\$6,309,047	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$10,300,780	\$0	\$5,944,928
Total Revenue	\$0	\$10,300,780	\$0	\$5,944,928

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2020: 78201-20 Facilities Debt Service and Capital Fee Pass Through

Series 2014 debt has been retired for Multnomah County East, Blanchard, and Multnomah Buildings.

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

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 that over 140 Multnomah County 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 76.5 FTE in 9 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 that:

- Reduces capital repairs;
- Reduces unscheduled shutdowns and repairs;
- Extends equipment and facility life to realize life-cycle cost savings;
- Meets Climate Action Plan goals by conserving energy and resources through the optimization of more efficient equipment and systems;
- 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, efficient and functional facilities that meet programmatic requirements;
- Supports County departments' program delivery by providing 24x7 services, including non facilities related services, such as servicing needle collection drop boxes;
- Coordinates and distributes communication of building related activities and emergency events;
- Manages inclement weather response;
- 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percentage of Preventive Maintenance to Reactive Maintenance	70%	65%	50%	60%
Outcome	Customer Satisfaction Rating	97%	95%	95%	95%

Performance Measures Descriptions

Output: The percentage of preventive maintenance work demonstrates the level of effort on proactive monitoring and maintenance of building systems. Focus on preventive maintenance maximizes life cycle and reduces cost of breakdown repair.

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$9,980,547	\$0	\$10,732,340
Contractual Services	\$0	\$320,716	\$0	\$329,535
Materials & Supplies	\$0	\$12,147,625	\$0	\$12,714,982
Internal Services	\$0	\$1,621,048	\$0	\$1,804,529
Capital Outlay	\$0	\$0	\$0	\$42,630
Total GF/non-GF	\$0	\$24,069,936	\$0	\$25,624,016
Program Total:	\$24,069,936		\$25,624,016	
Program FTE	0.00	71.50	0.00	76.50

Program Revenues				
Other / Miscellaneous	\$0	\$35,545,817	\$0	\$36,579,295
Beginning Working Capital	\$0	\$3,270,582	\$0	\$3,341,034
Service Charges	\$0	\$2,156,986	\$0	\$1,055,073
Total Revenue	\$0	\$40,973,385	\$0	\$40,975,402

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78202-19 Facilities Operations and Maintenance

3 FTE added due to the cumulative add of shelter facilities, DCJ East Campus buildings, and significantly larger replacements of the McCoy and Courthouse buildings, 1 FTE added to review projects for OSHA and JCAHO compliance and to ensure compliance policies are up to date and maintained and 1 FTE to ensure 24/7 Dispatch coverage.

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

Executive Summary

The Facilities Client Services program manages approximately 3.5 million square feet of County facilities space and is the customer service interface between County programs and Facilities and Property Management. The manager coordinates project planning and approval to ensure successful ongoing operations of buildings, including identifying projects for the 5-year capital improvement plans. The team 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 routine building activities (such as janitor service, security, and window washing) and repair and/or maintenance projects with the programs operating in County buildings. This program administers approximately \$9 million of contracted services, ensuring vendor performance and accurate billing. They are also responsible for helping to identify and prioritize needed building improvements delivered through the Capital Improvement Funds.

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 team's manager provides coordination of building improvement project identification, scope, pricing and approval for work.

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

The section coordinates the 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Annual Customer Expectation Survey score minimum percentae.	94%	85%	90%	90%
Outcome	Percent public procurement compliance for contracted services.	100%	100%	100%	100%

Performance Measures Descriptions

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

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,391,695	\$0	\$1,417,073
Contractual Services	\$0	\$7,234,773	\$0	\$9,398,964
Materials & Supplies	\$0	\$669,325	\$0	\$470,847
Internal Services	\$0	\$300,207	\$0	\$322,635
Total GF/non-GF	\$0	\$9,596,000	\$0	\$11,609,519
Program Total:	\$9,596,000		\$11,609,519	
Program FTE	0.00	7.65	0.00	8.65

Program Revenues				
Other / Miscellaneous	\$0	\$3,188,702	\$0	\$4,372,266
Financing Sources	\$0	\$135,000	\$0	\$0
Total Revenue	\$0	\$3,323,702	\$0	\$4,372,266

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78203-19 Facilities Client Services

Contractual Services increase due primarily to a new custodial contracts and services at the new courthouse.

One Project Manager/Property Manager FTE, previously funded as an LDA with one-time-only support, is added to support the homeless shelters. This position will continue to coordinate with Joint Office of Homeless Services (JOHS), Facilities staff, shelter operators, vendors, and service providers to help ensure shelter facilities are successfully established and maintained from a building perspective.

Department: County Assets **Program Contact:** Kate Vance
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78205, 78206, 78213
Program Characteristics:

Executive Summary

This program consists of the Building Improvement Group, which delivers the projects from the County's 5-year Facilities Capital Improvement Plans. The program 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 Asset Preservation (AP) fees.

Program Summary

This program 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.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	70%	80%	70%	70%
Outcome	Percent of Primary Owned Buildings rated as Tier 1.	63%	65%	65%	67%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are actually completed in that fiscal year. Due to lack of staffing resources, some originally planned FY19 projects are to be completed in FY20 when additional staff was added to the program. (PO's 78205 & 78206 & 78213).

PM #2: Percent of Primary Owned Buildings rated as Tier 1 vs Tier 2 or 3. Increasing percentage a reflection of investment by County on ensuring adequate facilities to meet County Program needs.

Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,448,256	\$0	\$1,041,609
Contractual Services	\$0	\$90,000	\$0	\$0
Materials & Supplies	\$0	\$28,600	\$0	\$28,126
Internal Services	\$0	\$582,364	\$0	\$836,907
Total GF/non-GF	\$0	\$2,149,220	\$0	\$1,906,642
Program Total:	\$2,149,220		\$1,906,642	
Program FTE	0.00	9.30	0.00	9.80

Program Revenues				
Other / Miscellaneous	\$0	\$1,801,232	\$0	\$909,983
Total Revenue	\$0	\$1,801,232	\$0	\$909,983

Explanation of Revenues

This program is primarily funded by the Asset Preservation (2509) funds. Additional revenue comes from other departments in the form of billable service request work.

AP Fees: \$909,983

Significant Program Changes

Last Year this program was: FY 2020: 78204-20 Facilities Capital Operation Costs

Administrative overhead costs are recovered from the Asset Preservation Fund.

.5 FTE is added through a realignment of admin support duties and is offset by a like decrease in Program Offer 78200.

Department: County Assets **Program Contact:** Kate Vance
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78204, 78206, 78213
Program Characteristics:

Executive Summary

The Capital Improvement Program actively monitors, upgrades, and improves the County's portfolio of Tier II and III 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) provides funding for the annual 5-year Capital Plan that focuses on the County's 18 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 is 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 fees, 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	61%	80%	70%	75%
Outcome	Percent of Primary Owned Buildings rated as Tier 2 & 3.	37%	46%	35%	33%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year. FY19 was a challenging year with a backlog of work and staff turn-over. The FY20 plan looks more realistically at the number of projects that can be completed this fiscal year, and the FY20 year plan is based upon the assumption of increased staff load to catch up on backlogged projects.

PM #2: Percent of Primary Owned Buildings rated as Tier 2 & 3. Targeting decreased percentage over time.

Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$16,165,873	\$0	\$22,777,711
Internal Services	\$0	\$0	\$0	\$106,270
Capital Outlay	\$0	\$127,671	\$0	\$130,686
Total GF/non-GF	\$0	\$16,293,544	\$0	\$23,014,667
Program Total:	\$16,293,544		\$23,014,667	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,091,953	\$0	\$8,818,361
Financing Sources	\$0	\$313,973	\$0	\$1,167,824
Interest	\$0	\$7,200	\$0	\$434,608
Beginning Working Capital	\$0	\$13,970,471	\$0	\$12,112,219
Service Charges	\$0	\$233,799	\$0	\$481,655
Total Revenue	\$0	\$18,617,396	\$0	\$23,014,667

Explanation of Revenues

Fund 2507 Capital Improvement Program:
 BWC \$12.0 Million from Project Carryover, \$0.1 Million from Asset Replacement program offer
 IG City of Portland share of Justice Center Projects \$0.5 Million
 Intl Svc Reimbursement CIP Fee from County Occupants \$3.8 Million
 Cash Transfer Revenue from External Clients \$0.2 Million
 Other Revenue \$5.0 Million from Client Funded Projects
 Interest Income \$0.4 Million
 OTO \$1M cash transfer from Facilities Fund 3505 to restore CIP fund for detention electronic increased costs

Significant Program Changes

Last Year this program was: FY 2020: 78205-20 Facilities Capital Improvement Program

Capital Operations administrative overhead costs reallocated to Asset Preservation Fund.

