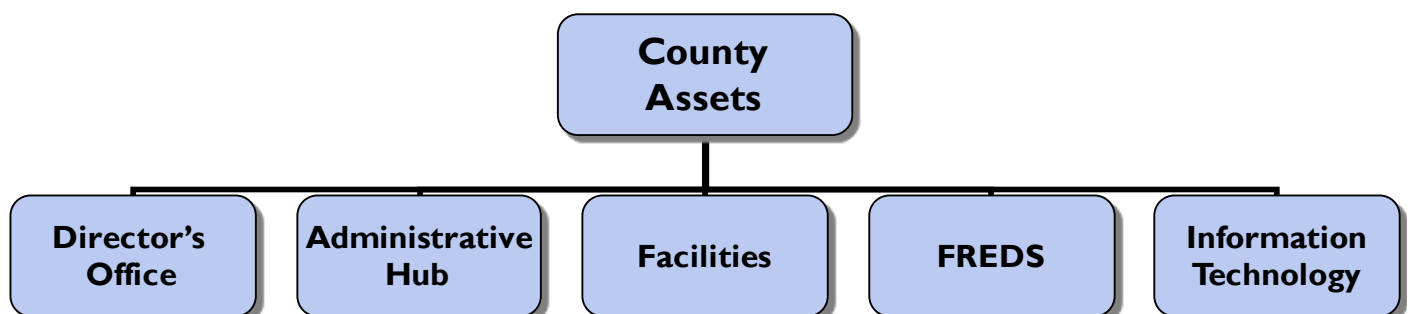


Department Overview

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

- Facilities and Property Management Division, responsible for managing over 3 million square feet of general office, library, court, jail, probation, clinic, shop, warehouse and other types of specialized space primarily owned by the county in over 130 locations.
- Facilities Capital Program
- Fleet, Records, Electronics, and Distribution Services
- Information Technology Division, providing telecommunication, network, and hardware infrastructure support, as well as managing over 5,000 PCs, laptops and tablets, 400 servers, 114 network circuits, and 216 business applications used by county employees and their business partners.
- Countywide Strategic Sourcing
- Administrative Services Hub, that provides human resources, procurement, contracting, finance, budget, internal service rate-setting, capital planning, accounts payable, and other administrative services to DCA, the Department of County Management (DCM) and Nondepartmental agencies and offices.

The Department of County Assets was created in FY 2012. Over the next fiscal year, this new department will continue to evaluate opportunities to implement best practices, integrate service delivery, improve internal service rate models, and significantly “rethink” County business tools and processes.



Budget Overview

The Department of County Assets has a budget of \$142.5 million. This is a reduction of \$6.4 million.

DCA budgets in several internal services funds which are for services such as fleet, information technology, distribution and facilities, most of which are paid for by service reimbursements from users of these services.

General Fund support increases by \$4 million to \$5.6 million. This is budgeted in the Director's Office, Administrative Hub and Strategic Sourcing divisions.

Facilities capital funds are reduced by \$6.5 million to \$37.9 million and other internal services funds are reduced by \$1.1 million. The Capital Acquisition Fund decreases by \$2.8 million to \$1.4 million.

Budget Trends*					
	FY 2011	FY 2012	FY 2012	FY 2013	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	310.15	308.64	308.64	306.55	(2.09)
Personnel Services	\$35,701,900	\$35,587,505	\$37,574,283	\$39,244,450	\$1,670,167
Debt Service	15,144,318	24,740,770	18,079,183	16,755,998	(1,323,185)
Contractual Services	29,792	0	0	0	0
Materials & Supplies	41,501,744	44,612,155	49,223,048	57,284,648	8,061,600
Capital Outlay	<u>3,472,098</u>	<u>29,792,783</u>	<u>43,928,679</u>	<u>29,169,155</u>	<u>(14,759,524)</u>
Total Costs	\$95,849,852	\$134,733,213	\$148,805,193	\$142,454,251	(\$6,350,942)

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

Successes and Challenges

Successes:

Progress on multiple Multnomah Evolves projects: approval of Central Stores recommendations to move from a centralized stores organization to the implementation of best practices in strategic sourcing; the evaluation of Fleet Maintenance resulting in the development of an RFP and current discussions with the City of Portland regarding an inter-governmental agreement; selection of a new countywide budget system; consolidation of administrative services into an Administrative Hub; span of control changes eliminating one management position and one management reclassification.

The East County Courthouse with new county data center is scheduled to open in the spring of 2012 including completion of disaster recovery site for County's critical business systems. The facility will meet LEED Gold certification standards.

Using ARRA funding: to install building automations systems in 38 County owned buildings to measure and monitor electricity and gas usage and to install a heat recovery system in the Inverness Jail Laundry to capture, filter and reuse gray waste water.

In-servicing four Nissan LEAF electric vehicles (EVs) into the Multnomah Building motor pool replacing four older gasoline powered cars and using ARRA funding, 12 EV charging stations were installed at three libraries and at the Multnomah Building garage.

Selection and implementation of key technology investments: implementation of a new Mental Health client case management system with scheduled completion in June, 2012; Implementation of county-wide contracting system (SRM); technology upgrade for the DSS-J data warehouse scheduled for completion June, 2012; and final selection of the VoIP vendor to replace the County's aging phone systems.

Challenges:

Challenges are in two major areas: funding and organizational. Funding challenges are focused in creating effective mechanisms for funding new investments in assets including technology, buildings and fleet while continuing to fund the existing assets to ensure that we preserve and protect our current investments in technology, buildings and fleet.

From an organizational perspective, challenges center on managing organizational change given the creation of the new department and Multnomah Evolves projects as well as retaining, recruiting and training a multi-generational work force. Additionally, given all the change, it is increasingly important and challenging to keep staff and management focused on the priority projects that support our customers' ability to provide direct services in the most efficient manner.

Diversity and Equity

The Department of County Assets supports the implementation of county diversity and equity goals through its policies and its participation in diversity and equity activities. DCA is represented on the Equity Council and the Dignity and Respect campaign. DCA is creating departmental Mission, Vision, and Values that support Diversity and Equity. DCA is identifying new ways of recruiting, analyzing adverse impacts of hiring decisions and creating an environment to integrate diversity and equity into our culture. The DCA management team will attend diversity training provided by the Executive Learning Series and will use this to launch a department-wide DCA diversity and equity initiative.

Our management team is working with ODE on management training and a summer intern program. Department-wide, we support Minority, Women, and Emerging Small Businesses (MWESB) in our procurement processes.

FPM works with MWESB communities and agencies in its procurement processes to ensure the collaboration, solicitation, and partnership with MWESB contractors, vendors, and suppliers to meet the annual division goal of 98% participation in contracts and/or procurements. FPM also promotes the MWESB program through the Good Faith Effort Program by making subcontractors aware of County construction projects to allow ample time to provide bids to prime contractors thus ensuring diverse construction contracting opportunities. IT works with iUrban to create conferences to introduce at-risk youth careers in IT. The first conference was attended by 100 youth.

Budget by Division

Division Name	FY 2013 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$557,216	\$0	\$557,216	2.00
Facilities	0	80,103,033	80,103,033	79.00
Fleet, Records, Electronics, Distribution	0	14,423,136	14,423,136	34.40
Information Technology	0	44,413,369	44,413,369	151.15
Administrative Hub	4,575,979	0	4,575,979	36.50
Countywide Strategic Sourcing	<u>492,451</u>	<u>0</u>	<u>492,451</u>	<u>3.50</u>
Total County Assets	\$5,625,646	\$138,939,538	\$144,565,184	306.55

Includes cash transfers, contingencies, or unappropriated balances.

Director's Office

The DCA Directors' Office provides leadership, strategic direction, operational assessment, and accountability in the oversight and management of county assets, including information technology, fleet, facilities, records, distribution, electronics, and strategic sourcing. The Director's Office works with all County departments to establish priorities and guidelines for the use of County assets, and ensures that operations are aligned with these priorities and provided in a cost-effective manner.

The Director's Office will focus on several Multnomah Evolves initiatives in FY 2013. One is Strategic Sourcing, which will move the county to use an industry standard of commodity planning and sourcing with "just in time" purchasing and direct shipment of office supplies and similar commodities. This change will free up resources previously used in leasing and maintaining a large warehouse and inventories of commodities. The Director's Office will also continue to refine and improve the Administrative Hub, which provides services to the departments of County Management and County Assets and to Nondepartmental agencies for human resources and administrative services, budgeting and financial planning, and contracts and procurement. The hub is intended to eliminate duplication and streamline processes through economies of scale. Strategic sourcing is a county-wide function also managed by the Administrative Hub.

Significant Changes

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

- Working to identify the best solution for providing fleet maintenance services for the County's fleet of vehicles.
- Completion of the County's Facilities Asset Strategic Plan, which will provide a "blueprint" for Facilities acquisition, construction, operations and maintenance, use by County programs, and disposition.
- Development of asset management and replacement funding strategies for County assets including hardware and software, vehicles, and equipment used to operate County programs.
- Implementing the Convergence Project, which will replace the County's legacy telephone system with a voice-over-internet-protocol (VoIP) system.

Administrative Hub

The DCA Administrative Hub provides human resources, procurement, contracting, finance, budget, internal service rate-setting, capital planning, accounts payable, and other administrative services to more than 600 County employees in DCA, the Department of County Management (DCM) and non-departmental agencies and offices. Functional areas include:

- Human Resources and Administration—provides Human Resources services including strategic planning, recruiting, investigations, performance management, and HR transaction processing. Administrative services include Multnomah Building 4th floor reception; supplies ordering, timekeeping, travel and training requests; and other general administrative services.
- Strategic Sourcing, Procurement, and Contracting—provides contracting and procurement services for commercial, personal services, construction, lease, software, maintenance and repair, and architectural contracts, including contract development, negotiation, risk assessment/management, supplier/vendor management and ongoing contract administration.
- Budget, Finance, and Planning—provides departmental budget, rate setting, and capital planning service for hub customers including rate analysis and creation, budget development, management, and on-going analysis, and capital planning/analysis. Processes A/P and A/R transactions and performs grant accounting.

Significant Changes

The Administrative Hub was created during FY 2012. Significant changes include:

- The merger of two former HR units was completed. 1.00 FTE HR manager position was eliminated.
- Analysis began of human resources functions and business processes to increase administrative efficiency and to improve service to County employees.
- The HR Hub team took on management of administrative and support functions.
- Contracts and Procurement transitioned and centralized the ordering, administration of, and payment for multi-function devices (copiers) to the IT Division.
- Contracts and Procurement anticipates a significant workload increase in FY 2013 as the implementation of the SAP Contracts module (SRM) goes live, and as the Strategic Sourcing team is formed and implements the new Countywide purchasing tool.
- Budget, Rate-Setting, and Capital Planning anticipates streamlining the asset cost recovery rate-setting process, developing and implementing an asset management practice for DCA, and continuing to strengthen the County's capital planning processes.

Fleet, Records, Electronics, Distribution Services (FREDS)

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

- Fleet Services maintains and manages over 700 vehicles of various types, including four all-electric vehicles added to the fleet in FY 2012.
- Records and Archive Management develops and maintains record retention schedules to ensure that all legal and administrative requirements are met. The program manages over 121 million documents dating back to 1855.
- Electronics Services designs, installs, and maintains jail security systems, access control systems, two-way radio communications, closed circuit television security systems, and emergency vehicle equipment
- Distribution Services provides pick and delivery of mail and supplies, medical lab tests, processing and metering of US Mail, US Mail training and consultation, and management of mail services contracts.

Significant Changes

Significant changes for FY 2013 include:

Distribution Services will move from its current location to the Blanchard Building. This move, in conjunction with the close of the County's Central Stores warehouse operation, will require delivery routes to be re-drawn and delivery schedules to be updated and revised.

The Department of County Assets will continue its work to identify the best solution for providing fleet maintenance services for the County's fleet of vehicles.

Facilities and Property Management

The Facilities and Property Management Division (FPM) acquires, provides and maintains the County's portfolio of building assets. FPM manages an inventory of more than 3 million square feet of owned and leased space in 131 buildings located throughout Multnomah County. Our mission is to pro actively plan, maintain, operate, and manage all County properties in a safe, accessible, and effective manner.

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

Buildings are our business, but people are our focus. Our employees are our greatest assets and our vision is to be the provider of choice for customers, taxpayers, and the public.

Significant Changes

Significant changes for FY 2013 include:

- Transfer of 8.00 FTE from Facilities and Property Management to the Administrative Hub (offers 78042, 78043 and 78044).
- Increase of 1.00 Facilities Dispatch/Scheduler in the Dispatch unit to accomplish new signage, scheduling and inventory control work.
- Increase Property Management by 0.50 FTE to rebalance Library portfolio.
- Addition of one limited duration Facilities Specialist 3 to support the implementation of projects that result from the Facility Asset Strategic Plan (78012).
- Creation of the Strategic Planning and Projects section to manage, provide, assist and coordinate the development and implementation of the Facility Asset Strategic Plan (78012).

