

### Program #78000 - DCA Director's Office

**Program Contact:** 

3/3/2014

**Department:** County Assets Sherry Swackhamer

**Program Offer Type:** Program Offer Stage: As Requested Administration

**Related Programs:** 

**Program Characteristics:** In Target

### **Executive Summary**

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

### **Program Summary**

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

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

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

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of Equity Lens project/process equaluations completed	0	0	0	3			
Outcome	Percent of employee performance evaluations completed on time.	0%	0%	0%	95%			

# **Performance Measures Descriptions**

Output - Equity Lens will be used in the evaluation of at least 3 processes/projects (new measure). Outcome - Percent of performance evaluations completed on time (new measure).

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$497,844	\$0	\$549,719	\$0
Contractual Services	\$50,000	\$0	\$50,000	\$0
Materials & Supplies	\$9,500	\$0	\$10,500	\$0
Internal Services	\$22,433	\$0	\$36,713	\$0
Total GF/non-GF	\$579,777	\$0	\$646,932	\$0
Program Total:	\$579,777		\$646	,932
Program FTE	2.00	0.00	3.00	0.00

Program Revenues					
Other / Miscellaneous	\$579,777	\$0	\$646,932	\$0	
Total Revenue	\$579,777	\$0	\$646,932	\$0	

# **Explanation of Revenues**

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

# **Significant Program Changes**

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

No significant changes.



### Program #78001 - Facilities Director's Office

3/3/2014

Department:County AssetsProgram Contact:Michael BowersProgram Offer Type:AdministrationProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

### **Executive Summary**

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

## **Program Summary**

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

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

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

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Annual Employee Performance Reviews Completed	100%	100%	100%	100%		
Outcome	Sustainability goals integrated into project plans	95%	100%	100%	100%		

### **Performance Measures Descriptions**

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

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.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$762,562	\$0	\$859,839
Contractual Services	\$0	\$105,000	\$0	\$120,000
Materials & Supplies	\$0	\$41,970	\$0	\$273,350
Internal Services	\$0	\$1,660,609	\$0	\$2,093,917
Total GF/non-GF	\$0	\$2,570,141	\$0	\$3,347,106
Program Total:	\$2,570,141		\$3,34	7,106
Program FTE	0.00	4.50	0.00	6.25

Program Revenues				
Other / Miscellaneous	\$0	\$2,570,141	\$0	\$0
Total Revenue	\$0	\$2,570,141	\$0	\$0

# **Explanation of Revenues**

This program receives internal service reimbursements from the County departments.

# **Significant Program Changes**

Last Year this program was: 78001 Facilities Director's Office

- 1 FTE moved from Facilities Property Management 2 FTEs moved from Facilities Operations and Maintenance



# Program #78002 - Facilities Debt Service and Capital Fee Pass Through

3/3/2014

Department:County AssetsProgram Contact:Colleen BowlesProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

# **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 Summary**

The Facilities & Property Management Division collects payments from departments for the following obligations: UPDATE Series 2004 Advance Refunding (\$54.2 million) - Full Faith & Credit

Series 2003 Refunding (\$9.6 million) - Full Faith & Credit

Series 2010A (\$9.8 million) - Full Faith & Credit

Sellwood Library 2002 (\$1.1 million) - Capital Lease

Sheriff's Office Warehouse 2010 (\$815,000) - Capital Lease

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

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

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Complete annual allocations to departments	100%	100%	100%	100%			
Outcome	Complete building occupancy data for accurate allocations	100%	100%	100%	100%			

### **Performance Measures Descriptions**

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

## **Legal / Contractual Obligation**

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

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Internal Services	\$0	\$5,449,771	\$0	\$5,419,771
Cash Transfers	\$0	\$604,310	\$0	\$656,850
Total GF/non-GF	\$0	\$6,054,081	\$0	\$6,076,621
Program Total:	\$6,054,081		\$6,07	6,621
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,054,081	\$0	\$5,419,771
Total Revenue	\$0	\$6,054,081	\$0	\$5,419,771