Department: County Assets **Program Contact:** Kate Vance
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78204, 78205, 78213
Program Characteristics:

Executive Summary

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

Program Summary

The Asset Preservation Program (AP) provides funding for the annual 5-year Capital Plan that focuses on the County's 33 primary owned Tier I buildings. A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the County with assets that are worth their market value. It includes planned upgrades in equipment and systems intended to meet changing building needs.

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	84%	80%	80%	75%
Outcome	Percent of Primary Owned Buildings rated as Tier 1.	63%	54%	65%	67%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.
 PM #2: Percent of Primary Owned Buildings rated as Tier 1.

Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$16,514,395	\$0	\$19,710,907
Total GF/non-GF	\$0	\$16,514,395	\$0	\$19,710,907
Program Total:	\$16,514,395		\$19,710,907	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,655,476	\$0	\$7,576,752
Financing Sources	\$0	\$193,838	\$0	\$164,242
Interest	\$0	\$0	\$0	\$303,904
Beginning Working Capital	\$0	\$11,800,000	\$0	\$12,662,668
Service Charges	\$0	\$170	\$0	\$0
Total Revenue	\$0	\$16,649,484	\$0	\$20,707,566

Explanation of Revenues

BWC from Routine Project Carryover \$12.7 Million
 Intl Svc Reimbursement AP Fee from County Occupants \$7.6 Million
 Cash Transfer Revenue from External Clients \$0.2 Million
 Interest Income \$0.3 Million

Significant Program Changes

Last Year this program was: FY 2020: 78206-20 Facilities Capital Asset Preservation Program

Department: County Assets

Program Contact: Kate Vance

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Facilities Interiors Group provides support to all County departments for the purpose of systems furniture moves, adds and changes and modest renovation services for building interiors. The bulk of the cost of the program is recovered through costs settling to the departments requesting the service on an as-needed basis.

Program Summary

This program coordinates the moving, adding or changing of systems furniture throughout the County, as well as the inventorying of surplus systems furniture for later re-use. The team manages the move coordination for major and minor moves within the County. It also delivers project management services for interior building renovations requested by County programs.

The team consists of project managers knowledgeable in systems furniture, space design, and re-configurations. The team also coordinates the selection of interior finishes and furnishings, as appropriate.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average Customer Service Satisfaction Survey Score on a 5 point scale.	4.6	4.5	4.6	4.5
Outcome	Percent of newly occupied sites implementing the County's Workplace Modernization Initiative (WMI) stand	NA	70%	95%	95%

Performance Measures Descriptions

PM#1: Perform ongoing Customer Service Satisfaction Surveys with overall minimum score of 4.5 on a 5-point scale.

PM#2: Percent of new furniture projects follow the County's Workplace Modernization Initiative (WMI) standards, contributing to the County's goals to modernize the workplace and support the County's values around diversity and equity.

Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$672,077	\$0	\$698,570
Contractual Services	\$0	\$4,000	\$0	\$4,110
Materials & Supplies	\$0	\$27,057	\$0	\$19,039
Internal Services	\$0	\$47,283	\$0	\$51,538
Total GF/non-GF	\$0	\$750,417	\$0	\$773,257
Program Total:	\$750,417		\$773,257	
Program FTE	0.00	4.55	0.00	4.55

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$483,866
Total Revenue	\$0	\$0	\$0	\$483,866

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2020: 78207-20 Facilities Interiors Group

Department: County Assets

Program Contact: Naomi Butler

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

This program accounts for the energy and utility costs incurred at County facilities including electric, natural gas, water, sewer and waste/recycling. Expenses are passed through to County Departments as a building specific utility charge based on occupancy. The Facilities Director's Office monitors, evaluates, approves payment, and recommends strategy for reducing utility expenses in an ongoing effort to increase operating efficiencies and decrease the financial impact on critical County programs and services.

Program Summary

Facilities and Property Management (FPM) is continuously evaluating energy and utility consumption across the County in order to identify anomalies, maximize saving energy opportunities and minimize the County's utility expenses. Utility expenses are a pass through charge to the building tenants that either occupy owned or leased space in facilities used for County operations.

Electric utilities constitute about half of the utility expenses followed by water/sewer, natural gas and waste/refuse. FPM continues to work with the Office of Sustainability to educate building occupants on the value of resource conservation. The Energy and Utility Specialist in the Director's Office works with industry partners including the Energy Trust of Oregon, Oregon Department of Energy and the City of Portland to address operating efficiency and capture incentives for energy savings measures.

Utility rates fluctuate from year to year based on the availability of energy resources. These rates increase similar to the cost of inflation over time, but can vary based on economic factors. FPM implements energy and water efficiency projects in collaboration with building occupants to reduce consumption and achieve Climate Action Plan goals. The Board of County Commissioners resolved to purchase 100% of electricity through renewable energy sources, consequently the FY 2021 utility rates continues to include the cost of purchasing renewable energy credits.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Energy Use Intensity (Energy use per square foot)	71.8	70	70	69
Outcome	Percent reduction in carbon emissions	4.5%	3%	3%	3%

Performance Measures Descriptions

Output: Energy Use Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency.

Outcome: The Department of County Assets established a goal to reduce greenhouse gas emissions by 3% annually.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Materials & Supplies	\$0	\$6,150,000	\$0	\$6,334,630
Total GF/non-GF	\$0	\$6,150,000	\$0	\$6,334,630
Program Total:	\$6,150,000		\$6,334,630	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,440,020	\$0	\$5,600,770
Total Revenue	\$0	\$5,440,020	\$0	\$5,600,770

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2020: 78208-20 Facilities Utilities Pass Through

FY 2021 will be the first year that includes new Central Courthouse

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 13%, of the County's portfolio. Lease Management 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 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

Output: 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.

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$276,391	\$0	\$286,109
Contractual Services	\$0	\$55,000	\$0	\$55,545
Materials & Supplies	\$0	\$7,676,038	\$0	\$8,536,439
Internal Services	\$0	\$22,766	\$0	\$25,166
Total GF/non-GF	\$0	\$8,030,195	\$0	\$8,903,259
Program Total:	\$8,030,195		\$8,903,259	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$7,872,487	\$0	\$8,801,029
Service Charges	\$0	\$0	\$0	\$1,106,233
Total Revenue	\$0	\$7,872,487	\$0	\$9,907,262

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78209-19 Facilities Lease Management

The largest increase is in the main Five Oaks (formerly Lincoln) lease. This lease included a 3-month (or \$720,000) rent holiday at the start of the new lease agreement in FY 2020. Since this rent holiday is no longer included, the budget for this lease has increased accordingly above regular annual increases.

Department: County Assets

Program Contact: Scott Churchill

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs: 78210B

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, 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.

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 evaluations are ongoing efforts. The program engaged a consulting firm to lead a Strategic Planning effort in FY 2019. Department Interviews took place in FY 2020. The Strategic Planning Team reports initial FASP findings in FY2020 with recommendations for prioritized development projects.

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 feasibility studies, risk management, public process and other management functions.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of dispositions of surplus property completed	4	1	1	1
Outcome	Completion of the FASP update by department	100%	100%	100%	100%

Performance Measures Descriptions

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

Outcome: Completion of department reviews for the Facilities Asset Strategic Plan FASP.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,130,721	\$0	\$1,182,819
Contractual Services	\$0	\$260,000	\$0	\$267,150
Materials & Supplies	\$0	\$9,840	\$0	\$10,114
Internal Services	\$0	\$144,439	\$0	\$159,914
Total GF/non-GF	\$0	\$1,545,000	\$0	\$1,619,997
Program Total:	\$1,545,000		\$1,619,997	
Program FTE	0.00	7.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$684,443
Total Revenue	\$0	\$0	\$0	\$684,443

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2020: 78210A-20 Facilities Strategic Planning and Projects

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 78210A
Program Characteristics:

Executive Summary

In FY 2018 the County authorized One Time Only (OTO) funds to survey the Vance Property in order to support development of a long term Master Plan. Department of Community Services (DCS) Planning and County Leadership along with Department of County Assets (DCA) Facilities formed a steering committee earlier in FY 2018 in order to build a Roadmap of Master Planning efforts to date and outline next steps. The work includes Parcel Development Planning, Storm Water Retention Analysis, Zoning and Best Use Analysis and Preliminary Structure location Analysis.