Information Technology

County Information Technology's (IT) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide residents and County employees the information they need, any time, any place. IT has worked hard to define a mission and vision that focuses on providing the services and technologies that County residents and employees deserve, at a cost they can afford. The mission and vision guide the development and implementation of the County's FY 2013 IT initiatives. This solid framework empowers IT employees to solve County business challenges by focusing on priority projects and by embracing new technologies to improve service and reduce costs.

Information Technology manages 5,112 PCs and laptops, 301 virtual servers, 87 physical servers, 114 network circuits, and approximately 300 business applications. IT Staff support business applications spanning primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, emergency management, assessment and taxation, land use planning, library, jail management, and community justice. County employees using these systems are located in 96 different sites across the County, and the technologies required are as diverse as are the lines of business.

Significant Changes

Significant changes for FY 2013 reflect the following:

- Re-assigning roles and responsibilities within several IT work teams to better align with new technologies and to meet project requirements. This includes the transition to the DCA Administrative Hub.
- Implementing a two-site data center model, leveraging a co-location vendor-provided facility and a new County managed facility. The co-location facility became operational in January 2012 and the new County facility is expected to be operational in May/June 2012 (see program offer 78024 for details).
- Leveraging cloud computing services through Google Apps for Government and Amazon hosting services for the County's external website and Intranet.
- Implementing a new infrastructure to support both data and telecommunications through the Convergence/Voice Over IP project (see program offer 78024 for details).
- Completing several large system implementations including a new Case Management system for the Mental Health and Addiction Services, an Electronic Medical Record for Corrections Health, and a county-wide Budget System.

Countywide Strategic Sourcing

Strategic Sourcing is the practice of taking a holistic approach to the selection and sourcing of goods and services necessary to an organization's operations. A key outcome of the Multnomah Evolves initiative, the County's Strategic Sourcing program focuses on the development, implementation, oversight and direct delivery of key strategic sourcing practices across the County, providing strategy, leadership, expertise, and analytical information to county departments.

Strategic Sourcing includes several key tenets or procurement best practices:

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

Significant Changes

Full implementation of Strategic Sourcing will occur in FY 2013. Key activities related to Strategic Sourcing include:

- Countywide implementation of both a new on-line catalogue of goods and an associated purchasing tool, called Multco Marketplace, that will allow County employees to purchase the goods they need for their work and have those items shipped directly to their work sites.
- Developing and implementing coordinated sourcing plans for various commodities in use in the County, including office supplies, paper, medical supplies, and vehicles, tools, and equipment.

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 2013 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000	DCA Director's Office	\$557,216	\$0	\$557,216	2.00
Facilities & Property Management					
78001	Facilities Director's Office	0	2,136,532	2,136,532	2.00
78002	Facilities Debt Service and Capital Fee Pass-Through	0	5,997,587	5,997,587	0.00
78003	Facilities Operations and Maintenance	0	5,692,618	5,692,618	48.00
78004	Facilities Property Management	0	7,519,008	7,519,008	8.00
78005	Facilities Capital Operating Costs	0	1,380,920	1,380,920	11.00
78006	Facilities Capital Improvement Program (CIP)	0	30,082,610	30,082,610	0.00
78007	Facilities Capital Asset Preservation (AP)	0	7,740,158	7,740,158	0.00
78008	Facilities Building Materials and Services	0	6,723,509	6,723,509	0.00
78009	Facilities Utilities Pass Thru	0	6,100,000	6,100,000	0.00
78010	Facilities Lease Management	0	5,567,695	5,567,695	2.00
78012	Facilities Strategic Planning & Projects	0	1,162,396	1,162,396	8.00
Fleet, Records, Electronics, Distribution					
78016	Fleet Services	0	4,956,259	4,956,259	15.60
78017	Fleet Vehicle Replacement	0	4,106,239	4,106,239	0.00
78018	Records Section	0	928,535	928,535	4.00
78019	Distribution Services	0	1,839,881	1,839,881	6.40
78020	Motor Pool	0	224,856	224,856	2.30
78021	Electronic Services	0	1,369,828	1,369,828	6.10
78022	Central Stores Close-Out	0	997,538	997,538	0.00

County Assets

fy2013 proposed budget

Prog. #	Program Name	FY 2013 General Fund	Other Funds	Total Cost	FTE
Information Technology					
78023	IT Innovation and Investment Fund	0	6,404,370	6,404,370	0.00
78024	IT Strategic Modernization Projects	0	1,424,943	1,424,943	0.00
78025	IT Planning Projects & Portfolio Management	0	2,288,167	2,288,167	11.00
78026	IT Data Center and Technical Services	0	3,781,130	3,781,130	19.25
78027	IT Help Desk Services	0	1,182,710	1,182,710	7.90
78028	IT Telecommunications Services	0	2,823,102	2,823,102	5.00
78029	IT Network Connectivity	0	3,652,086	3,652,086	12.00
78030	IT Desktop Services	0	2,825,163	2,825,163	23.00
78031	IT Asset Replacement	0	2,415,329	2,415,329	
78032	IT Health and Human Services Application Services	0	2,799,096	2,799,096	17.00
78033	IT Public Safety Application Services	0	2,336,102	2,336,102	17.00
78034	IT DCS and Internal Systems	0	853,890	853,890	5.00
78035	IT Data and Reporting Services	0	7,267,279	7,267,279	14.00
78036	IT SAP Support Team	0	2,305,056	2,305,056	11.00
78037	IT General Government and Enterprise Web Services	0	2,054,946	2,054,946	9.00
Administrative Hub					
78042	Administrative Hub: Budget, Rate-Setting, Capital Planning	818,363	0	818,363	7.00
78043A	Administrative Hub: Contracts and Procurement	1,591,672	0	1,591,672	12.50
78043B	Administrative Hub Contracts Transition	103,442	0	103,442	0.00
78044	Administrative Hub: Finance & Administration	986,402	0	986,402	10.00
78045	Administrative Hub: Human Resources	1,076,100	0	1,076,100	7.00
Strategic Sourcing					
78046	Countywide Strategic Sourcing	492,451	0	492,451	3.50
Total County Assets		\$5,625,646	\$138,939,538	\$144,565,184	306.55

Lead Agency: Department of County

Program Contact: Sherry Swackhamer

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Department of County Assets was created in FY2012 to align management of County assets including information technology, facilities, fleet vehicles, and records. This was the first step in "Multnomah Evolves" with the goals of managing costs and ensuring that the County's limited resources are invested where they are needed most. The pilot of the Administrative Hub best practice is also included. DCA management provides leadership, strategic direction, and operational assessment and accountability to ensure these goals are met.

Program Description

The DCA Director's Office is accountable for leadership in the oversight and management of county assets including information technology, fleet, facilities, records and the related functions. Other responsibilities include electronics and new as a result of Multnomah Evolves, will be Strategic Sourcing which will move the county to use an industry standard of commodity planning and sourcing with "just in time" purchasing and direct shipment of office supplies and similar commodities. This change will free up resources previously used in leasing and maintaining a large warehouse and inventories of commodities. The department manages the pilot of the "Administrative Hub" concept, also part of the Multnomah Evolves initiative. The Admin Hub includes departmental services for Human Resources, Adm, Budgeting, Rate Setting, Capital Planning, Finance, Procurement, and Contracting. The departmental services are provided to DCA, DCM and the non-departmental entities. The hub concept is intended to eliminate duplication and streamline processes through economies of scale. Strategic sourcing is a county-wide function also managed by the Administrative Hub.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	# of Multnomah Evolves Projects Completed	0	0	0	2
Outcome	Continued streamlining of dept. Operations	0.0%	0.0%	0.0%	0.4%

Performance Measure - Description

Output--At least 2 Multnomah Evolves projects completed next year. Most likely Fleet Maintenance and Motor Pool.

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

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$306,622	\$448,647	\$0
Contracts	\$0	\$25,000	\$61,800	\$0
Materials & Supplies	\$0	\$48,341	\$15,700	\$0
Internal Services	\$0	\$22,800	\$31,069	\$0
Total GF/non-GF:	\$0	\$402,763	\$557,216	\$0
Program Total:	\$402,763		\$557,216	
Program FTE	0.00	0.00	2.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$557,216	\$0
Total Revenue:	\$0	\$0	\$557,216	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #78000, Department Management

Last year's program description was focused on Information Technology which is now integrated with DCA.

Lead Agency: Department of County

Program Contact: Colleen Bowles

Program Offer Type: Administration

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

The Facilities Director's Office provides comprehensive strategic and operational guidance on Real Property and Facilities to County executives and departmental clients. It directs and supports the strategies, policies, and operations of the Facilities Division within the Department of County Assets.

As owners, Facility and Property Management's responsibility is inclusive of strategic, tactical and on-going operations. We provide guidance to stakeholders regarding the potential impact of their decisions on the provision of space and services, while at the same time ensuring the proper operation of all aspects of our buildings, creating optimal, safe and cost effective environments for the occupants.

Program Description

The Director's Office ensures the functionality and safety of the built environment by integrating people, place, processes and technology. We assist departmental stakeholders by developing and integrating strategies and agreed upon services that support and improve the effectiveness of the County's primary services. In 2011, the Board of County Commissioners agreed to fund the Facilities Asset Strategic Plan (FASP) through which we are collaborating and developing mutually beneficial strategies and operational initiatives aligning departmental goals and facility management objectives.

This program provides comprehensive facilities strategic and operational oversight with phased guidance throughout a building's life cycle, which normally extends over many decades. We ensure facility decisions and activities are guided by Climate Action Plan goals (CAP 18-1, 18-2, 18-4, 18-8, 18-9).

This is accomplished by planning, coordinating with and directing the Capital, Maintenance Operations, and Strategic Planning Managers and their respective programs in the development of the annual 5 year Capital Improvement Plan; a comprehensive Facilities Asset Strategic Plan, as well as the development and execution of corrective, preventive and predictive maintenance schedules that support internal and external agencies and departments.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Annual Employee Performance Reviews Completed	0.0%	0.0%	100.0%	100.0%
Outcome	Customer Satisfaction Rating	0.0%	0.0%	90.0%	90.0%
Outcome	Sustainability Goals integrated into project plans	0.0%	0.0%	100.0%	100.0%
Outcome	Building Systems Operability Rating	0.0%	0.0%	99.0%	99.0%

Performance Measure - Description

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

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

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

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

Legal/Contractual Obligation

State Court mandate for space.

We use Qualified Rehabilitation Firms (QRF) that perform janitorial, landscaping and security and hire individuals who would otherwise not have gainful employment. Facilities has over \$7,000,000 in operational contracts, of which \$2.5M are QRF contracts.

Public Contracting Rules Board requirements for supporting Minority, Women and Emerging Small Businesses and sustainable purchasing.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$285,782	\$0	\$275,930
Contracts	\$0	\$41,000	\$0	\$75,000
Materials & Supplies	\$0	\$37,650	\$0	\$39,650
Internal Services	\$0	\$383,807	\$0	\$1,745,952
Capital Outlay	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$748,239	\$0	\$2,136,532
Program Total:	\$748,239		\$2,136,532	
Program FTE	0.00	15.00	0.00	2.00
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$0	\$0
Fees, Permits & Charges	\$0	\$748,239	\$0	\$2,136,532
Intergovernmental	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$748,239	\$0	\$2,136,532

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #78003, Facilities Administration and Business Services

Lead Agency: Department of County

Program Contact: Colleen Bowles

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Complete annual allocations to departments	0.0%	0.0%	100.0%	100.0%
Outcome	Complete building occupancy data for accurate allocations	0.0%	0.0%	100.0%	100.0%

Performance Measure - Description

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

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$0	\$0	\$0
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$0	\$0	\$0
Internal Services	\$0	\$6,017,772	\$0	\$5,449,772
Capital Outlay	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$528,028	\$0	\$547,815
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$6,545,800	\$0	\$5,997,587
Program Total:	\$6,545,800		\$5,997,587	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$0	\$0
Fees, Permits & Charges	\$0	\$6,717,973	\$0	\$5,997,587
Intergovernmental	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$6,717,973	\$0	\$5,997,587

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #78004, Facilities Debt Service and Capital Fee Pass-Through

Lead Agency: Department of County

Program Contact: Colleen Bowles

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

The Facilities Operations and Maintenance (O&M) Program encompasses a broad spectrum of services required to ensure building assets will perform the functions for which the facility was designed and constructed while utilizing resources in a fiscally responsible and environmentally conscious manner. O&M embraces industry best practices and state-of-the-art technology in our efforts to continually improve the quality of our services and provide the most cost effective delivery possible.

Program Description

The Facilities Operations and Maintenance section consists of 48 FTE in 8 trade groups who perform the day-to-day activities necessary for the County's 131 buildings and their systems and equipment to perform their intended function 24 hours a day, 7 days a week. These activities include preventive, predictive (planned) and corrective (reactive) maintenance to form a comprehensive O&M program that:

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Work Orders Completed	0	0	25,000	25,000
Outcome	Customer Satisfaction Rating	0.0%	0.0%	90.0%	90.0%
Efficiency	Billable hours as a percentage of total available labor hours	0.0%	78.0%	75.0%	75.0%
Outcome	Fire, Life, Safety Priority Work Orders completed on time	0.0%	0.0%	90.0%	90.0%

Performance Measure - Description

The number of work orders completed/closed indicates the volume of work performed annually. This number varies primarily due to the amount of client requested work (e.g. office moves). Customer service surveys are issued with each closed work order notification. O&M strives for an A rating of 90% client satisfaction.