Program Summary

This program offer includes environmental site technical studies to continue a master planning process. It will lead to enhanced development options which make better use of the former quarry and the associated park portion on the west side of the property. Technical work completed to date include an ALTA Survey, gas and water monitoring, landfill waste field investigations, and installation of additional ground water monitoring stations.

The goal of the plan 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 plan will consider the needs of the DCS including infrastructure needs, service provision, and present and future division land use needs, as well as any financial impact to the Road fund. In addition, we will be working closely with the City of Gresham to assess the park portion of the Vance Property along the western edge in order to determine best usage and future options.

DCS continues to work closely with internal stakeholders, and external partners and stakeholders to evaluate the future options for this property. The Project Leadership Team includes members from the Governor's Regional Solutions team, County Leadership, METRO, City of Gresham, DCS, MCHD, and FPM.

Through a formal solicitation, Cascadia Partners and their team was hired to provide Master Planning Services toward this effort that will include, programming, community engagement, financial analysis, feasibility analysis, and technical advisement on creating development options for this property. This initial effort is planned to be completed in FY21.

Based on alignment will County policies and goals and community benefit, the team will provide guidance on future implementation of the various options.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Master Plan Development Options	N/A	N/A	N/A	1
Outcome	Completion of Development Options for Vance Properties	N/A	N/A	20%	100%

Performance Measures Descriptions

PM #1 Output—Technical site work and creation of development options.
 PM #2 Outcome—The Master Plan Development Options will be 100% complete during FY 21.

Legal / Contractual Obligation

The project received Business Oregon Brownfield Redevelopment Grant. The project has submitted an application to receive funding through the DEQ Solid Waste Orphan Site Fund. The Board of County Commissioners approved submission of this application in December 2019.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$300,000	\$0	\$370,000
Total GF/non-GF	\$0	\$300,000	\$0	\$370,000
Program Total:	\$300,000		\$370,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$370,000
Total Revenue	\$0	\$0	\$0	\$370,000

Explanation of Revenues

Beginning working capital is all carry over of unspent one-time-only funding and includes \$130,000 from General Fund and \$240,000 from Video Lottery Fund.

Significant Program Changes

Last Year this program was: FY 2020: 78210B-20 Vance Property Master Plan

Receipt and approval of Brownfield Redevelopment funds increases scope of work that can be completed and will extend completion of 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 has completed the 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 prepared detailed cost estimates during the design phase and finalized a Guaranteed Maximum Price in September 2017. The Contractor is scheduled to be Substantially Complete in the Spring of 2020. Operational workflow testing and Final Occupancy Certification will take place following Substantial Completion. Occupancy is planned for late Spring / early Summer of calendar year 2020.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Completion of concrete floors	100%	N/A	N/A	N/A
Outcome	Building Structural Topping Out	100%	N/A	N/A	N/A
Output	Completion of Courthouse Construction	N/A	100%	100%	N/A
Outcome	Courthouse open for court operations	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Output: Completed placing of all of concrete for the 17 floors of the building
 PM #2 Outcome: 100% completion of Building Structural - aka Structural Topping Out
 PM #3 Output: Substantial Completion of Courthouse Construction
 PM #4 Outcome: Courthouse will open for operations with improved efficiency and safety for County programs, OJD and the public.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$177,051	\$0	\$0
Contractual Services	\$0	\$111,498,571	\$0	\$9,000,000
Internal Services	\$0	\$7,474	\$0	\$0
Total GF/non-GF	\$0	\$111,683,096	\$0	\$9,000,000
Program Total:	\$111,683,096		\$9,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$37,842,337	\$0	\$0
Other / Miscellaneous	\$0	\$775,000	\$0	\$0
Beginning Working Capital	\$0	\$68,000,000	\$0	\$9,000,000
Service Charges	\$0	\$5,125,000	\$0	\$0
Total Revenue	\$0	\$111,742,337	\$0	\$9,000,000

Explanation of Revenues

• \$9.0 Million working capital carryover of unrestricted funds from FY 2020.

Significant Program Changes

Last Year this program was: FY 2020: 78212-20 Facilities Downtown Courthouse

Decrease of \$103.5 million from FY 2020 as is projected to be substantially completed in FY 2020.

Department: County Assets **Program Contact:** Kate Vance
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78204
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 15 owned buildings occupied by the Library District 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. 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 focuses 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of projects planned for completion in a fiscal year that are completed that fiscal year.	75%	80%	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: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.

PM#2: Provide the Library District with a 5-yr Capital Improvement plan updated annually.

Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$5,332,881	\$0	\$6,266,852
Total GF/non-GF	\$0	\$5,332,881	\$0	\$6,266,852
Program Total:	\$5,332,881		\$6,266,852	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,632,881	\$0	\$2,843,511
Interest	\$0	\$0	\$0	\$80,235
Beginning Working Capital	\$0	\$2,700,000	\$0	\$3,343,106
Total Revenue	\$0	\$5,332,881	\$0	\$6,266,852

Explanation of Revenues

BWC Estimated carry forward of ongoing projects \$3.3 Million
Intl Svc Reimbursement Capital Fee on Owned Library Buildings \$2.8 Million
Interest Income \$0.1 Million

Significant Program Changes

Last Year this program was: FY 2020: 78213-20 Library Construction Fund

The Library District has chosen to increase the funding level for FY21 to better meet the needs of their building stock by investing in capital improvement projects, similar to the increases in FY20.

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. Construction began on February 17, 2017 and the Board of County Commissioners approved the resolution 2017-051 on June 15, 2017 to authorize the GMP amendment with JE Dunn Construction. The steel structure has been completed and a topping ceremony was held December 6, 2017. Construction is on track to be completed in FY 2019. Project construction audit will be completed in FY 2020.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Construction of the Gladys McCoy Building is complete	N/A	100%	100%	N/A
Outcome	Health Department can deliver services from this location	N/A	100%	100%	N/A
Output	Completion of project construction audit	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1: The metric (output) is completing the construction of the Gladys McCoy Building.
PM #2: Health Department can deliver services from this location.
PM #3: Audit of project construction costs and contract compliance to be completed by independent external auditor.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$7,500,000	\$0	\$5,500,000
Total GF/non-GF	\$0	\$7,500,000	\$0	\$5,500,000
Program Total:	\$7,500,000		\$5,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$7,500,000	\$0	\$5,500,000
Total Revenue	\$0	\$7,500,000	\$0	\$5,500,000

Explanation of Revenues

The carryover is to meet contractual obligations to vendors and service providers.

Significant Program Changes

Last Year this program was: FY 2019: 78214-19 Health Headquarters Construction

Project is Complete. Minor building and systems adjustments continue through April 2020.

Program #78218 - MCSO Facilities Relocation and Reconfiguration 5/4/2020

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 meets the operational requirements of a modern law enforcement agency. In FY 2017, the majority of the Sheriff's Office staff moved to the the Penumbra Kelly Building at 4747 E Burnside in Portland.

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. The ownership of Troutdale property does not align with the new Strategic Plans from the Sheriff's Office. Disposition options are being considered for the Troutdale parcel. MCSO Business Case continues to be developed and refined for approval by the Chair in FY 2020. A short list of potential sites for consolidation continue to be studied.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Assessment of MCSO overall facilities needs	N/A	100%	100%	N/A
Outcome	Site Selection for MCSO facilities	N/A	N/A	N/A	1

Performance Measures Descriptions

PM #1 Output--An overall assessment of MCSO facilities and work space needs will be conducted considering the Consolidation of Hansen, Kelly, Columbia Gorge and the Multnomah Building as well as overall needs.
 PM #2 Outcome--Once successful Site Selection is complete, this will allow Lease Approval, Construction and Tenant Improvements to progress.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$4,255,896	\$0	\$3,358,765
Total GF/non-GF	\$0	\$4,255,896	\$0	\$3,358,765
Program Total:	\$4,255,896		\$3,358,765	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$4,255,896	\$0	\$3,358,765
Total Revenue	\$0	\$4,255,896	\$0	\$3,358,765

Explanation of Revenues

This program offer will be funded with \$3.4 Million in carryover from FY 2020.