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

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

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$5,072,141	\$0	\$5,137,169
Contracts	\$0	\$51,000	\$0	\$51,200
Materials & Supplies	\$0	\$133,197	\$0	\$146,927
Internal Services	\$0	\$337,569	\$0	\$357,322
Capital Outlay	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$140,854	\$0	\$0
Total GF/non-GF:	\$0	\$5,734,761	\$0	\$5,692,618
Program Total:	\$5,734,761		\$5,692,618	
Program FTE	0.00	48.00	0.00	48.00
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$0	\$0
Fees, Permits & Charges	\$0	\$5,852,094	\$0	\$5,692,618
Intergovernmental	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$5,852,094	\$0	\$5,692,618

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #78005, Facilities Operations and Maintenance

Lead Agency: Department of County

Program Contact: Colleen Bowles

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

The Property Management team is comprised of 7 Property Managers who are responsible for over 3,000,000 square feet of County building space and serve as the primary facilities contact for departments and agencies.

Program Description

Property Managers ensure all building users (internal and external) have a single, visible, and accessible point of contact for facilities services. Each have direct oversight of their respective departmental portfolios and assist in annual budget development and contract administration (janitorial, landscaping, security, etc), as well as, supporting the Division's operational and Capital Improvement Project activities. They are each responsible for delivering a proactive and around the clock response for operational needs (contractor access, program support, public meetings), as well as responding to emergencies such as inclement weather and other regional events. Property Managers are instrumental in coordinating sustainability activities, such as, recycling and lowering energy utilization which are critical to achieving Climate Action Plan Actions 18-4, 18-8, 18-9.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Public procurement compliance for contracted services	0.0%	0.0%	100.0%	100.0%
Outcome	Customer Service Satisfaction Rating	90.0%	95.0%	95.0%	95.0%

Performance Measure - Description

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

Facilities customers are emailed a link for a Zoomerrang Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement. Target=95%

Legal/Contractual Obligation

We use Qualified Rehabilitation Firms (QRF) which perform janitorial, landscaping and security and hire individuals who would otherwise not have gainful employment. Facilities has over \$7,000,000 in operational contracts, of which \$2.5M are QRF contracts.

Additionally, Public Contracting Rules Board requirements for supporting Minority, Women and Emerging Small Businesses and sustainable purchasing.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$947,262	\$0	\$1,001,793
Contracts	\$0	\$5,058,118	\$0	\$5,336,177
Materials & Supplies	\$0	\$1,424,234	\$0	\$595,452
Internal Services	\$0	\$574,465	\$0	\$585,586
Capital Outlay	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$8,004,079	\$0	\$7,519,008
Program Total:	\$8,004,079		\$7,519,008	
Program FTE	0.00	6.50	0.00	8.00
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$0	\$0
Fees, Permits & Charges	\$0	\$5,079,079	\$0	\$4,569,008
Intergovernmental	\$0	\$800,000	\$0	\$610,000
Other / Miscellaneous	\$0	\$2,170,000	\$0	\$2,340,000
Total Revenue:	\$0	\$8,049,079	\$0	\$7,519,008

Explanation of Revenues

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

Significant Program Changes

✔ Significantly Changed

Last year this program was: #78006, Facilities Property Management

This program will increase by .5 FTE due to a shift in the management of the Library's portfolio.

Lead Agency: Department of County

Program Contact: John Lindenthal

Program Offer Type: Internal Service

Related Programs: 78003, 78006, 78007, 78012

Program Characteristics: Climate Action Plan

Executive Summary

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

Program Description

The Capital Program Section is mainly funded by the Capital Improvement Program (#78006) and the Asset Preservation (#78007) Program Offers. The section provides an annual assessment of all Capital facility needs and develops a specific strategy consistent with available funding, which permits the completion of improvements in a carefully planned approach. The section provides project management services including planning, design, and construction services. Project Managers ensure compliance with policies and statutory requirements including Federal, State and local regulations, Green Building policies, and Minority Women Emerging Small Business (MWESB) policies. They incorporate sustainable practices in accordance with County policies and the Climate Action Plan (CAP 18-1, 18-2, 18-4, 18-8, 18-9). 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, etc.) include coordinating service request work from departments, while taking into account the needs of operating programs and the need to accomplish work in a cost effective manner.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Output Completed Projects Program offers 78006 and 78007 combined	80.0%	85.0%	84.5%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier 1	65.4%	66.7%	66.7%	66.7%
Outcome	Project Management costs (\$/hr)	91	91	91	75
Quality	Provide monthly FM Capital Status Report	0	0	0	12

Performance Measure - Description

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

A Tier I building is one which is designated for long-term retention and which meets current County standards. East County Courthouse (ECC) will be completed in FY12. Penumbra Kelly Bldg. disposition transaction will close June 30, 2012. These are in the FY12 estimate for Tier 1 building metric. Comparable project management costs at the City of Portland in FY12 are \$106/hr.

Reporting of a monthly Capital Project Status Report started November 2011.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$1,351,551	\$0	\$1,309,869
Contracts	\$0	\$5,000	\$0	\$5,000
Materials & Supplies	\$0	\$34,500	\$0	\$35,900
Internal Services	\$0	\$29,081	\$0	\$30,151
Capital Outlay	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$1,420,132	\$0	\$1,380,920
Program Total:	\$1,420,132		\$1,380,920	
Program FTE	0.00	14.00	0.00	11.00
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$0	\$0
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$1,420,132	\$0	\$1,380,920
Total Revenue:	\$0	\$1,420,132	\$0	\$1,380,920

Explanation of Revenues

The Capital Improvement Program is primarily funded through a fee structure based on the rentable square footage of County owned facilities. The FY13 fee is \$3.20 psf. The Capital Improvement Program receives some revenues from Energy Trust Incentives and Business Energy Tax Credits (BETC) from the State of Oregon. Additional funding may be recognized through Federal Grant, Financing Proceeds, Inter Governmental Agreement, Interest Earnings and Sales to the Public.

Significant Program Changes

Last year this program was: #78007, Facilities Capital Operating Costs

A limited duration project manager is providing additional resources on the deferred maintenance bond projects which ends August 2012.

Lead Agency: Department of County

Program Contact: John Lindenthal

Program Offer Type: Internal Service

Related Programs: 78003, 78005, 78007, 78012

Program Characteristics:

Executive Summary

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

Program Description

The Capital Improvement Program (CIP) creates an annual 5-year Capital Plan that focuses on the County's 17 primary owned Tier II and III buildings. A Tier II building is one that is a desirable part of the County's long-term portfolio but has significant deferred maintenance needs which must be addressed. A Tier III building is one that is not economical or impractical to bring to County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible. The plan works in conjunction with the Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities. The program allows Capital, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix. The program looks for project efficiencies that benefit the building users and extend the useful life of the building.

The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users. The program is working on modifying the Facility Asset Management Evaluation (FAME) database into PULSE (Planned Useful Life - System Evaluation). The modified database will more closely reflect our business practices on capital improvements. This effort will be complete for the FY 14 budget cycle.

The Facilities Asset Strategic Plan (FASP) will also alter the projections on Capital needs into the future. There is currently an identified capital need estimated at \$25,000,000 per year in fiscal years just outside the current 5-yr Capital plan (FY17-FY21). Current Countywide, Facilities and Capital efforts are working on this issue. Based on 8% fee increases each year FY18 Capital revenue is projected to be \$11,000,000.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Completed CIP Projects	80.7%	85.0%	84.4%	85.0%
Outcome	Percent of Primary Owned Buildings which are rated as	65.4%	66.7%	66.7%	66.7%
Outcome	Project Management costs (\$/hr)	91	91	91	75

Performance Measure - Description

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

A Tier I building is one which is designated for long-term retention and which meets current County standards. East County Courthouse (ECC) will be completed in FY12. Penumbra Kelly Bldg. disposition transaction will close June 30, 2012. These are in the FY12 estimate for Tier 1 building metric.

Comparable project management costs at the City of Portland in FY12 are \$106/hr.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$109,951	\$0	\$30,724
Contracts	\$0	\$800,000	\$0	\$3,273,855
Materials & Supplies	\$0	\$3,700,000	\$0	\$7,594,000
Internal Services	\$0	\$475,000	\$0	\$450,000
Capital Outlay	\$0	\$33,668,659	\$0	\$18,734,031
Total GF/non-GF:	\$0	\$38,753,610	\$0	\$30,082,610
Program Total:	\$38,753,610		\$30,082,610	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$4,679,274	\$0	\$3,129,267
Intergovernmental	\$0	\$1,019,700	\$0	\$367,656
Other / Miscellaneous	\$0	\$33,054,636	\$0	\$26,585,687
Total Revenue:	\$0	\$38,753,610	\$0	\$30,082,610

Explanation of Revenues

Estimated capital fees collected at \$3.20 per square foot on Tier II & III owned space are \$3,171,262 for FY 2013.

Estimated Beginning Working Capital of \$21,138,000 includes restricted funds of \$9,213,950 from the Portland Development Commission for redevelopment of Hawthorne Bridge Ramp.

Intergovernmental agreement with the City of Portland for the Justice Center is \$367,656.

Interest Earnings \$60,000.

Cash Transfer from fund 3505 (Facilities Fund) \$379,411.

Cash Transfer from Animal Services \$8,276 payment for Modular Office.

Significant Program Changes
 **Significantly Changed**

Last year this program was: #78008A, Facilities Capital Improvement Program (CIP)

The Penumbra Kelly Bldg. has been removed from the Tier II building calculation as it has been sold effective June 30, 2012.

The large budget reduction reflects the completion of the East County Courthouse during the spring of 2012.

The Sheriff's Office Willamette River Boathouse is in need of replacement and has been added as a project in the Capital program. A Capital funding strategy for future replacements of Sheriff's office boathouse's is being formulated and will be implemented.

\$5 million in debt proceeds is included in anticipation of the need to pay for pre-development costs associated with the potential construction of a new facility to replace the McCoy Building in FY 2013.

Lead Agency: Department of County

Program Contact: John Lindenthal

Program Offer Type: Internal Service

Related Programs: 78003, 78005, 78006, 78012

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.

Program Description

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

The program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. The AP Program creates an annual 5-year Capital Plan that focuses on the County's 34 owned Tier I buildings. It works in conjunction with the long-term Facilities Asset Strategic Plan (FASP). The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings and then prioritizes and schedules needed work in the future. This allows Asset Preservation funds, bond/levy proceeds, grants, etc. to be invested based on priority.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Output Completed Projects	78.8%	85.0%	84.8%	85.0%
Outcome	Percent of Primary Owned Buildings which are rated as	65.4%	66.7%	66.7%	66.7%
Outcome	Project Management costs (\$/hr)	91	91	91	75

Performance Measure - Description

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

The East County Courthouse (ECC) will be completed in FY12. Penumbra Kelly Bldg. disposition transaction will close June 30, 2012. These are in the FY12 estimate for Tier 1 building metric.

Comparable project management costs at the City of Portland in FY12 are \$106/hr.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Contracts	\$0	\$300,000	\$0	\$965,000
Materials & Supplies	\$0	\$2,025,000	\$0	\$3,655,000
Capital Outlay	\$0	\$3,313,197	\$0	\$3,120,158
Unappropriated & Contingency	\$0	\$1,605,000	\$0	\$0
Total GF/non-GF:	\$0	\$7,243,197	\$0	\$7,740,158
Program Total:	\$7,243,197		\$7,740,158	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,964,182	\$0	\$3,621,892
Other / Miscellaneous	\$0	\$4,279,015	\$0	\$4,118,266
Total Revenue:	\$0	\$7,243,197	\$0	\$7,740,158

Explanation of Revenues

Capital fees collected at \$3.20 per square foot on Tier 1 owned space is estimated to be \$3,721,734 in FY 2013.

Estimated Beginning Working Capital is \$3,929,862.

Interest Earnings \$20,000.

Cash Transfer from fund 3505 (Facility Fund) \$168,400

Significant Program Changes

Last year this program was: #78009, Facilities Capital Asset Preservation (AP)

The East County Courthouse (ECC) has been added to the Tier 1 building list for this program offer.

Lead Agency: Department of County

Program Contact: Colleen Bowles

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Facilities Building Materials and Services program is responsible for procuring and administering inventory and contracted services for a portfolio of 131 buildings with over three million square feet of space serving a diverse client population. Facilities & Property Management (FPM) contracted for and purchased over \$4.5 million in materials and services in FY11.