Significant Program Changes

Last Year this program was: FY 2020: 78218-20 MCSO Facilities Relocation and Reconfiguration

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 One-Time-Only request addresses an on-going housing emergency. Thousands of people in Multnomah County and the Metro region are facing housing instability and, increasingly, experiencing homelessness. Those experiencing behavioral health issues often face additional barriers to accessing shelter and housing and participating in services. Currently, services and facilities specifically serving this population are limited. The renovation and build-out of the recently purchased building at Southwest 333 Park Avenue and adjacent parcel of land will greatly support the need for these services and programs.

Program Summary

The Multnomah County Health Department, in collaboration with our community partners, have identified the need in our community for a centrally located, dedicated behavioral health resource center providing services during the day, overnight shelter, and transitional housing to serve the growing number of people with disabling conditions, including behavioral health issues such as mental illness and substance use disorders who experience homelessness.

An executive project team was assembled to review the feasibility of purchasing the property at 333 SW Park Avenue and the adjacent parking lot on SW Oak Street. Through a series of feasibility analyses, the site was identified as an excellent location with a flexible interior and exterior space for this specific purpose. Additional analysis regarding the project delivery led to the path of renovating the current building for the new center. The Project Management Team (PMT) was formed with members including Multnomah County Mental Health & Addiction Services (MHASD), Facilities & Property Management (FPM), The Klash Group, Carleton Hart Architecture (CHA), and Mortenson Construction.

The PMT engaged in an effort to evaluate the program for the new Behavioral Health Resource Center. The program is to be based on the existing structure that has four floors, plus a basement and mezzanine, and the adjacent surface parking lot. The conceptual estimate for this project, including hard construction and soft costs, is a range of \$15 million to \$20 million. The preliminary project schedule targets the opening of the facility in 18-24 months. The Board approved the FAC-1 Preliminary Plan and authorized the Schematic Design and Design Development phases of the Behavioral Health Resource Center (BHRC) Project on September 26, 2019.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	BCC FAC-1 Presentations				3
Outcome	Completed Behavioral Health Resource Center				80%

Performance Measures Descriptions

PM-1 Board of County Commissioners receive and approve project phase plans in accordance with FAC-1 Administrative Procedure.

PM-2 80% Progress on Renovation of the building in the effort to provide new mental health services and transitional housing.

Legal / Contractual Obligation

BCC has earlier approved limited funding to proceed with Pre-Construction contracts using the CM/GC model for Architectural, Engineering and General Contractor services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$0	\$1,700,000
Total GF/non-GF	\$0	\$0	\$0	\$1,700,000
Program Total:	\$0		\$1,700,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$1,700,000
Total Revenue	\$0	\$0	\$0	\$1,700,000

Explanation of Revenues

\$1.7 Million working capital carryover from FY 2020.

Significant Program Changes

Last Year this program was:

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 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. 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. DCJ will occupy just the North and West buildings of the Campus. The South Building will be available for other Program use.

Program Summary

This program envisions the co-location of DCJ District Managers, 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. 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.

Goals for this new East-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

In FY 2019, FPM completed design and construction documents to renovate the existing buildings. Staff have been relocated into Modular Offices on the Hansen site during construction. Construction is underway and is scheduled to be Substantially Complete in the Spring of CY 2020.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Complete schematic design, design documents and construction documents for permit application	N/A	100%	100%	N/A
Outcome	Maintain DCJ East County Operations during the Construction period.	N/A	100%	100%	N/A
Output	FAC-1 Presentation to BCC	N/A	1	1	N/A

Performance Measures Descriptions

PM 1 Output: Completion of schematic design, design documents and construction document including permitting application.

PM 2 Outcome: Maintain DCJ East County Operations during Construction period.

PM 3 Output: FAC-1 Presentation to BCC

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$6,746,499	\$0	\$500,000
Total GF/non-GF	\$0	\$6,746,499	\$0	\$500,000
Program Total:	\$6,746,499		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$6,000,000	\$0	\$500,000
Total Revenue	\$0	\$6,000,000	\$0	\$500,000

Explanation of Revenues

This program offer is funded by beginning working capital carried over from FY 2020. The Project is scheduled to be substantially completed in spring 2020 with \$500K carryover for payment of work not completed in FY 2020.

Significant Program Changes

Last Year this program was: FY 2020: 78220-20 DCJ East County Campus



Department: County Assets **Program Contact:** Kate Vance
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed

Related Programs:
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 detention center. The security electronics were overhauled in 2006, when new Programmable Logic Controllers and touch panels 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 no longer viable to support. New technologies available will lower cost while improving the operation, maintainability, and safety of the facility.

Program Summary

This carryover project is currently in construction. The project is expected to reach substantial completion in FY21 Q3. 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 (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 6 different systems:
- 1 - INTERCOM SYSTEM: provides immediate communications between control centers to inmate cells, movement doors, and other critical locations
 - 2- VIDEO SURVEILLANCE SYSTEM: provides visual supervision and 60 minutes of recording time for inmate and public areas of the facility
 - 3 - PLC/TOUCHSCREEN SYSTEMS: upgrade to support the current Unity programming software.
 - 4 - ACCESS CONTROL SYSTEM: allows staff to enter doors and areas without control room intervention, and is also used for interlock override by the control room staff.
 - 5 - ADMINISTRATIVE INTERCOM PHONE SYSTEM: provides dedicated detention-grade master phone stations for fast and easy communications between control room officers, management, medical, and other detention-oriented locations.
 - 6 - VIDEO MANAGEMENT SYSTEM: replaces the multitude of independent, stand-alone systems currently installed and creates standardization of video systems across all County detention facilities.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Prioritized order for system implementation	1	1	1	1
Outcome	Percent of systems successfully implemented	5%	100%	65%	100%

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--Anticipated that 100% of the systems implementation will be completed in Q3 FY 2021.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2021.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$4,771,626	\$0	\$4,474,226
Total GF/non-GF	\$0	\$4,771,626	\$0	\$4,474,226
Program Total:	\$4,771,626		\$4,474,226	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$3,400,000	\$0	\$4,474,226
Total Revenue	\$0	\$3,400,000	\$0	\$4,474,226

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2020, which includes \$1.3 M transferred from other projects within the same fund.

Significant Program Changes

Last Year this program was: FY 2020: 78221-20 MCDC Detention Electronics

Due to procurement challenges, project was significantly delayed and additional budget of \$1.3M is required to complete the scope of work.

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

Executive Summary

This program offer will fund essential repairs to the Multnomah County Sheriff Office (MCSO) River Patrol boathouses and related facilities. These repairs will address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structure.

Program Summary

This carryover project is currently in bidding and jurisdictional review, and the most critical work is currently under construction. All construction work is expected to be completed and the project closed out in FY21.

A study was commissioned by Facility and Property Management (FPM) and completed in February, 2018 to determine the scope of deferred maintenance required for the MCSO River Patrol boathouses, docks, and ramps, eight structures in total. Deferred maintenance in the amount of ~\$2 million+ was identified by the contracted architecture/engineering firm. Of the ~\$2 million+, approximately half is considered to be essential to address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structures. We currently have an imminent danger correction notice for all Columbia River Patrol boathouses from an electrical inspector to prevent Electrical Shock Drowning (ESD).

Structures identified that need improvements include: B496 Willamette River Boathouse and ramp/landing; B307 Columbia River Gleason Landing River Patrol, B493 Boathouse 1, B494 Boathouse 2, and B495 Boathouse 3, and the fueling dock; B309 Columbia River Chinook Landing Boathouse; and the B499 Columbia River Bonneville Boathouse.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Complete essential deferred maintenance boathouses.	25%	100%	53%	100%
Outcome	MCSO boathouses/floating buildings meet minimum code and safety compliance.	25%	100%	53%	100%

Performance Measures Descriptions

Output: Complete essential deterred maintenance on MCSO River Patrol boathouses/buildings/ramps/docks in order to reduce the ongoing rapid deterioration of the assets.

Outcome: Bring MCSO River Patrol boathouses/buildings/ramps/docks up to minimum levels of code and safety compliance.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2021. An imminent danger correction notice for all Columbia River Patrol boat houses from electrical inspector to prevent Electrical Shock Drowning (ESD).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,026,349	\$0	\$1,152,900
Total GF/non-GF	\$0	\$1,026,349	\$0	\$1,152,900
Program Total:	\$1,026,349		\$1,152,900	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$1,033,521	\$0	\$1,152,900
Total Revenue	\$0	\$1,033,521	\$0	\$1,152,900

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2020.

Significant Program Changes

Last Year this program was: FY 2020: 78227-20 MCSO River Patrol Boathouses Capital Improvements

After further investigation, it was determined that Gleason Landing Columbia Boat House 1 and Chinook Landing Boathouse will be replaced instead of repaired.

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

Executive Summary

This One-Time-Only request addresses design work to replace the electrical busway riser at the Justice Center that is nearing the end of its useful life. The total estimated cost to replace the system is between \$6 million and \$7.6 million. This request is for the preliminary project planning \$900,000.

Program Summary

The Justice Center's incoming building electrical service, busway risers, and electrical distribution equipment are mostly of original construction (1981) and are fast approaching their end of useful life. This program offer focuses on the replacement of the main incoming service and busway risers because failure of these systems would result in significant, if not complete, electrical outage throughout the entire building.

The first year of the program offer will focus on preliminary planning, investigation, design, and more accurate cost estimates in order to request the full amount in FY 2022.

\$900,000 for preliminary project planning:
 Complete design
 Update cost estimates
 Prepare for procurement

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Complete preliminary planning, investigation, and design documents.	na	na	na	100%
Outcome	Use design plans to develop accurate cost estimates and revised program offer	na	na	na	100%

Performance Measures Descriptions

PM-1 Complete preliminary planning, investigation, and design documents.

Legal / Contractual Obligation

Condo agreement with City of Portland

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$0	\$900,000
Total GF/non-GF	\$0	\$0	\$0	\$900,000
Program Total:	\$0		\$900,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$900,000
Total Revenue	\$0	\$0	\$0	\$900,000

Explanation of Revenues

This is a one-time-only General Fund request.

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:

Executive Summary

The IT Innovation and Investment Projects offer provides funding and governance for projects within the Technology Improvement Program. 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 programs and projects within this program offer. For Fiscal Year 2021 the programs and projects included within this program offer are:

- Technology Improvement Program (TIP): Based on the funding available in FY 2021, specific projects will be initiated, executed, and completed to replace prioritized obsolete technology. The projects are identified through the Technology Fitness Assessment conducted every other year. The Technology Fitness Assessment determines how well the most critical technology supports the mission, business processes, and technical requirements of the County. Projects are prioritized based on the assessment and availability of technical and business resources to perform the work.
- Budget System (Questica) Enhancements Project: In FY 2021, the remaining set of reports will be developed and delivered through this program offer.

Projects initiated within the IT Innovation and Investment program offer 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.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$194,896	\$0	\$268,853
Contractual Services	\$0	\$1,427,603	\$0	\$1,225,871
Total GF/non-GF	\$0	\$1,622,499	\$0	\$1,494,724
Program Total:	\$1,622,499		\$1,494,724	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$468,020	\$0	\$0
Beginning Working Capital	\$0	\$1,154,479	\$0	\$1,404,724
Service Charges	\$0	\$0	\$0	\$90,000
Total Revenue	\$0	\$1,622,499	\$0	\$1,494,724

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2021 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2020: 78301-20 IT Innovation & Investment Projects

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 is responsible for the Demand Planning function throughout the IT portfolio.

This program coordinates and manages the annual strategic planning and review process. The planning process ensures that the right resources are focused on the strategic technology 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 2019, the full IT Project Portfolio consisted of 253 projects active during the course of the year and 116 projects were completed during the year including the Multco Align project. The Planning, Projects, and Portfolio Management group maintains the County's Digital Strategy Priority Projects Portfolio consisting of approximately 10-15 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Maintain ratio of planned to unplanned work for actual time worked	80%	80%	76%	80%
Outcome	Number of strategic reports shared with leaders improving transparency.	2	3	3	3
Outcome	Percent of strategic projects completed on time per project schedules baseline.	50%	80%	80%	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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,949,457	\$0	\$2,089,429
Contractual Services	\$0	\$40,000	\$0	\$86,641
Materials & Supplies	\$0	\$178,705	\$0	\$196,350
Internal Services	\$0	\$400	\$0	\$400
Total GF/non-GF	\$0	\$2,168,562	\$0	\$2,372,820
Program Total:	\$2,168,562		\$2,372,820	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,168,562	\$0	\$2,372,820
Total Revenue	\$0	\$2,168,562	\$0	\$2,372,820

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 2020: 78302-20 IT Planning, Projects & Portfolio Management

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 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 residents of and visitors to Multnomah County. Professional, customer service oriented 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 more than 6,000 employees and business partners. By focusing on first call resolution of problems, such as inability to access documents, working with Google and 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, 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 remaining 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of customer tickets processed	30,000	30,000	30,000	30,000
Outcome	Percent of total calls to the Help Desk that are abandoned.	5%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	64%	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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,165,203	\$0	\$1,172,731
Contractual Services	\$0	\$0	\$0	\$1,800
Materials & Supplies	\$0	\$7,244	\$0	\$10,760
Total GF/non-GF	\$0	\$1,172,447	\$0	\$1,185,291
Program Total:	\$1,172,447		\$1,185,291	
Program FTE	0.00	8.40	0.00	8.75

Program Revenues				
Other / Miscellaneous	\$0	\$1,172,447	\$0	\$1,185,291
Total Revenue	\$0	\$1,172,447	\$0	\$1,185,291

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 2020: 78303-20 IT Help Desk Services

Partial position 707814 [+0.50] moved from Program Offer 78307 (IT Desktop Services), partially offset against reduced position [-0.15].

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 more than 6,000 County and partner employees. The services provided by this program facilitate communication with residents and visitors, business partners, and employees.

Program Summary

The County maintains an enterprise voice system that processes more than 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 more than 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 are 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average time (in hrs) to respond to high priority incidents	1	1	1	1
Outcome	High priority incidents resolved within 12 hours	98%	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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$996,498	\$0	\$1,071,107
Contractual Services	\$0	\$130,000	\$0	\$0
Materials & Supplies	\$0	\$2,194,199	\$0	\$1,859,943
Internal Services	\$0	\$16,200	\$0	\$16,200
Capital Outlay	\$0	\$40,000	\$0	\$40,000
Total GF/non-GF	\$0	\$3,376,897	\$0	\$2,987,250
Program Total:	\$3,376,897		\$2,987,250	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,058,018	\$0	\$2,060,906
Beginning Working Capital	\$0	\$1,102,414	\$0	\$734,943
Service Charges	\$0	\$216,465	\$0	\$191,401
Total Revenue	\$0	\$3,376,897	\$0	\$2,987,250

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 2020: 78304-20 IT Telecommunications Services

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 6,000 County employees. The services provided by this program facilitate communication with residents and visitors, 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 2,000 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 is to continue to improve the costs of the services over the prior year. Each year, the aggregate overall expenses relating to County owned mobile devices are translated into an average cost per minute metric and average cost per device. The baseline averages are used as the basis for cost savings calculations. The total overall costs include personnel and non-personnel expenses, the costs related to the Telecommunication Expense Management System, plus the costs for all wireless services. All of which are passed through to the Departments of the wireless device users.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 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 per unit over prior year	4%	2%	1%	1%

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$95,913	\$0	\$101,817
Contractual Services	\$0	\$0	\$0	\$1,095,650
Materials & Supplies	\$0	\$1,119,383	\$0	\$73,899
Total GF/non-GF	\$0	\$1,215,296	\$0	\$1,271,366
Program Total:	\$1,215,296		\$1,271,366	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,215,296	\$0	\$1,233,909
Beginning Working Capital	\$0	\$0	\$0	\$37,457
Total Revenue	\$0	\$1,215,296	\$0	\$1,271,366

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 2020: 78305-20 IT Mobile Device Expense Management

NONE

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, Internet Protocol (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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 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	80%	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 attacks in order to thwart phishing scams.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,586,097	\$0	\$2,703,907
Contractual Services	\$0	\$120,000	\$0	\$282,000
Materials & Supplies	\$0	\$3,605,608	\$0	\$3,895,517
Internal Services	\$0	\$1,000	\$0	\$1,000
Total GF/non-GF	\$0	\$6,312,705	\$0	\$6,882,424
Program Total:	\$6,312,705		\$6,882,424	
Program FTE	0.00	11.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,312,705	\$0	\$6,882,424
Total Revenue	\$0	\$6,312,705	\$0	\$6,882,424

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 2020: 78306-20 IT Network Services

Position 705551 moved from Program Offer 78317 (IT Data Center & Technical Services).