Program Description

This program provides the materials and services that are required to extend the resources of the in-house Operations & Maintenance (O&M) staff (PO #78003) to supply priority access to critical services and technologies that are needed part-time or intermittently. Services include, but are not limited to, the repair and maintenance of emergency generators, boilers, chillers, and plumbing. Building supplies include mechanical parts and consumables such as oil, fluids, filters and light bulbs. FPM provides professional contracting services and transactional activities required to: procure goods/services to repair and maintain buildings and building systems; reconcile and authorize payment of contractor/vendor invoices; ensure compliance with County guidelines; support the County's wide array of occupant and program delivery requirements; and maintain a prudent but adequate level of inventory.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Contract administration reporting	0	12	12	12
Outcome	Inventory system reporting accuracy	98	99	100	100

Performance Measure - Description

*Create contracts that are aligned, compliant and monitored with adopted policy and regulations, internal policies and administrative procedures.

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

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$0	\$0	\$0
Contracts	\$0	\$1,193,327	\$0	\$2,323,181
Materials & Supplies	\$0	\$2,565,355	\$0	\$3,875,328
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$650,000	\$0	\$525,000
Total GF/non-GF:	\$0	\$4,408,682	\$0	\$6,723,509
Program Total:	\$4,408,682		\$6,723,509	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$0	\$0
Fees, Permits & Charges	\$0	\$1,372,328	\$0	\$3,187,429
Intergovernmental	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$2,819,181	\$0	\$3,536,080
Total Revenue:	\$0	\$4,191,509	\$0	\$6,723,509

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #78011, Facilities Building Materials and Services

Lead Agency: Department of County

Program Contact: Peggidy Yates

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

Facilities and Property Management (FPM) pays utilities (electric, gas, water, sewer, waste hauling) for all 131 County buildings. This program passes through these expenses to County departments as a building charge to the respective tenants. The program is continually pursuing energy and utility saving options to reduce the financial impact on programs and services.

Program Description

FPM manages utility consumption and pays utility bills for the County. These utility expenses are then charged back to the building tenants that either occupy or lease space in County facilities. The waste/recycling disposal contract for the majority of the county is also included in this program and directly impacts Item 18-8 of the Local Government Operations section of the County's Climate Action Plan.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Reduction in net pounds of waste not diverted.	0	10	10	10
Outcome	Percentage of owned buildings that exceed the EUI benchmarks by 5%.	70.0%	90.0%	90.0%	90.0%

Performance Measure - Description

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

EUI Compliance: "EUI, or Energy Use Intensity, is a unit of measurement that describes a building's energy use. EUI represents the energy consumed by a building relative to established benchmarks. We have 52 facilities in the current calculations. As the American Recovery Reinvestment Act of 2009 Energy Saving Projects scheduled to be completed in 2012, the County will have 48 facilities projected to be in compliance with the benchmarked goal of 5% better than the EUI standard.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$0	\$0	\$0
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$6,100,000	\$0	\$6,100,000
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$6,100,000	\$0	\$6,100,000
Program Total:	\$6,100,000		\$6,100,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$0	\$0
Fees, Permits & Charges	\$0	\$5,980,000	\$0	\$6,060,000
Intergovernmental	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$120,000	\$0	\$40,000
Total Revenue:	\$0	\$6,100,000	\$0	\$6,100,000

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #78012, Facilities Utilities Pass-Thru

American Recovery Reinvestment Act Project funds were used to enhance the County's Building Automation Systems in 38 buildings. One of the improvements is the capacity to measure energy consumption in 15 minute intervals in 2013. The resulting data provides an ability to obtain timely information, identify inefficiencies and adjust consumption.

Lead Agency: Department of County

Program Contact: Peggidy Yates

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Facilities Lease Management program supplements the County's owned real estate portfolio with leased space to ensure departments can deliver their programs and services effectively and efficiently. In addition, Lease Management leases excess building capacity to external clients to reduce vacancy rates in County owned facilities with the overall objective to optimize space and manage operating expenses.

Program Description

The Lease Management program is responsible for approximately 400,000 square feet, or 14% of the County's leased properties. Team members work directly with departments to identify space criteria based upon program needs, logistics, operating efficiencies, adjacency opportunities and time lines. As a result of department requirements, lease management identifies potential County owned space and available leased space to populate a Lease Evaluation Matrix that the department and County leadership can use to evaluate the most cost effective solution.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Real Estate files updated 10 days after receipt of executed documents	100	98	98	98
Outcome	Percent of leases renewed or terminated by expiration	98	98	98	98

Performance Measure - Description

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

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$210,573	\$0	\$218,516
Contracts	\$0	\$0	\$0	\$10,000
Materials & Supplies	\$0	\$5,062,577	\$0	\$5,336,503
Internal Services	\$0	\$2,259	\$0	\$2,676
Capital Outlay	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$5,275,409	\$0	\$5,567,695
Program Total:	\$5,275,409		\$5,567,695	
Program FTE	0.00	2.00	0.00	2.00
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$0	\$0
Fees, Permits & Charges	\$0	\$5,275,409	\$0	\$5,567,695
Intergovernmental	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$5,275,409	\$0	\$5,567,695

Explanation of Revenues

Lease Management is funded by service reimbursements from County departments.

Significant Program Changes

Last year this program was: #78013, Facilities Lease Management

Real estate services are becoming more self-sustaining through in-house representation in major transactions, which have generated savings of over \$350,000 in commercial real estate commissions. In 2012, anticipated lease & sales transaction volume, lease & parking administration & internal consultation will continue to result in cost savings due to in-house efforts.

Lead Agency: Department of County

Program Contact: Peggidy Yates

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Strategic Planning and Projects program of the Facilities and Property Management Division provides a critical role in the Department of County Assets for coordinating the development and implementation of the County-wide Facilities Asset Strategic Plan. The program is responsible for diverse but equally important activities including evaluating strategic portfolio opportunities, compiling and maintaining critical building information, and assessing infrastructure investment to facilitate decisions that are economically viable and reflect the County's mission, vision, and values.

Program Description

The Facilities Strategic Planning and Projects program coordinates the development of the Facilities Asset Strategic Plan. The Plan addresses County-wide needs, reflects the strategic vision of departmental programs, focuses on the long term operating efficiency of the County and meets Board approval. Facilities Strategic Planning and Projects provides professional strategic planning services that are consistent with industry standards and support timely and informed decisions by the Board and departmental leadership. Approved large strategic projects are implemented by the Facilities Capital Improvement Program (#78006).

Facilities Strategic Planning and Projects ensures that critical facility policy and procedures are developed and implemented. These practices ensure that County priorities and consistent evaluation standards are used for strategic decision-making. This program is also responsible for space optimization and work place planning services. County facilities must be compatible with program needs, support long term operational efficiencies, and reflect the work space needs of the future. In addition, this program is responsible for the development and maintenance of accurate, complete and timely building data for 3.1 million square feet of owned and leased building space.

This program is responsible for providing support on critical County projects underway, including disposition of the Morrison Bridgehead, relocation of the Health Department headquarters, disposition of the Wikman Building, and planning for a downtown Courthouse.

Finally, this program focuses on monitoring, evaluating, and identifying efficiency and waste management opportunities to reduce the impact of utility costs on overall County operations. This includes coordination between Facilities Operations and Maintenance, Property Managers, and the Sustainability Office.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	PULSE Database with costs for buildings systems in County owned Buildings	0	0	0	90
Outcome	Current life-cycle analysis and capital costs for each County facility & system.	0	0	0	90
Outcome	Implementation of Facilities Asset Strategic Planning Tool	0	0	0	1

Performance Measure - Description

The PULSE database tracks and evaluates the current state of select site and building systems, and determines system replacement costs based on their current state. PULSE provides a budgeting tool that assesses and plans for system replacements for current and future years (a systems lifecycle costing model).

Additionally, the PULSE database is the system of record for key building systems and provides the opportunity to routinely verify data consistency across the division (SAP Plant Maintenance module, AutoCAD, Siemens Building Automation Systems).

As a result of Countywide Departmental stakeholder collaborations a planning tool will be developed to help inform facility decisions that meet County priorities.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$941,705	\$0	\$1,033,674
Contracts	\$0	\$57,250	\$0	\$57,250
Materials & Supplies	\$0	\$27,489	\$0	\$64,119
Internal Services	\$0	\$9,953	\$0	\$7,353
Capital Outlay	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$1,036,397	\$0	\$1,162,396
Program Total:	\$1,036,397		\$1,162,396	
Program FTE	0.00	0.00	0.00	8.00
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$0	\$0
Fees, Permits & Charges	\$0	\$483,377	\$0	\$1,059,119
Intergovernmental	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$435,687	\$0	\$103,277
Total Revenue:	\$0	\$919,064	\$0	\$1,162,396

Explanation of Revenues

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

Significant Program Changes

✔ Significantly Changed

Last year this program was: #78007, Facilities Capital Operating Costs

This program was established in August 2011 by combining the Strategic Project section of the Capital Improvement Program with the Building Data Management(BDMC)group in the Business Services section. Additionally BDMC assumed architectural and engineering contract administration and the PULSE database.

This program is converting the Facilities Asset Management Evaluation (FAME) data base to Planned Useful Life: System Evaluation (PULSE) data base to more effectively manage critical building data to identify capital, operations, and warranty information. The data management team maintains accurate and detailed building data and Computer Aided Drafting/Design (CAD) support of all County buildings, and develops cost-effective plans for managing Facilities technology and data.

Lead Agency: Department of County

Program Contact: Michele Gardner

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

Fleet Services provides vehicle and equipment purchasing and maintenance services, offering transportation and related support services that are responsive to the needs of the County organization and other government agency customers.

Program Description

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

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

4 Electric Vehicles were in-serviced in FY12

These efforts contribute to the Climate Action Plan carbon emissions reduction activities related to local government operations, item numbers: 18-6 fuel efficiency standards, 18-7 electric and plug-in hybrid vehicles, 18-8 reduce waste.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Revenue from outside agencies	587,212	639,798	523,892	571,115
Outcome	% of outside revenue to overall revenue	12.0%	17.6%	15.9%	14.2%
Quality	Customer satisfaction	99.9%	99.0%	100.0%	100.0%

Performance Measure - Description

Revenue from outside agencies helps reduce overhead costs. These revenues are driven by customer work and project plans as such, FREDs experiences variability much like any private business.

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

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$1,240,312	\$0	\$1,395,626
Contracts	\$0	\$19,848	\$0	\$27,250
Materials & Supplies	\$0	\$2,603,353	\$0	\$2,425,256
Internal Services	\$0	\$721,777	\$0	\$870,541
Unappropriated & Contingency	\$0	\$178,565	\$0	\$237,586
Total GF/non-GF:	\$0	\$4,763,855	\$0	\$4,956,259
Program Total:	\$4,763,855		\$4,956,259	
Program FTE	0.00	12.90	0.00	15.60
Program Revenues				
Fees, Permits & Charges	\$0	\$2,917,861	\$0	\$3,382,607
Intergovernmental	\$0	\$639,798	\$0	\$571,115
Other / Miscellaneous	\$0	\$302,315	\$0	\$781,009
Total Revenue:	\$0	\$3,859,974	\$0	\$4,734,731

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY12 charge rates. Outside agency revenue is based on providing current service levels at FY12 charge rates. The FY13 budget has been developed based on current service levels.

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

County Fleet executed an intergovernmental agreement with the State of Oregon to provide maintenance and repairs for a number of State agency vehicles in the Portland Metro area. The anticipated CYE revenue is at 93% of FY12 budgeted projection.

As a result of the Multnomah Evolves business practices initiative, the County is exploring options for re-engineering how Fleet services will be performed and delivered in the County.

Fleet will add two (2) Inventory Stores Specialist I positions transferred from the defunct Materiel Management program and share costs (60%) for one (1) Procurement Analyst Sr. position with the Department of Community Services for warehouse and inventory support.

Lead Agency: Department of County

Program Contact: Michele Gardner

Program Offer Type: Internal Service

Related Programs: 78016

Program Characteristics: Climate Action Plan

Executive Summary

Vehicle Replacement Planning is provided as an interdependent function within Fleet Services (78016). The key objective is to collect revenue for the future purchase and equipping of vehicle assets (capital expenditures) to maximize investment return while keeping customers supplied with appropriate transportation options.

Program Description

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

These efforts contribute to the Climate Action Plan carbon reduction activities related to local government operations, item numbers: 18-6 fuel efficiency standards, 18-7 electric and plug-in hybrid vehicles

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	% of vehicles that are on delayed replacement	83.0%	73.0%	65.0%	50.0%
Outcome	Surplus gross sales revenue as % of purchase price	9.7%	10.0%	13.0%	10.0%

Performance Measure - Description

A significantly high number of vehicles remain on delayed replacement. Fleet continues to monitor responsible replacement strategies on an individual program basis.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Capital Outlay	\$0	\$3,886,049	\$0	\$4,106,239
Total GF/non-GF:	\$0	\$3,886,049	\$0	\$4,106,239
Program Total:	\$3,886,049		\$4,106,239	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,312,190	\$0	\$1,404,393
Other / Miscellaneous	\$0	\$3,247,444	\$0	\$2,634,370
Total Revenue:	\$0	\$4,559,634	\$0	\$4,038,763

Explanation of Revenues

Vehicles are placed on an established life-cycle replacement schedule and replacement funds are collected on a monthly basis from programs with assigned vehicles. If a vehicle is not replaced after its predetermined replacement life is reached, replacement charges are stopped.