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 end users with desktops, laptops, tablets, smartphones, 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 more than 7,000 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 residents and visitors 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	95%	95%	95%	95%
Outcome	New hire devices installed and functional on employee start date on requests received 5 days prior to start day	90%	90%	95%	95%
Outcome	Device refresh occurs within 3 months of warranty end date	70%	70%	70%	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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,484,820	\$0	\$2,551,471
Contractual Services	\$0	\$70,000	\$0	\$78,505
Materials & Supplies	\$0	\$49,199	\$0	\$24,873
Internal Services	\$0	\$0	\$0	\$15,000
Total GF/non-GF	\$0	\$2,604,019	\$0	\$2,669,849
Program Total:	\$2,604,019		\$2,669,849	
Program FTE	0.00	17.00	0.00	16.50

Program Revenues				
Other / Miscellaneous	\$0	\$2,604,019	\$0	\$2,669,849
Total Revenue	\$0	\$2,604,019	\$0	\$2,669,849

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 2020: 78307-20 IT Desktop Services

Position 707814 moved to Program Offer 78303 (IT Help Desk Services).

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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule	70%	80%	80%	80%
Outcome	Asset database quality, accuracy and completeness	98%	99%	99%	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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$360,000	\$0	\$360,000
Materials & Supplies	\$0	\$2,600,597	\$0	\$2,885,529
Capital Outlay	\$0	\$3,673,087	\$0	\$4,957,247
Total GF/non-GF	\$0	\$6,633,684	\$0	\$8,202,776
Program Total:	\$6,633,684		\$8,202,776	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,400,589	\$0	\$4,432,589
Beginning Working Capital	\$0	\$2,233,095	\$0	\$3,770,187
Total Revenue	\$0	\$6,633,684	\$0	\$8,202,776

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 2020: 78308-20 IT Asset Replacement

Beginning Working Capital carryover from FY 2020 for replacement of IT assets.

Department: County Assets

Program Contact: Debra Lee

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

Program services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and County needs. They also include 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	45%	68%	55%	58%
Outcome	Percentage point increase in employee hours spent on planned work	-7%	3%	-13%	3%

Performance Measures Descriptions

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

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$4,116,736	\$0	\$1,338,518
Contractual Services	\$0	\$650,000	\$0	\$650,000
Materials & Supplies	\$0	\$112,721	\$0	\$26,044
Total GF/non-GF	\$0	\$4,879,457	\$0	\$2,014,562
Program Total:	\$4,879,457		\$2,014,562	
Program FTE	0.00	21.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,879,457	\$0	\$2,014,562
Total Revenue	\$0	\$4,879,457	\$0	\$2,014,562

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 2020: 78309-20 IT Health and Human Services Application Services

Due to the type of work required to support this program offer, personnel costs were moved to the IT Data and Reporting Services Program Offer.

Department: County Assets

Program Contact: Debra Lee

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	77%	68%	77%	75%
Outcome	Percentage point increase in time spent on planned projects	5%	4%	9%	0%

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$3,251,786	\$0	\$3,417,645
Contractual Services	\$0	\$70,000	\$0	\$0
Materials & Supplies	\$0	\$80,821	\$0	\$88,367
Total GF/non-GF	\$0	\$3,402,607	\$0	\$3,506,012
Program Total:	\$3,402,607		\$3,506,012	
Program FTE	0.00	18.00	0.00	19.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,402,607	\$0	\$3,506,012
Total Revenue	\$0	\$3,402,607	\$0	\$3,506,012

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 2020: 78310-20 IT Public Safety Application Services

Personnel increased due to movement within IT organization.

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 and services 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, GIS services 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 approximately 100 systems for DCM, DCA and 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 supports implemented ERP platforms (Workday, Tririga, Jaggaer, Questica) and 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; and
- 3) Following Think Yes principles to ensure creativity and partnerships that provide for sustainable and equitable solutions.

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of employee hours spent on planned work versus unplanned	32%	35%	25%	30%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	17%	-2%	-7%	5%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work. Planned work provides higher customer value, as work can be targeted toward high priority activities

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,820,568	\$0	\$1,692,985
Materials & Supplies	\$0	\$6,845	\$0	\$40,062
Total GF/non-GF	\$0	\$1,827,413	\$0	\$1,733,047
Program Total:	\$1,827,413		\$1,733,047	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,827,413	\$0	\$1,733,047
Total Revenue	\$0	\$1,827,413	\$0	\$1,733,047

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 2020: 78311-20 IT General Government Application Services

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 platform support for databases, web server support, and support of enterprise analytics tools used for decision making and results measurement. Specific service areas include Database Services, Reporting Services, Business Data Marts, Web Platform Administration, and related customer service management.

Program Summary

Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, resident and visitor 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	24%	25%	24%	25%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99.9%	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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,969,615	\$0	\$5,721,071
Materials & Supplies	\$0	\$1,050,384	\$0	\$1,116,984
Total GF/non-GF	\$0	\$4,019,999	\$0	\$6,838,055
Program Total:	\$4,019,999		\$6,838,055	
Program FTE	0.00	15.50	0.00	28.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,019,999	\$0	\$6,338,055
Total Revenue	\$0	\$4,019,999	\$0	\$6,338,055

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 2020: 78312-20 IT Data & Reporting Services

Data & Reporting Services increase in materials and supplies is due to increase spending on software needed to meet program goals. Personnel increased due to movement within IT organization. Position 714940 added from Program Offer 78306 (IT Network Services).

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

Executive Summary

The County uses Enterprise Resource Planning (ERP) software to manage our business operations. Our ERP systems are the primary system of record for managing people, financials, budget, and facilities. The County's ERP software suite includes Workday, TRIRIGA, Jaggaer, and Qestica.

Program Summary

The ERP 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 IT ERP support team provides coordination among the ERP systems, technical support, security administration, and complex reporting services. The IT ERP support team works collaboratively with the support teams within central HR, Finance, Budget and Facilities to deliver services to the County's more than 6,000 employees, 300 contractors, 145 contingent workers, 110 community partners, and 1,475 retired employees.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Employee hours spent on planned work versus unplanned work.	N/A	60%	30%	35%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work.	N/A	N/A	N/A	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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,657,261	\$0	\$1,346,950
Contractual Services	\$0	\$289,202	\$0	\$185,000
Materials & Supplies	\$0	\$2,335,339	\$0	\$2,340,478
Total GF/non-GF	\$0	\$4,281,802	\$0	\$3,872,428
Program Total:	\$4,281,802		\$3,872,428	
Program FTE	0.00	8.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,108,746	\$0	\$3,872,428
Beginning Working Capital	\$0	\$173,056	\$0	\$0
Total Revenue	\$0	\$4,281,802	\$0	\$3,872,428

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 2020: 78313-20 IT ERP Application Services

Personnel decreased due to movement within IT organization.

Department: County Assets

Program Contact: Chris Clancy

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

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

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

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

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	27%	27%	27%	27%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99%	99%	99%

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,487,877	\$0	\$3,303,548
Materials & Supplies	\$0	\$1,417,125	\$0	\$1,888,466
Total GF/non-GF	\$0	\$3,905,002	\$0	\$5,192,014
Program Total:	\$3,905,002		\$5,192,014	
Program FTE	0.00	13.50	0.00	15.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,905,002	\$0	\$5,192,014
Total Revenue	\$0	\$3,905,002	\$0	\$5,192,014

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 2020: 78314-20 IT Enterprise and Web Application Services

Personnel increased due to movement within IT organization.

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

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 completed the selection of a new Library Information System in late 2017 and began using it in 2019. This system is a key component of most day to day activities including inventory management and patron information. The Library uses technology to support its delivery of critical services to the Multnomah County Community. 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	26.1%	50%	35%	50%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	0%	10%	0%	0%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 50% planned/50% 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 - Increase in the amount of hours spent on planned work vs unplanned work from CYE.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$474,979	\$0	\$386,423
Materials & Supplies	\$0	\$12,210	\$0	\$0
Total GF/non-GF	\$0	\$487,189	\$0	\$386,423
Program Total:	\$487,189		\$386,423	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$487,189	\$0	\$386,423
Total Revenue	\$0	\$487,189	\$0	\$386,423

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 2020: 78315-20 IT Library Application Services

Program change reflects the movement of one Limited Duration Assignment position moving out of IT into the DCA HUB.

Department: County Assets **Program Contact:** Tracey Massey
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 Organizational Learning 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 the data center in the East County Courthouse). The cost of IT trainers supported by the IT organization to provide IT training and consultation Countywide are budgeted in this program offer. Software licensing and maintenance costs for the Telecom Expense Management system used throughout the County is also included in this program.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Timely repayment of borrowed funds	100%	100%	100%	100%
Outcome	Revenue collection is accurate and timely	100%	97%	100%	97%

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$864,726	\$0	\$1,245,766
Contractual Services	\$0	\$49,055	\$0	\$180,678
Materials & Supplies	\$0	\$1,161,467	\$0	\$202,480
Internal Services	\$0	\$11,341,945	\$0	\$11,606,527
Capital Outlay	\$0	\$2,067,745	\$0	\$3,760,967
Cash Transfers	\$0	\$1,468,020	\$0	\$0
Total GF/non-GF	\$0	\$16,952,958	\$0	\$16,996,418
Program Total:	\$16,952,958		\$16,996,418	
Program FTE	0.00	3.80	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$12,693,428	\$0	\$13,116,995
Beginning Working Capital	\$0	\$4,259,530	\$0	\$3,879,423
Total Revenue	\$0	\$16,952,958	\$0	\$16,996,418

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. This program also acts as the holding account for non-specific division-wide working capital carryover from previous fiscal years.

Significant Program Changes

Last Year this program was: FY 2020: 78316-20 IT Shared Operating Expenses

FTE budget increase is due to 100% of Deputy CIO FTE allocation being budgeted in home cost object (prior allocation was 80%; +0.20 increase).

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 residents and visitors 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$4,525,998	\$0	\$4,617,299
Contractual Services	\$0	\$8,000	\$0	\$71,500
Materials & Supplies	\$0	\$1,181,895	\$0	\$1,060,541
Total GF/non-GF	\$0	\$5,715,893	\$0	\$5,749,340
Program Total:	\$5,715,893		\$5,749,340	
Program FTE	0.00	24.75	0.00	23.75

Program Revenues				
Other / Miscellaneous	\$0	\$5,715,893	\$0	\$5,749,340
Total Revenue	\$0	\$5,715,893	\$0	\$5,749,340

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 2020: 78317-20 IT Data Center & Technical Services

Position 705551 moved to Program Offer 78306 (IT Network Services).

Department: County Assets **Program Contact:** Tracey Massey

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

Related Programs:
Program Characteristics:

Executive Summary

This program provides funding to replace the legislatively mandated CRIMES case management system. The current system is 16 years old and the underlying technology is outdated and prohibitively expensive to maintain. The IT Division will continue to work in partnership with the Multnomah County District Attorney (MCDA) to implement a new system and decommission the old.

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 16 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Successful project completion based on agreed upon scope, timeline, and budget.	N/A	100%	NA	100%
Outcome	Updated project plans for the replacement, enhancements and decommissioning of prior systems.	100%	100%	N/A	100%
Quality	Assignment of dedicated project manager to ensure appropriate oversight and project management.	N/A	1	1	1

Performance Measures Descriptions

PM #1 Output Measure: The scope, timeline, and budget at completion will be evaluated against the agreed upon schedule, budget, and deliverables. [FY20 Estimate of NA based on project being on hold for the full-year]

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 continue to be assigned to this project to manage the scope, timeline, budget, resources.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,219,286	\$0	\$1,219,272
Total GF/non-GF	\$0	\$1,219,286	\$0	\$1,219,272
Program Total:	\$1,219,286		\$1,219,272	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$1,219,286	\$0	\$1,219,272
Total Revenue	\$0	\$1,219,286	\$0	\$1,219,272

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2021 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2020: 78319-20 CRIMES Replacement

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Juvenile Detention Program located at the Juvenile Justice Center provides health care services to youth. Currently, the medical records are paper-based. This is inefficient. In addition, the use of a non-electronic medical record poses potential challenges for legibility, accuracy, continuity of care and medical-legal issues. This program is to establish requirements to procure and implement an EMR that meets the unique needs of this care facility.

Program Summary

The staff at JDH currently use a paper-based medical record system and document medication delivery on paper medication administration records. Handwritten prescriptions are used to order medications. Laboratory and other test results return and are filed as paper records. This program will document the requirements for an EMR, conduct a procurement, and implement the selected solution. This program will require significant business process design to automate paper-based practices.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Complete the evaluation and selection of the EMR.	N/A	100%	100%	100%
Outcome	Percentage of key milestones met based on approved project plan.	N/A	90%	N/A	90%

Performance Measures Descriptions

Output: Complete the evaluation and selection of the EMR.

Outcome: Percentage of key milestones met based on approved project plan. [FY20 project plan to be determined based on selection of EMR software]

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,000,000	\$0	\$966,887
Total GF/non-GF	\$0	\$1,000,000	\$0	\$966,887
Program Total:	\$1,000,000		\$966,887	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,000,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$966,887
Total Revenue	\$0	\$1,000,000	\$0	\$966,887

Explanation of Revenues

Funded with one-time-only General Funds.

Significant Program Changes

Last Year this program was: FY 2020: 78322-20 Electronic Medical Records Corrections Health Juvenile Detention

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

Executive Summary

Facilities is currently managing its large Capital Improvement Program with a failing and aging system. The system must be replaced to allow Facilities to manage the county's infrastructure investments. The new system will integrate with the new ERP suite of systems to provide more seamless processing and efficiency across the organization.

Program Summary

This program will evaluate business requirements, procure a new system, and implement the selected system. The transition to a new Facilities Capital Management System will require changes in service design, workflows, and process reengineering as teams move from legacy systems to new more integrated systems. The new system is expected to provide these capabilities:

- Develop program management plans to manage and allocate funds to projects for capital initiatives
- Manage and document scope for capital projects
- Prepare and track budget estimates
- Manage schedules by tracking and managing project activities
- Manage resources assigned to project activities across various phases of the project lifecycle
- Conduct quality management activities such as perform inspections, managing punch lists, completing project checklists, documenting safety reports
- Track project risks
- Manage vendor engagement
- Integrate data across the ERP software solutions for a consistent view of project details
- Track & report on actuals vs planned costs

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Complete the evaluation and selection of the Facilities Capital Management System.	N/A	100%	100%	100%
Outcome	Percentage of key milestones met based on approved project plan.	N/A	90%	N/A	90%

Performance Measures Descriptions

Output: Complete the evaluation and selection of systems in the fiscal year.
Outcome: Successful completion of key milestones as defined in the project plan. [FY20 project plan to be determined based on selection of software]

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,000,000	\$0	\$908,588
Total GF/non-GF	\$0	\$1,000,000	\$0	\$908,588
Program Total:	\$1,000,000		\$908,588	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,000,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$908,588
Total Revenue	\$0	\$1,000,000	\$0	\$908,588

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 78323-20 Capital Project Management Software

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,386,360	\$0	\$935,000
Total GF/non-GF	\$0	\$1,386,360	\$0	\$935,000
Program Total:	\$1,386,360		\$935,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$935,000
Beginning Working Capital	\$0	\$1,386,360	\$0	\$0
Total Revenue	\$0	\$1,386,360	\$0	\$935,000

Explanation of Revenues

Cash Transfer In for FY 2021 represents the estimated carryover of unspent Fund 2504 project fund balance, after projected FY 2020 expenditures.

Significant Program Changes

Last Year this program was: FY 2020: 72035-20 DART Assessment & Taxation System Upgrade

The project has moved from Program Offer 72035, Fund 2504 to Program Offer 78326, Fund 3503 in FY21.