Proceeds from vehicle sales are returned to the Fleet fund.

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

Fleet will revisit the delay strategies and establish new replacement guidelines that will promote more efficient and sustainable vehicle purchasing and disposal methods. The intent is to reduce the percentage of vehicle on continued delayed replacement.

Lead Agency: Department of County

Program Contact: Dwight Wallis

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

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

Program Description

The program supports cost reduction and compliance with public records regulations by developing and implementing policies for the orderly maintenance and disposition of county records generated by all departments. Addressing a wide variety of formats, the program maintains over 112 million documents in a centralized Records Center, including the County's historic archives dating back to 1855. Storage of these records reduced the need for office space storage by over 50,000 square feet in FY11. The program also recycles large volumes of public records (68 tons in FY11) in a sustainable manner that ensures confidentiality.

The program provides consultation in the establishment and organization of electronic records keeping; enterprise document conversion; retention scheduling; archival research, access and preservation; essential records protection, and records management best practices. Archival research activities increased by 22% in FY11, and are expected to continue to grow as the program implements Archon, a web-based archival research tool and content management system. The program is providing electronic records management training courses aimed at helping employees manage common e-records created and managed on their desktops or shared drives. Additionally, program staff are helping the DCA Hub organize active electronic records. The Records Management Program manages a wide variety of technologies, from continuing to refine a growing digital repository to managing microfilm. The program recently completing an extended project to preserve the Recording Office's Book of Records microfilm dating back to 1962, shipping 4,763 rolls of security microfilm to the State Archives in 2011 for secure storage. The program has also begun working with the Office of Emergency Management to address essential records protection throughout the county, utilizing FEMA based standards.

These efforts contribute to the Climate Action Plan activities related to local government operations, item number 18-8, due to the large amount of paper recycling the program does each year, and due to its ongoing consultation with Departments on ways to increase their use of reliable, compliant, and trusted electronic records systems.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Retrievals, Refiles and Interfiles (Record Actions) Performed	16,458	13,500	14,000	14,000
Outcome	% of Current Retention Schedules (Updated within the last 5 years)	84.0%	85.0%	87.5%	87.5%
Output	Boxes/Digital Objects, Microfilm Rolls, Maps and Plans Maintained in Storage	94,091	93,000	91,000	91,000
Quality	% of Records Retrievals Delivered to Customers Within 1 Business Day	97.0%	98.0%	99.0%	98.0%

Performance Measure - Description

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$406,945	\$0	\$364,905
Contracts	\$0	\$22,500	\$0	\$32,000
Materials & Supplies	\$0	\$31,977	\$0	\$31,536
Internal Services	\$0	\$393,880	\$0	\$455,878
Unappropriated & Contingency	\$0	\$45,016	\$0	\$44,216
Total GF/non-GF:	\$0	\$900,318	\$0	\$928,535
Program Total:	\$900,318		\$928,535	
Program FTE	0.00	3.40	0.00	4.00
Program Revenues				
Fees, Permits & Charges	\$0	\$715,817	\$0	\$840,818
Other / Miscellaneous	\$0	\$184,501	\$0	\$87,717
Total Revenue:	\$0	\$900,318	\$0	\$928,535

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 FY11.

Significant Program Changes

✔ **Significantly Changed**

Last year this program was:

To address span of control issues, and, at the same time continue to transition the program to an electronic records environment, 40% of the Records Administrator is assigned to managing Distribution Services. This, and the conversion of the program's dedicated STAR server to a virtual server allows for the conversion of the program's Electronic Records Management Analyst to a permanent position with minimal impact on program rates.

Lead Agency: Department of County

Program Contact: Dwight Wallis

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

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

Program Description

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

1. Centrally coordinating a complex and multifaceted system of distribution logistics across 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. Managing a multi-jurisdictional contract for presort services that reduces postage costs for all partners on presorted mail by pooling demand. 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 vote-by-mail, tax mailings, 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, and functions as a high-security, central contact point for receipt and distribution of supplies and equipment for Multnomah County in the event of an emergency.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Number of pieces of mail processed.	943,320	900,000	920,849	921,000
Outcome	Presort discount over full postage costs.	24.0%	24.0%	33.0%	33.0%
Quality	US Mail delivered to USPS same day as pickup.	100.0%	100.0%	100.0%	100.0%
Input	Number of mail stops receiving delivery services.	131	130	129	116

Performance Measure - Description

Number of mail stops based on estimated 10% reduction of stops due to route optimization resulting from closure of Central Stores warehouse.

Legal/Contractual Obligation

Receipt, Stage and Storage Center (also known as RSS) role in support of County Emergency Management and County Health Department during emergency response operations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$516,470	\$0	\$468,737
Contracts	\$0	\$43,584	\$0	\$36,500
Materials & Supplies	\$0	\$1,065,510	\$0	\$1,086,469
Internal Services	\$0	\$146,698	\$0	\$160,867
Unappropriated & Contingency	\$0	\$92,491	\$0	\$87,308
Total GF/non-GF:	\$0	\$1,864,753	\$0	\$1,839,881
Program Total:	\$1,864,753		\$1,839,881	
Program FTE	0.00	7.40	0.00	6.40
Program Revenues				
Fees, Permits & Charges	\$0	\$1,421,497	\$0	\$1,368,836
Intergovernmental	\$0	\$73,118	\$0	\$79,726
Other / Miscellaneous	\$0	\$370,139	\$0	\$391,319
Total Revenue:	\$0	\$1,864,754	\$0	\$1,839,881

Explanation of Revenues

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

Significant Program Changes

✔ Significantly Changed

Last year this program was:

A reduction of 1 FTE Driver position is related to route optimization and other changes occurring due to the closure of the Central Stores warehouse.

Lead Agency: Department of County

Program Contact: Michele Gardner

Program Offer Type: Internal Service

Related Programs: 78016

Program Characteristics: Climate Action Plan

Executive Summary

The Motor Pool program provides shared vehicles for single trip or short-term use available to employees of all County departments. Motor Pool operating costs are recouped by maintaining a competitive user rate. The program meets customer expectations by monitoring daily usage and vehicle availability while also offering sustainable transportation options such as hybrid and electric vehicles which align with Multnomah County's Climate Action Plan.

Program Description

There are four Motor Pool sites located around the County to help programs manage their short-term business transportation needs. A variety of vehicle types are available for use: sedans, light trucks, passenger and cargo vans, and specialty equipment. In its entirety, this program may be the largest car sharing program in the state. The program operates through a reservation and per-hour charge back system. The purpose of the centrally managed Motor Pools is to eliminate underutilization of assigned vehicles and reduce private mileage reimbursement costs, thereby supporting departmental travel needs with ease of use and almost zero administrative effort. The downtown site also operates as a public parking lot and provides parking at market rate for County-owned and employee privately-owned vehicles, including car pool spaces.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Number of motor pool trips provided	14,656	14,500	14,750	14,750
Outcome	Vehicle availability at Downtown and Multnomah Bldg pools	99.5%	99.0%	99.9%	99.0%

Performance Measure - Description

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

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$180,205	\$0	\$170,861
Contracts	\$0	\$55,475	\$0	\$3,000
Materials & Supplies	\$0	\$214,967	\$0	\$10,560
Internal Services	\$0	\$24,699	\$0	\$29,728
Unappropriated & Contingency	\$0	\$16,214	\$0	\$10,707
Total GF/non-GF:	\$0	\$491,560	\$0	\$224,856
Program Total:	\$491,560		\$224,856	
Program FTE	0.00	2.41	0.00	2.30
Program Revenues				
Fees, Permits & Charges	\$0	\$576,457	\$0	\$423,536
Intergovernmental	\$0	\$7,960	\$0	\$7,710
Other / Miscellaneous	\$0	\$41,455	\$0	\$65,355
Total Revenue:	\$0	\$625,872	\$0	\$496,601

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursement estimates are based on historical data, current service levels, and FY12 charge rates. Outside agency revenue is based on providing current service levels at FY12 charge rates.

Significant Program Changes

Last year this program was: #78022, FREDs Motor Pool

Until recently the Motor Pool offered only hybrid vehicles as the sustainable motor pool option. The Motor Pool fleet now has several electric vehicles supported by charging sites at four County sites. This new option clearly meets the County's Climate Action Plan objectives and sets a new standard for sustainable transportation.

Lead Agency: Department of County

Program Contact: Michele Gardner

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

Electronic Services installs and maintains a wide array of electronic equipment for County programs and other local governments. These services are provided for jail security systems, access control systems, two-way radio communication systems, and closed circuit television security systems, as well as maintenance and repair of associated radio, audio/video, digital, and specialized emergency equipment.

Program Description

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

- Diagnosing and repairing equipment at the component level. This permits staff to use the same set of technical skills across a wide variety of highly specialized electronic equipment types thus reducing the number of technical specialists required.
- Focusing on the benefits of government partnerships and sharing technical expertise and equipment rather than duplicating them. Electronic Services provides the community with cost-effective, quality service. As a result, County fixed costs are shared by other organizations. In FY11, revenue from other governments was \$244,449 or 25% of Electronic Services' service revenue.
- Operating with a comparatively high number of billable hours and relatively low overhead to maintain a shop rate that is about 90% of the local market.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Work orders completed	805	1,050	844	850
Outcome	Response time for facility related service calls (in number of <hours)	0	0	0	2

Performance Measure - Description

✓ **Measure Changed**

In order to reduce time spent on administration the program changed its work order process. Jobs are streamlined, one event per workorder to enable timely billings for customers. The "Work Orders Completed" measure remains relevant at least for the current year.

Response time for facility service calls, which includes the high-demand of detention electronics in the jails and at Juvenile Justice Center, as well as for the City of Portland will be measured in FYE13. The response time to attend to the issue should be within 2 hours or less. Some issues can be resolved by phone, others will require a physical presence at the site.

The previous radio network availability, turn around time, and customer satisfaction measures are not currently tracked and have been dropped for the current year.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$752,230	\$0	\$759,993
Contracts	\$0	\$7,250	\$0	\$7,500
Materials & Supplies	\$0	\$265,669	\$0	\$277,723
Internal Services	\$0	\$55,110	\$0	\$94,841
Capital Outlay	\$0	\$0	\$0	\$5,000
Unappropriated & Contingency	\$0	\$57,053	\$0	\$224,771
Total GF/non-GF:	\$0	\$1,137,312	\$0	\$1,369,828
Program Total:	\$1,137,312		\$1,369,828	
Program FTE	0.00	6.10	0.00	6.10
Program Revenues				
Fees, Permits & Charges	\$0	\$790,697	\$0	\$859,058
Intergovernmental	\$0	\$212,314	\$0	\$225,306
Other / Miscellaneous	\$0	\$633,822	\$0	\$302,723
Total Revenue:	\$0	\$1,636,833	\$0	\$1,387,087

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY12 charge rates(see program changes below for exceptions). Internal revenues are stated in the internal service revenue budget line. Outside agency revenue, stated in the charges for services line, is based on providing current service levels at FY12 charge rates, plus additional revenue for anticipated projects.

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

Changes have been made to the rate structure in how we charge for MCSO detention electronic maintenance. We will move from a flat-rate annual fee structure to a time and material charge rate structure.

Lead Agency: Department of County

Program Contact: Garret Vanderzanden

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This one-time program completes the close-out of the County's Central Stores operation, which will be replaced by Countywide Strategic Sourcing in FY 2013. One-time funding for remaining expenses is provided by beginning working capital attributable to past Central Stores activities.

Closing Central Stores and implementing Strategic Sourcing is a major project in the Chair's Multnomah Evolves Initiative.

Program Description

Close-out activities include returning the leased warehouse space to the lessor in its original condition, selling remaining inventory, and moving any remaining equipment and supplies to other County locations. Exiting the leased warehouse will require the mail sorting equipment and the mail distribution function to be moved to another County location, and remaining racks and other warehouse equipment will need to be sold.

The majority of these tasks are expected to be finished by the end of June, 2012. This program offer will allow the project to be completed in FY 2013, if the timeline is extended into the summer.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation

The lease termination agreement stipulates that we vacate and return the warehouse to its original condition by no later than August 1, 2012.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$0	\$0	\$131,652
Internal Services	\$0	\$0	\$0	\$492,356
Cash Transfer	\$0	\$0	\$0	\$316,035
Unappropriated & Contingency	\$0	\$0	\$0	\$57,495
Total GF/non-GF:	\$0	\$0	\$0	\$997,538
Program Total:	\$0		\$997,538	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$997,538
Total Revenue:	\$0	\$0	\$0	\$997,538

Explanation of Revenues

The revenue supporting this one-time program is beginning working capital from the Mail Distribution Fund where the Central Stores program operated. Any remaining balance will be returned to the General Fund for FY 2014.

Significant Program Changes

Last year this program was:

This is a new, one-time program for FY 2013.