Department: County Assets

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs: 78401

Program Characteristics:
Executive Summary

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

Program Summary

The County owns and operates over 800 units of vehicles, equipment, and other related rolling stock. Fleet 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 as well as various City of PDX Fleet sites.

Fleet's 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of billable hours	69%	70%	68%	70%
Outcome	Percent of vehicles out of service less than 48 hrs	31%	50%	53%	50%
Quality	Percent of Customers Rating Service as Excellent	100%	95%	97%	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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,316,293	\$0	\$1,337,246
Contractual Services	\$0	\$402,000	\$0	\$25,000
Materials & Supplies	\$0	\$1,759,845	\$0	\$1,910,623
Internal Services	\$0	\$1,322,633	\$0	\$1,360,016
Capital Outlay	\$0	\$392,121	\$0	\$524,432
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$5,192,892	\$0	\$5,157,317
Program Total:	\$5,192,892		\$5,157,317	
Program FTE	0.00	11.10	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,818,433	\$0	\$4,920,236
Interest	\$0	\$10,000	\$0	\$0
Beginning Working Capital	\$0	\$364,459	\$0	\$176,011
Service Charges	\$0	\$0	\$0	\$61,070
Total Revenue	\$0	\$5,192,892	\$0	\$5,157,317

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 2019 charged rates.

Significant Program Changes

Last Year this program was: FY 2020: 78400-20 Fleet Services

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$10,000	\$0	\$0
Internal Services	\$0	\$6,576	\$0	\$0
Capital Outlay	\$0	\$9,002,349	\$0	\$9,494,466
Total GF/non-GF	\$0	\$9,018,925	\$0	\$9,494,466
Program Total:	\$9,018,925		\$9,494,466	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,654,445	\$0	\$3,304,950
Interest	\$0	\$85,000	\$0	\$0
Beginning Working Capital	\$0	\$6,279,480	\$0	\$6,689,516
Total Revenue	\$0	\$9,018,925	\$0	\$9,994,466

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 Asset Replacement fund to offset future replacement costs.

Significant Program Changes

Last Year this program was: FY 2020: 78401-20 Fleet Vehicle Replacement

MCSO added additional funding for asset replacements in the amount of \$500,000

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 two County owned Motor Pool sites located in 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Motor Pool hours used	70,424	76,000	76,000	74,424
Outcome	Vehicle availability	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output: An estimated number of Motor Pool hours used (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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$206,913	\$0	\$221,941
Contractual Services	\$0	\$400	\$0	\$891,246
Materials & Supplies	\$0	\$604,997	\$0	\$1,489
Internal Services	\$0	\$366,162	\$0	\$256,014
Capital Outlay	\$0	\$144,373	\$0	\$103,646
Unappropriated & Contingency	\$0	\$100,000	\$0	\$0
Total GF/non-GF	\$0	\$1,422,845	\$0	\$1,474,336
Program Total:	\$1,422,845		\$1,474,336	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$974,511	\$0	\$1,374,375
Interest	\$0	\$6,000	\$0	\$0
Beginning Working Capital	\$0	\$442,334	\$0	\$38,891
Service Charges	\$0	\$0	\$0	\$61,070
Total Revenue	\$0	\$1,422,845	\$0	\$1,474,336

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 2020: 78402-20 Motor Pool

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

Executive Summary

Distribution Services provides County agencies pickup and delivery of mail and supplies, processing and metering of mail, training and consultation, and management of mail services contracts.

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Money spent on postage for mailings.	\$620,000	\$646,000	\$636,000	\$635,000
Outcome	Miles driven per citizen complaint. The higher the number the better we did.	57,620	11,000	15,000	12,000
Input	Number of mail stops on dedicated routes.	159.56	158.38	159.56	158.38

Performance Measures Descriptions

PM #1 Output - Customers' transaction-based business mailing needs.

PM #2 Outcome - Our goal is 5 citizen complaints or less per year, this captures how the employees are presenting themselves while driving a County vehicle out in the field. In FY19 we had zero complaints and drove 57,620 miles.

PM #3 Input - The number of mail stops on dedicated routes is a measure of the customer's requested ongoing distribution needs.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$652,866	\$0	\$647,985
Contractual Services	\$0	\$737,527	\$0	\$639,967
Materials & Supplies	\$0	\$9,522	\$0	\$40,686
Internal Services	\$0	\$451,523	\$0	\$451,074
Capital Outlay	\$0	\$434,608	\$0	\$338,336
Unappropriated & Contingency	\$0	\$53,207	\$0	\$0
Total GF/non-GF	\$0	\$2,339,253	\$0	\$2,118,048
Program Total:	\$2,339,253		\$2,118,048	
Program FTE	0.00	6.60	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,584,641	\$0	\$1,635,375
Interest	\$0	\$180	\$0	\$0
Beginning Working Capital	\$0	\$754,432	\$0	\$470,069
Service Charges	\$0	\$0	\$0	\$12,604
Total Revenue	\$0	\$2,339,253	\$0	\$2,118,048

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 2020: 78403-20 Distribution Services

Department: County Assets

Program Contact: Lisa Whedon

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Records Management program provides services, tools, training, and professional consultation to County agencies to support the compliant creation, management, storage, retrieval, accessibility, protection, preservation, and secure destruction of public records. The program also leads and supports countywide strategic initiatives to maximize information's value in decision-making, minimize risk, protect rights, and ensure policies and procedures meet legal and regulatory requirements, and provides research access to historic records dating back to 1855.

Program Summary

Public records document the County's policies, decisions, functions, and efforts to fulfill its mission. Agencies create, receive, manage, use, and destroy public records in their daily work as they provide essential services. The Records Management program directly supports agencies in their work by providing services, tools, training, and consultation to ensure that these records are classified, stored, retrieved, protected, preserved, and archived or destroyed in accordance with all applicable State, Federal, and regulatory retention, privacy, and public records laws and industry best practices.

Primary program functions include, but are not limited to:

- Records Center services including storage, protection, and retrieval of inactive records and secure destruction of physical records and media;
- Administration of Content Manager, a countywide system for appropriate and compliant management of active and inactive electronic records, and Preservica, a long-term digital preservation system that preserves and makes available electronic records of enduring value;
- General electronic records management services including file classification and guidance in managing records and information across multiple locations such as shared drives, third-party applications, G Suite, and mobile devices;
- Retention schedule management to ensure users meet all legal and regulatory requirements for retaining public records;
- Continuity of Operations and Disaster Recovery support through the identification and management of essential records;
- Archival reference and research services, public outreach, and the promotion of the significance of public records in equity and inclusion;
- Locating Records services to assist the community in obtaining public records held by non-county agencies;
- Facilitation of scanning and shredding services through the management of the County's Digitization, Microfilm, and Secure Destruction contracts;
- Implementation and management of countywide Information Governance initiatives.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers	3,039	4,300	3,900	4,000
Outcome	Percentage Increase of Reference Requests Compared to Previous Fiscal Year	48.00%	10.00%	-8.00%	5.00%

Performance Measures Descriptions

PM #1: Record actions remain relatively stable.

PM #2: Based on number of discrete requests.

Legal / Contractual Obligation

Oregon Revised Statute 192 and Oregon Administrative Rule Chapter 166 define public records law and policy, Records Officer mandates, and standards and obligations for records creation, access, storage, protection, retention, and disposition. Multnomah County Executive Rule 301 assigns the retention schedule function to the Records Management program, and Multnomah County Code Chapter 8.500 defines additional archival records responsibilities and obligations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$700,186	\$0	\$741,176
Contractual Services	\$0	\$300,411	\$0	\$318,184
Materials & Supplies	\$0	\$124,998	\$0	\$178,647
Internal Services	\$0	\$841,067	\$0	\$769,036
Capital Outlay	\$0	\$27,370	\$0	\$242,357
Total GF/non-GF	\$0	\$1,994,032	\$0	\$2,249,400
Program Total:	\$1,994,032		\$2,249,400	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,783,615	\$0	\$2,067,764
Beginning Working Capital	\$0	\$210,417	\$0	\$181,618
Service Charges	\$0	\$0	\$0	\$18
Total Revenue	\$0	\$1,994,032	\$0	\$2,249,400

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 FY2019.

Significant Program Changes

Last Year this program was: FY 2020: 78404-20 Records Management