Lead Agency: Department of County

Program Contact: Tracey Massey

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The IT Innovation and Investment offer provides funding and governance for the one-time-only portion of IT capital projects greater than \$75,000. These dollars are available to all departments, MCDA, & MCSO via an application & evaluation process that defines the criteria and governance for selecting and monitoring cross-departmental technology capital investment projects. The process is designed to ensure the County measures and receives value from these investments. Requests are accompanied by scope documents and total cost of ownership model, with an analysis of one-time-only and ongoing operational funding impacts. Once approved, project sponsors must commit to measures, which are monitored to analyze and report on the value proposition.

The executive budget adds three projects that had been proposed in FY 2012 and had remained in the General Fund contingency: SAP enhancements (\$400,000); Employee Benefits Self-Service (\$600,000); and Asset Portfolio Management/Property Portfolio Management (\$500,000). These are County-wide projects to increase operational efficiencies specifically for contracts management, employee benefits administration, and asset management.

Program Description

The IT Advisory Board oversees the county's cross-departmental capital investments in technology. The program includes carryover dollars for 8 in-process projects supporting DCHS, DCJ, DCM/HR, LPSCC, DCM/BO, MCL & MCHD including a county-wide Budget System. Many projects will implement in FY12, with finalization in FY13. Completed projects in FY12:

- Land Use Planning (External Site)
- Data Center & Disaster Recovery
- MCDA Content & Document Mgt.
- DCHS Mental Health Client Case Mgt.
- DSS-J Technology Upgrade
- Projects in process:
- County-wide Budget System
- DCJ Content Mgt.
- Corrections Health EMR
- Employee Self Serve Benefits Eval.
- MCL Logistics Service Coordination
- Potential high priority projects for FY13:
- County-wide Asset Management
- Pre-screening for Juvenile Crime Prev.
- Mental Health Booking Alerts
- Health Care Transformation/Data Exchange
- Public Safety Data Exchange

To begin in FY 2013 are the three projects added in the Chair's executive budget: SAP enhancements, Employee Benefits Self-Service, and Asset Portfolio/Property Portfolio Management.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Number of projects monitored per monitoring proces	100.0%	100.0%	100.0%	100.0%
Outcome	Increase in value derived from IT capital project	0.0%	80.0%	0.0%	80.0%

Performance Measure - Description

Output - 100% of the funded projects will be monitored by ITAB per the established monitoring rules.
Outcome - Increase in IT capital projects completing and meeting agreed upon outcomes.

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$0	\$0	\$277,060
Contracts	\$0	\$6,416,618	\$0	\$3,727,885
Materials & Supplies	\$0	\$555,427	\$0	\$678,791
Internal Services	\$0	\$0	\$0	\$49,850
Capital Outlay	\$0	\$466,707	\$0	\$1,610,784
Cash Transfer	\$0	\$0	\$0	\$60,000
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$7,438,752	\$0	\$6,404,370
Program Total:	\$7,438,752		\$6,404,370	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$7,438,752	\$0	\$6,404,370
Total Revenue:	\$0	\$7,438,752	\$0	\$6,404,370

Explanation of Revenues

Funding for existing projects in this program offer is from IT Fund beginning working capital and from one-time transfers from the General Fund.

The new projects for FY 2013 will be funded by a one-time transfer from the General Fund.

Significant Program Changes

✔ **Significantly Changed**

Last year this program was: #78024A, IT Innovation and Investment Fund

In FY12, the BCC approved \$1.5 M in contingency for the three projects noted above, which are currently the highest priority projects for the IT Division. It may prove to be the case that technology needs for implementing health care transformation are a higher priority county-wide, but given the yet undefined interoperability requirements for Healthcare Transformation, this is considered the highest priority for these dollars.

Lead Agency: Department of County

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

This program offer funds the next phases of two long-over-due strategic IT projects approved by the Board of County Commissioners. They modernize the County's technology infrastructure and fundamentally change the way IT operates. The two projects are a new data center with disaster recovery (DCDR), and network convergence.

The Data Center and Disaster Recovery project will move and split the data center from its current single location to a two-site model and add disaster recovery capabilities for the highest priority systems. This project resolves the current facility's short and long-term risks associated with age, design and capacity. The network convergence project will upgrade the County's network so that it can support both voice and data. It will replace the aging, end-of-life phone systems and expand capabilities for County communications.

Program Description

The new County-owned data center, located in the basement of the new East County Courthouse will be commissioned in the April 2012 with the move completed by June 2012. The second data center site is a leased co-location in Hillsboro. This two-site strategy provides a variable cost structure so that services can expand or contract based on changing County needs. The County will be positioned to meet its needs nimbly in response to the rapid evolution of IT technology. Disaster recovery capabilities that do not currently exist will be added. Progress includes the test and development systems successfully migrated to the co-location site in 1/2012.

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

In preparation for these projects, the IT division and County departments are cleaning up and disposing of unnecessary data, systems, servers, and equipment to shrink the data center foot print. They are eliminating unnecessary and out-dated data and technologies and consolidating the data center servers utilizing new "virtualization technology" to reduce the floor space required to house the servers and save on maintenance and energy costs. At the start of the virtualization project, we had 154 physical servers. We are projecting to be at 68 by the time we move into the East County Courthouse, a reduction of 86 physical servers.

Both projects will result in operational efficiency for IT and our customers. Additional funding from IT beginning working capital is included in program offer 78023 to internally fund additions based on requirements, strategies, technology and locations.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Quarterly Milestone Reviews for each project	8	8	4	4
Outcome	Percent of deliverables for each milestone met at the end of quarterly milestone	80.0%	80.0%	80.0%	80.0%

Performance Measure - Description

Output - quarterly milestones will be established and results measured for each project.

Outcome - percent of quarterly milestones met.

(These projects will span multiple budget years.)

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$0	\$0	\$0
Contracts	\$0	\$2,089,086	\$0	\$150,000
Materials & Supplies	\$0	\$0	\$0	\$50,000
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$2,144,267	\$0	\$1,224,943
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$4,233,353	\$0	\$1,424,943
Program Total:	\$4,233,353		\$1,424,943	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$4,233,353	\$0	\$1,424,943
Total Revenue:	\$0	\$4,233,353	\$0	\$1,424,943

Explanation of Revenues

Significant Program Changes

Last year this program was:

78025 - IT Strategic Modernization Projects.

Lead Agency: Department of County

Program Contact: Tracey Massey

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

The program includes the staff responsible for developing and implementing industry standards for managing IT projects, especially high-risk capital projects. Skilled project managers provide the hands-on expertise needed to successfully manage risk and complete these projects. This program coordinates and manages the quarterly strategic planning and review process. The quarterly planning process ensures that the right resources are focused on the strategic IT projects within the County. The output from these meetings is shared with departmental leaders countywide. The program also includes contract/vendor/partner management for outsourcing and/or intergovernmental agreements.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Increased percentage of planned work	61.3%	60.0%	65.0%	70.0%
Outcome	Strategic reports are regularly shared with leaders to improve transparency	0	0	2	4

Performance Measure - Description

✓ **Measure Changed**

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

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

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$1,640,316	\$0	\$2,014,398
Contracts	\$0	\$70,000	\$0	\$94,100
Materials & Supplies	\$0	\$34,200	\$0	\$179,419
Internal Services	\$0	\$3,700	\$0	\$250
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$1,748,216	\$0	\$2,288,167
Program Total:	\$1,748,216		\$2,288,167	
Program FTE	0.00	22.00	0.00	11.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,043,130	\$0	\$2,156,421
Other / Miscellaneous	\$0	\$705,086	\$0	\$131,746
Total Revenue:	\$0	\$1,748,216	\$0	\$2,288,167

Explanation of Revenues

Significant Program Changes

Last year this program was:

78026 - IT Planning, Projects & Portfolio Management

Lead Agency: Department of County

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, software upgrades, problem resolution, server and storage management, asset tracking and after-hours support for all County business systems running in the data center(s). This program also provides vendor management for data center hardware and software systems. Included in this service are the Technical Services staff who provide software and hardware architecture design, planning, acquisition, installation and capacity planning for computer room hardware. Additional services provided by this program are data backup and restoration services, storage management, emergency response and physical data center security. The current data center is located on 47th and East Burnside. It will be replaced by the new data center located in the new East County Courts facility. The new DC is expected to be operational in June of 2012. A secondary data center located in a leased facility in Hillsboro provides the capability for server and storage expansion or reduction, and disaster recovery.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Recovery data available off site and refreshed at least once every 24 hours.	99.0%	99.0%	99.0%	99.0%
Outcome	Production system scheduled availability for hardware and operating systems	99.0%	98.0%	99.0%	99.0%

Performance Measure - Description

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

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

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$2,771,855	\$0	\$2,714,988
Contracts	\$0	\$17,500	\$0	\$38,000
Materials & Supplies	\$0	\$1,054,574	\$0	\$1,028,142
Internal Services	\$0	\$17,707	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$3,861,636	\$0	\$3,781,130
Program Total:	\$3,861,636		\$3,781,130	
Program FTE	0.00	20.25	0.00	19.25
Program Revenues				
Fees, Permits & Charges	\$0	\$3,848,094	\$0	\$3,747,304
Other / Miscellaneous	\$0	\$13,542	\$0	\$33,826
Total Revenue:	\$0	\$3,861,636	\$0	\$3,781,130

Explanation of Revenues

Significant Program Changes

Last year this program was:
#78027 - IT Data Center.

Lead Agency: Department of County

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for over 4,500 employees and business partners. By focusing on first call resolution of problems, such as inability to access documents, working with Word documents, spreadsheets, and other desktop applications, the Help Desk is able to minimize escalations to other IT teams and resolve customer problems as quickly as possible. Services are provided 24x7, 365 days a year to ensure that customer needs are addressed in a timely manner. County employees can focus on their mission to serve the public. In addition to resolving specific issues with desktop applications and vendor provided applications, the Help Desk also provides ad hoc training for software and hardware use, in order to minimize future problems that hinder employees' ability to work effectively. Help Desk staff provides support and help for internal IT functions such as the Applications, Desktop, Data Center, and Administration groups. The Helpdesk averages 3,200 incident tickets per month. Of those incidents, an average of 2,500 (68%) are resolved at the Helpdesk. The other 22%, that are not able to be resolved at the helpdesk, are escalated to Level 3 for resolution.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Number of customer tickets created	25,927	44,447	37,076	38,000
Outcome	Abandonment rate	5.0%	5.0%	5.0%	5.0%
Outcome	Calls resolved at the Helpdesk	68.0%	69.0%	69.0%	70.0%

Performance Measure - Description

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

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

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

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

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$955,054	\$0	\$937,625
Contracts	\$0	\$0	\$0	\$90,000
Materials & Supplies	\$0	\$5,714	\$0	\$155,085
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$960,768	\$0	\$1,182,710
Program Total:	\$960,768		\$1,182,710	
Program FTE	0.00	8.90	0.00	7.90
Program Revenues				
Fees, Permits & Charges	\$0	\$960,768	\$0	\$1,182,710
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$960,768	\$0	\$1,182,710

Explanation of Revenues

Significant Program Changes

Last year this program was:

Lead Agency: Department of County

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

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

Telecom is in the process of selecting a new technology platform funded in program offer 78024. Customer requirements and vendor demonstrations have been completed. The next phases are vendor selection, procurement and implementation.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Average time (in hrs) to respond to high priority incidents	1	1	1	1
Outcome	High priority incidents resolved within 12 hours	99.0%	98.0%	98.0%	98.0%

Performance Measure - Description

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

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

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$1,000,877	\$0	\$784,015
Contracts	\$0	\$60,000	\$0	\$0
Materials & Supplies	\$0	\$2,437,724	\$0	\$2,022,307
Internal Services	\$0	\$16,580	\$0	\$16,780
Capital Outlay	\$0	\$49,800	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$3,564,981	\$0	\$2,823,102
Program Total:	\$3,564,981		\$2,823,102	
Program FTE	0.00	7.50	0.00	5.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,564,981	\$0	\$2,823,102
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$3,564,981	\$0	\$2,823,102

Explanation of Revenues

Significant Program Changes

Last year this program was:

Lead Agency: Department of County

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Network Connectivity program includes both the Wide Area Network (WAN) and Security Programs. The WAN group provides a stable and secure network for data communications between county buildings, data centers, and to external networks. This facilitates public access to the county by offering Internet access at the libraries, connections to the Internet for the County's website and secure links to partners such as the Oregon Community Health Information Network (OCHIN), the City of Portland and the State of Oregon. The Security Program component of this offer is focused on identification and mitigation of risks to the County's information assets. The Security program develops policy, provides consulting services to departments, delivers Identity and Access Management (IAM) services, endpoint protection, and responds to audit and investigative requests. Identity and access management is the management of individual electronic identities, their authentication, authorizations, roles, privileges and permissions to access information, applications and networks.

Program Description

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet. This program implements and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. WAN works closely with external partners such as the City of Portland to create secure network links in order to share vital data. The Information Security Management program uses the ISO 27000 series of standards to provide security program development for the County. The ISO approach of Plan-Do-Check-Act includes (i) understanding the County's information security requirements, establishing security policies and objectives; (ii) implementing and operating controls to manage information security risks; (iii) monitoring and reviewing the performance and effectiveness of the security program; and (iv) continual improvement based on objective measurement. The Identity and Access Management (IAM) portion of the program includes account, group, role and access services to primary enterprise applications like Active Directory, Google Apps and SAP. The endpoint protection includes laptop encryption, antivirus and security incident response activities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	County WAN sites network availability during business hours 8:00 - 17:00	0.0%	0.0%	99.9%	99.9%
Outcome	County workstations with antivirus agent installed with current virus signatures	0.0%	0.0%	95.0%	95.0%

Performance Measure - Description

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

Output - Percentage of county workstations with antivirus defense.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$1,177,972	\$0	\$1,731,325
Contracts	\$0	\$70,000	\$0	\$60,000
Materials & Supplies	\$0	\$1,293,897	\$0	\$1,860,286
Internal Services	\$0	\$350	\$0	\$475
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,542,219	\$0	\$3,652,086
Program Total:	\$2,542,219		\$3,652,086	
Program FTE	0.00	7.50	0.00	12.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,542,219	\$0	\$3,652,086
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$2,542,219	\$0	\$3,652,086

Explanation of Revenues

Significant Program Changes

Last year this program was:

Lead Agency: Department of County

Program Contact: Stanley Johnson G.L. III

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

Desktop Services manages over 4,500 employee PC's and 6000 devices (desktops, laptops, tablets, printers, multifunction devices, iPhones, iPads and other personal computing devices). PCs for public use in the libraries, assessment & taxation and land use planning are also supported to provide citizens with access to view public records on-line. The desktop team is responsible for the lifecycle management (renewal and replacement), software upgrades and inventory asset management. Desktop support staff follows best practices for standardization resulting in faster performance, reliability, better stability and greater security. They also provide helpdesk ticket resolution and on-site support. The Desktop Services team is actively researching tools to provide new options to the County which can save money. Additionally, the team is regularly evaluating new technology to reduce the County's carbon foot print. Support for the County's computer training rooms is also performed by this team.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Hours between incident report and response initiation	0	4	4	4
Outcome	High Priority problem tickets resolved within two days	94.0%	95.0%	95.0%	95.0%

Performance Measure - Description

Output - This output measure is measured in hours until initial contact is made by a Desktop Services support staff.

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

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$3,016,109	\$0	\$2,688,268
Contracts	\$0	\$63,000	\$0	\$68,000
Materials & Supplies	\$0	\$37,491	\$0	\$53,895
Internal Services	\$0	\$15,000	\$0	\$15,000
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$3,131,600	\$0	\$2,825,163
Program Total:	\$3,131,600		\$2,825,163	
Program FTE	0.00	25.00	0.00	23.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,131,600	\$0	\$2,825,163
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$3,131,600	\$0	\$2,825,163

Explanation of Revenues**Significant Program Changes**

Last year this program was:
#78031 - IT Desktop Service.

Lead Agency: Department of County

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

This program supports the IT asset management lifecycle replacements for desktop and laptop computers, monitors, desktop software, network router and switching equipment, telephones, data center servers and storage, printers, copiers and other output devices. It also supports the acquisition and disposition of decommissioned hardware in a safe and environmentally responsible manner. Currently, the rollover schedule for laptops is three years and desktops is five years.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Number of personal computer devices replaced according to published schedule	98.0%	100.0%	100.0%	100.0%
Outcome	Asset database quality: Accuracy and completeness	97.0%	98.0%	98.0%	98.0%

Performance Measure - Description

✔ Measure Changed

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

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

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$0	\$0	\$0
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$2,074,531	\$0	\$2,047,329
Internal Services	\$0	\$55,000	\$0	\$0
Capital Outlay	\$0	\$400,000	\$0	\$368,000
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,529,531	\$0	\$2,415,329
Program Total:	\$2,529,531		\$2,415,329	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,529,552	\$0	\$2,415,329
Other / Miscellaneous	\$0	\$999,979	\$0	\$0
Total Revenue:	\$0	\$2,529,531	\$0	\$2,415,329

Explanation of Revenues**Significant Program Changes****Last year this program was:**

Some of these costs were budgeted in operations in previous years.

Lead Agency: Department of County

Program Contact: Becca Beck

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department (60 systems) and Department of County Human Services (83 systems). The wide variety of services provided focus on increasing and improving delivery of technology to provide higher value to departments and constituents. This Program improves the delivery of County services through automating business operations and providing easy access to information.

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Employee hours spent on planned work versus unplanned	60.0%	60.0%	60.0%	60.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	10.0%	10.0%	10.0%	5.0%
Quality		0	0	0	0

Performance Measure - Description

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

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

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$2,457,856	\$0	\$2,540,026
Contracts	\$0	\$76,500	\$0	\$187,000
Materials & Supplies	\$0	\$52,529	\$0	\$70,070
Internal Services	\$0	\$1,660	\$0	\$2,000
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,588,545	\$0	\$2,799,096
Program Total:	\$2,588,545		\$2,799,096	
Program FTE	0.00	18.00	0.00	17.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,700,904	\$0	\$2,799,096
Other / Miscellaneous	\$0	\$887,641	\$0	\$0
Total Revenue:	\$0	\$2,588,545	\$0	\$2,799,096

Explanation of Revenues

Significant Program Changes

Last year this program was:

78033 - IT Health and Human Services Application Services.

Lead Agency: Department of County

Program Contact: Elise Nicholson

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Employee hours spent on planned versus unplanned work	60.0%	65.0%	70.0%	70.0%
Outcome	Employee hours spent on customer work	70.0%	0.0%	70.0%	70.0%
Quality	Percent of customers satisfied with end product for planned projects	0.0%	80.0%	90.0%	80.0%

Performance Measure - Description

✓ **Measure Changed**

Output - At least 70% of employee work hours are spent on prioritized and scheduled work vs. fixing problems and handling emergency incidents. This is an increase of 5% over the FY12 purchased level.

Outcome - At least 70% of the total hours recorded are reported against customer work vs. administrative tasks.

Quality - A quality survey will be part of the required closing documents for all large projects. Delivered projects receive an 'average' or above rating for 'meets customer expectations' from at least 80% of customers responding.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$2,290,621	\$0	\$2,197,177
Contracts	\$0	\$65,000	\$0	\$55,000
Materials & Supplies	\$0	\$35,140	\$0	\$83,325
Internal Services	\$0	\$5,500	\$0	\$600
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,396,261	\$0	\$2,336,102
Program Total:	\$2,396,261		\$2,336,102	
Program FTE	0.00	18.00	0.00	17.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,871,583	\$0	\$2,336,102
Other / Miscellaneous	\$0	\$524,678	\$0	\$0
Total Revenue:	\$0	\$2,396,261	\$0	\$2,336,102

Explanation of Revenues

Significant Program Changes

Last year this program was:

#78034 - IT Public Safety Application Services.

Lead Agency: Department of County

Program Contact: Josh Mitchell

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

IT DCS and Internal Systems Application Services provide reliable, effective software systems for the County Assets, County Management, Community Services, Non-departmenatals and related groups. Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing vendor systems and relationships; maintaining and enhancing legacy systems.

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

Program Description

The program includes the follwing services for the Departments of County Assets, County Management, Community Services, and others:

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

Strategies include:

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

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

The DCS and Internal Systems Application Services Group supports 20 systems for DCM and DCA and 6 systems for DCS.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Employee hours spent on planned work versus unplanne	60.0%	60.0%	60.0%	60.0%
Outcome	Increase in employee hours spent on planne	2.0%	2.0%	5.0%	6.0%

Performance Measure - Description

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

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

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$730,244	\$0	\$812,679
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$2,593	\$0	\$41,211
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$732,837	\$0	\$853,890
Program Total:	\$732,837		\$853,890	
Program FTE	0.00	3.66	0.00	5.00
Program Revenues				
Fees, Permits & Charges	\$0	\$515,146	\$0	\$853,890
Other / Miscellaneous	\$0	\$217,691	\$0	\$0
Total Revenue:	\$0	\$732,837	\$0	\$853,890

Explanation of Revenues

Significant Program Changes

✔ Significantly Changed

Last year this program was:

#78035 - IT General Government Application Services

While the goals of the work group remain similar, the General Government Application Services team will be split into two groups for FY13. The group described in this program offer will remain focused primarily on three departmental customers (DCA, DCM, DCS). The remaining members of this applications group will be included in the program offer for IT General Government and Enterprise Web Services.

Lead Agency: Department of County

Program Contact: Chris Clancy

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

GIS services include taxation mapping and tax collection analysis, land use planning, bridge and road planning, crime tracking, law enforcement planning, demographic/population analysis and emergency management and mitigation. Creation of an Enterprise GIS environment is underway to allow departments to share data, and to provide tools to the departments which will allow them to create their own maps and perform analysis without requiring IT assistance.

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

Database and Reporting services provide the data storage and reporting structure and tools to allow information access and sharing with the public, County departments and external business partners. Currently converting to Microsoft Reporting Services to reduce the licensing costs of Crystal Reports and to allow more flexibility and integration to Microsoft SQL Database.

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Employee hours spent on project requests vs other support work	17.0%	20.0%	20.0%	22.0%
Outcome	Increase in employee hours spent on new project requests vs maintenance requests	0.0%	8.0%	8.0%	5.0%

Performance Measure - Description

Output-Employee hours spent on planned versus unplanned work. Initial measurement taken at the end of FY11.

Outcome-Increase in employee hours spent on planned versus unplanned work: 8%. Initial measurement taken at the end of FY11.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$2,258,472	\$0	\$2,053,680
Contracts	\$0	\$324,000	\$0	\$20,000
Materials & Supplies	\$0	\$486,050	\$0	\$808,524
Internal Services	\$0	\$1,864,048	\$0	\$4,385,075
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$4,932,570	\$0	\$7,267,279
Program Total:	\$4,932,570		\$7,267,279	
Program FTE	0.00	15.00	0.00	14.00
Program Revenues				
Fees, Permits & Charges	\$0	\$5,082,543	\$0	\$6,287,901
Other / Miscellaneous	\$0	\$252,790	\$0	\$979,378
Total Revenue:	\$0	\$5,335,333	\$0	\$7,267,279

Explanation of Revenues**Significant Program Changes****Last year this program was:**

#78036 - IT Enterprise Application Services. One FTE moved to offer 78037. Also includes IT internal service fees.

Lead Agency: Department of County

Program Contact: Michelle Smith

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

As the County's system of record for a majority of business transactions, the SAP support program provides services supporting regulatory reporting requirements, business process analysis and re-engineering, and implementation of process innovation; these are designed to increase efficiencies in the County's operations and reduce costs. The SAP support team provides training, education and technical assistance to County SAP users.

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

- New Budgeting system that is integrated with SAP
- Phase II Procurement for Public Sector contracting changes(SRM PPS)
- SAP Enhancement Pack 5 to enable HR Employee Self Service and Manager Self Service projects
- Employee Self Service for Electronic Timesheets Phase I
- Public Sector Collections and Disbursements for the Health Department and the Library
- Employee Self-Service Benefits

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Employee hours spent on project requests vs unplanned and standard work	28.0%	50.0%	50.0%	55.0%
Outcome	Increase in employee hours spent on new project requests vs maintenance requests	0.0%	22.0%	22.0%	5.0%

Performance Measure - Description

Output Measure - Employee hours spent on planned versus unplanned work and standard activity work: 28% is the initial measurement taken at the end of FY11.

Outcome-Increase in employee hours spent on planned versus unplanned and standard activity work: Current Year increase is 22%. Next year increase is 5%. Total 27% increase from initial measurement taken at the end of FY11.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$1,224,064	\$0	\$1,686,396
Contracts	\$0	\$165,000	\$0	\$1,300
Materials & Supplies	\$0	\$594,385	\$0	\$617,360
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$1,983,449	\$0	\$2,305,056
Program Total:	\$1,983,449		\$2,305,056	
Program FTE	0.00	9.00	0.00	11.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,983,449	\$0	\$2,305,056
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$1,983,449	\$0	\$2,305,056

Explanation of Revenues

Significant Program Changes

Last year this program was:
#78037 - IT SAP Support Team.

Lead Agency: Department of County

Program Contact: Josh Mitchell

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The IT General Government and Enterprise Web Services program offer combines two services:

- General Government Application Services which is responsible for managing systems for the Chair, Commissioners, Library, and non-departmental customers.

- Enterprise Web Services which provides reliable services used across departmental boundaries--serving more than one or all County lines of business.

Program Description

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

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

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

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Employee hours spent on new project requests vs maintenance requests	30.0%	30.0%	40.0%	40.0%
Outcome	Increase in employee hours spent on new project requests vs maintenance request	10.0%	10.0%	5.0%	5.0%

Performance Measure - Description

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

Outcome-Increase in employee hours spent on planned versus unplanned work: 10%. Initial measurement taken at the end of FY11.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$1,089,537	\$0	\$1,474,246
Contracts	\$0	\$25,000	\$0	\$0
Materials & Supplies	\$0	\$191,951	\$0	\$580,700
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$1,306,488	\$0	\$2,054,946
Program Total:	\$1,306,488		\$2,054,946	
Program FTE	0.00	8.33	0.00	9.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,064,240	\$0	\$2,054,946
Other / Miscellaneous	\$0	\$242,248	\$0	\$0
Total Revenue:	\$0	\$1,306,488	\$0	\$2,054,946

Explanation of Revenues

Significant Program Changes

✓ Significantly Changed

Last year this program was:

Last year parts of this program were covered under program #78036 - IT Enterprise Application Services and program #78035 - IT General Government Application Services.

Additionally, this represents the second full year in which Google Apps for Government is included within the responsibilities of the Enterprise Web Services group.

Lead Agency: Department of County

Program Contact: Julie Neburka

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

This program focuses on several primary functions:

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Track staff time spent on customer activities.	0.0%	0.0%	0.0%	100.0%
Outcome	Allocate Hub resources fairly among users.	0.0%	0.0%	0.0%	100.0%

Performance Measure - Description

✓ Measure Changed

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

An important activity for FY 2013 will be to track staff time spent on activities for each department and agency, in order to both gauge and manage demand, and to set appropriate cost drivers for FY 2014 cost allocations.

Tracking tools are currently available both in SAP and in other software tools currently owned by the County. Prior to July 1st, we will select and implement a tracking tool, train staff on its use, and begin gathering data.

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$107,835	\$410,139	\$742,543	\$0
Contracts	\$0	\$60	\$0	\$0
Materials & Supplies	\$2,370	\$4,659	\$9,615	\$0
Internal Services	\$8,967	\$3,886	\$66,205	\$0
Total GF/non-GF:	\$119,172	\$418,744	\$818,363	\$0
Program Total:	\$537,916		\$818,363	
Program FTE	0.00	0.00	7.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$418,744	\$628,175	\$0
Total Revenue:	\$0	\$418,744	\$628,175	\$0

Explanation of Revenues

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

Significant Program Changes

✔ **Significantly Changed**

Last year this program was:

The Administrative Hub was created in the FY 2012 budget per the Multnomah Evolves initiative.

Lead Agency: Department of County

Program Contact: Tony Dornbusch

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

This program offer represents Strategic Sourcing, Procurement and Contract Administration, which is part of the Department of County Assets' (DCA) Administrative Services Hub. This unit works collectively with the other DCA Administrative Service Hub units to deliver services. The Hub was established to create greater efficiencies through the consolidation of duplicate business services functions that formerly existed separately in the Facilities and Property Management, FREDs, IT, and the Department of County Management. Support is also provided to the Board of County Commissioners and several Non-Departmental Offices allowing departmental leadership and elected officials to focus their efforts on delivering vital program services.

This offer focuses on the 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, across all areas of DCA, DCM and Non-Departmental units. The Strategic Sourcing component of the area is addressed under program offer 78046.

Program Description

This organization reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA. The program includes the administrative group responsible for formal, informal and cooperative procurements. The program also includes commercial, personal services, construction, lease, software, maintenance and repair, and architectural contract development, negotiation, risk assessment/management, supplier/vendor management and ongoing contract administration. This group includes a Finance Manager to provide 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	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Number of procurements and contracts processed	0	0	0	500
Outcome	Percentage of Contracts processed following established processes	0.0%	0.0%	0.0%	95.0%

Performance Measure - Description

Number of Procurements and contracts processed output measures the total volume of procurements, contracts, amendments and renewals processed by the SSPCA staff. These procurements and contracts span facilities, construction, leases, building equipment, IT equipment, software, administrative goods, fleet, and various professional services. This measure will provide valuable tracking/identification of each procurement/contracting activity, establishing the beginnings of a baseline for the total contracts under management in SSPCA.

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

Legal/Contractual Obligation

Oregon Revised 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 contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurements using cooperative agreements must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$98,694	\$1,087,383	\$1,393,114	\$0
Contracts	\$0	\$27,500	\$0	\$0
Materials & Supplies	\$2,169	\$54,589	\$60,490	\$0
Internal Services	\$8,208	\$3,239	\$138,068	\$0
Total GF/non-GF:	\$109,071	\$1,172,711	\$1,591,672	\$0
Program Total:	\$1,281,782		\$1,591,672	
Program FTE	0.00	0.00	12.50	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,172,710	\$1,364,097	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$1,172,710	\$1,364,097	\$0

Explanation of Revenues

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

Significant Program Changes

Last year this program was:

Last year this program was contained in #79002, IT Planning, Projects & Portfolio Management. The former IT Planning, Projects & Portfolio Management program offer supported the IT department. This area provided the functions of Project and Portfolio Management, Human Resources, Budget, Rate Setting, Finance (AP, AR, GL) , Procurement, Purchasing, Contract development and Contract administration. With the formation of the Department of County Assets, the area was combined with other areas that previously provided similar support for DCM, Non-Departmental units, FREDs, and FPM. The area evolved from a single unit to four areas of expertise (Human Resources, Budget, Rate Setting & Capital Planning, Finance & Administration and Strategic Sourcing, Procurement and Contract Administration) providing specialized support across the Department of County Assets, the Department of County Management, and Non-Departmental offices.

Lead Agency: Department of County

Program Contact: Tony Dornbusch

Program Offer Type: Program Alternative /

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This one-time program for FY 2013 completes the transition from the County's Central Stores operation to its Strategic Sourcing model by providing a limited-duration position to complete the transition of purchasing operations from Central Stores to the new Multco Marketplace. Funding is provided by ending fund balance remaining from the Central Stores operation.

Program Description

This program will support the administrative group responsible for formal, informal and cooperative procurements. The limited-duration position may work on commercial, personal services, construction, lease, software, maintenance and repair, and architectural contract development, negotiation, risk assessment/management, supplier/vendor management and ongoing contract administration. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices.

The Department of County Assets supports groups that are the largest purchasers of goods in the County. The new contracts management module of SAP will require a great volume of contract data to be entered, updated, and verified in FY 2013. This program will ensure that contract data is entered into the new system in a timely way.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$0	\$103,442	\$0
Total GF/non-GF:	\$0	\$0	\$103,442	\$0
Program Total:	\$0		\$103,442	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$0	\$103,442	\$0
Total Revenue:	\$0	\$0	\$103,442	\$0

Explanation of Revenues

Funding for this program is Beginning Working Capital from the Central Stores operation in the Distribution Fund.

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

This is a new, one-time program for FY 2013.

Lead Agency: Department of County

Program Contact: Julie Neburka

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Department of County Assets (DCA) Administrative Service Hub includes the Finance & Administration unit which works collectively with the other Administrative Service Hub units to deliver services. The Hub was established to create greater efficiencies through the consolidation of duplicate financial and administrative support functions that formerly existed separately in the Departments of County Assets and County Management. This unit provides a variety of business services functions to DCA and DCM. Support is also provided to the Board of County Commissioners and several Nondepartmental Offices allowing departmental leadership and elected officials to focus their efforts on delivering vital program services.

Program Description

This program aligns with business services functions in other departments allowing programs and elected officials to leverage administrative resources. The Finance and Administration unit reports to the DCA Director and supports the operational activities of this department and DCM by providing financial services such as accounts receivable, accounts payable and procurement card management; additionally, the unit provides general administrative support functions such as travel planning, employee reimbursements, timekeeping, reception and general administrative support to a diverse array of programs. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output		0	0	0	0
Outcome	Percent of AP invoices paid on time	83.0%	95.0%	90.0%	90.0%
Outcome	Percent of AR receipts posted in correct accounting period	100.0%	100.0%	100.0%	100.0%
Efficiency	Percent of grant reports submitted on time	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

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

Accounts Receivable performance measures the percentage of receipts posted in the correct accounting cycle in compliance with Financial Procedure FIN-19.

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

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$403,882	\$640,870	\$874,302	\$0
Contracts	\$350,000	\$33,248	\$0	\$0
Materials & Supplies	\$13,344	\$22,973	\$16,050	\$0
Internal Services	\$39,802	\$47,945	\$96,050	\$0
Unappropriated & Contingency	\$0	\$206,877	\$0	\$0
Total GF/non-GF:	\$807,028	\$951,913	\$986,402	\$0
Program Total:	\$1,758,941		\$986,402	
Program FTE	0.00	0.00	10.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$548,376	\$617,796	\$0
Total Revenue:	\$0	\$548,376	\$617,796	\$0

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #78001, Business Services

The former Business Services program offer primarily supported DCM. After it was combined with similar support functions in DCA (including Information Technology) and NonDepartmental, it evolved from a single unit to four areas of expertise (Human Resources, Budget, Rate Setting & Capital Planning, Finance & Administration and Contracts, Procurement, Contracts & Strategic Sourcing) providing specialized support to DCA, DCM and NonDepartmental.

Lead Agency: Department of County

Program Contact: Pam Hodge

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The DCA Administrative Hub: Human Resources provides HR management consultation and direct HR services and support to department directors, division managers, supervisors and employees, including strategic planning, organizational and job design, recruitment and selection, performance management, pay and benefit administration, employee and labor relations, training and development, and records management.

Program Description

This program provides a full range of departmental HR services to over 600 permanent and temporary/on-call employees. Represented employees are covered by 3 labor contracts. Customer groups include DCA, DCM, and Non-Departmental Offices.

Key responsibilities include:

- Consult with department directors and division managers to develop and implement HR plans that support organizational goals and objectives;
- Assist department directors and division managers organize work activities through the development of position descriptions and reporting structures;
- Conduct outreach recruiting to fill position vacancies in accordance with organizational needs and County policies;
- Develop and administer selection processes e.g., online applications, interviews, and performance exams;
- Assist supervisors manage employee performance through annual performance planning and appraisals, employee coaching, and the administration of progressive discipline;
- Counsel employees with respect to career development, compliance with County policies, conflict management, and other employee concerns;
- In conjunction with the DCM Central Human Resources and Finance and Risk Management Divisions, administer the County's pay and benefit programs, classification plan, personnel rules, labor contracts, and training and development, workers' compensation, and safety programs.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Number of all recruitments	81	80	80	80
Outcome	% of employees who successfully completed probation, except for layoff-bumping	99.0%	99.0%	99.0%	99.0%
Output	Number of personnel transactions in SAP	1,856	1,200	1,800	1,800

Performance Measure - Description

Number of all recruitments reflects the total for all departments and offices served by the DCA HR Administrative Hub. Personnel transactions in SAP are essential to maintain the formal electronic personnel record of each employee, and include data pertinent to new hires, terminations, promotions, pay status, seniority and other employment actions and employee information.

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$451,894	\$395,658	\$1,000,319	\$0
Contracts	\$5,000	\$31,000	\$0	\$0
Materials & Supplies	\$18,692	\$4,991	\$12,100	\$0
Internal Services	\$75,887	\$0	\$63,681	\$0
Total GF/non-GF:	\$551,473	\$431,649	\$1,076,100	\$0
Program Total:	\$983,122		\$1,076,100	
Program FTE	0.00	0.00	7.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$328,940	\$612,778	\$0
Other / Miscellaneous	\$0	\$102,709	\$0	\$0
Total Revenue:	\$0	\$431,649	\$612,778	\$0

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #78002, Department Human Resources

Lead Agency: Department of County

Program Contact: Tony Dornbusch

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer represents the Strategic Sourcing component of the Strategic Sourcing, Procurement and Contract Administration unit, which is part of the Department of County Assets' (DCA) Administrative Services Hub. This unit works collectively with the other DCA Administrative Service Hub units to deliver services to both departments and divisions supported by DCA as well as the entire County.

This offer focuses on the development, implementation, oversight and direct delivery of the strategic sourcing practices across the County. This unit provides strategy, leadership, expertise, and analytical information to the County and it's Departments relative these strategic sourcing practices.

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY10-11)	Current Year Purchased (FY11-12)	Current Year Estimate (FY11-12)	Next Year Offer (FY12-13)
Output	Commodity Sourcing Plans developed	0	0	0	10
Outcome	% of annual goods purchased via marketplace	0.0%	0.0%	0.0%	40.0%
Outcome		0	0	0	0
Output		0	0	0	0

Performance Measure - Description

✓ **Measure Changed**

Output-Number of plans developed improving strategic purchases.

Outcome-% of annual goods purchased will drive volume to marketplace resulting in lower pricing.% will increase over time.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2012	2012	2013	2013
Personnel	\$0	\$0	\$470,751	\$0
Materials & Supplies	\$0	\$0	\$21,700	\$0
Total GF/non-GF:	\$0	\$0	\$492,451	\$0
Program Total:	\$0		\$492,451	
Program FTE	0.00	0.00	3.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is funded with one-time-only General Fund for FY 2013. It is anticipated that this program may be included in the County's indirect cost allocation plan in FY 2014 and beyond.

Significant Program Changes **Significantly Changed****Last year this program was:**

This is a new program as a result of the Multnomah Evolves activities related to Central Stores (see above).