## **Explanation of Revenues**

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

# Significant Program Changes

Last Year this program was: 78002 Facilities Debt Service and Capital Fee Pass



## **Program #78003 - Facilities Operations and Maintenance**

**Program Contact:** Colleen Bowles

**Department:** County Assets **Program Offer Type:** Program Offer Stage: As Requested Internal Service

**Related Programs:** 

**Program Characteristics:** In Target

### **Executive Summary**

The Facilities Operations and Maintenance (O&M) Program comprises a broad spectrum of services ensuring Multnomah County's 131 buildings are operating and functioning as designed and constructed, as well as, meeting the requirements of County programs and operations. These services are provided to operate, maintain and repair the mechanical. electrical and structural systems in all Multnomah County buildings which total over 3.1 million square feet. We are responsible for operations, services and projects that are regulated by multiple federal, state and local laws, codes and mandates.

## **Program Summary**

The Facilities Operations and Maintenance program consists of 54 FTE in 8 trade groups who cover the 24/7, day-to-day activities necessary to maintain the County's 131 buildings and their respective systems/equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities form a comprehensive Operations and Maintenance program that:

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

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	PM work orders schedule	50%	50%	60%	70%		
Outcome	Customer Satisfaction Rating	90%	90%	90%	90%		
Efficiency	Billable hours as a percentage of total available labor hours	70%	70%	70%	70%		
Outcome	Fire, Life, Safety Priority Work Orders (MC09's) completed on time	90	95	95	95		

### **Performance Measures Descriptions**

The percentage of work orders completed/closed indicates the volume of work performed annually, currently approximately 26,000 work orders. This number varies primarily due to the amount of client requested work (e.g. office moves), but overall measures include analysis of hours and dollars allocated.

Customer service surveys are issued with each closed work order notification with a goal of 92% client satisfaction.

3/3/2014

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$5,736,310	\$0	\$6,052,104
Contractual Services	\$0	\$22,033	\$0	\$12,000
Materials & Supplies	\$0	\$186,966	\$0	\$195,050
Internal Services	\$0	\$774,772	\$0	\$529,446
Total GF/non-GF	\$0	\$6,720,081	\$0	\$6,788,600
Program Total:	\$6,720,081		\$6,78	8,600
Program FTE	0.00	53.00	0.00	54.00

Program Revenues					
Fees, Permits & Charges	\$0	\$0	\$0	\$11,500	
Other / Miscellaneous	\$0	\$6,494,775	\$0	\$848,712	
Service Charges	\$0	\$225,306	\$0	\$177,972	
Total Revenue	\$0	\$6,720,081	\$0	\$1,038,184	

# **Explanation of Revenues**

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

# **Significant Program Changes**

Last Year this program was: 78003 Facilities Operations and Maintenance

2 positions moved from Compliance unit into Facilities Director's Office



## Program #78004 - Facilities Property Management

3/3/2014

Department:County AssetsProgram Contact:Michael BowersProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

### **Executive Summary**

The Facilities Property Management (FPM) program manages more than 3,000,000 square feet of County facilities space. The team of seven property managers serves as the liaison between County programs and the Facilities Division, coordinating all aspects of building management and activities to ensure the smooth operation of County programs. FPM intends to consolidate Moves-Adds-Changes function with this unit in FY 2015.

### **Program Summary**

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

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

The Moves-Adds-Changes (MACs) team plans and executes a significant number of personnel shifts in the County for each Department or Division that needs to grow or shrink a function; or to move from one facility into another location.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Public procurement compliance for contracted services	100%	100%	100%	100%			
Outcome	Customer Service Satisfaction Rating	90%	92%	90%	90%			

### **Performance Measures Descriptions**

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

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

## **Legal / Contractual Obligation**

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

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,021,107	\$0	\$1,381,548
Contractual Services	\$0	\$4,132,382	\$0	\$4,885,790
Materials & Supplies	\$0	\$430,614	\$0	\$241,900
Internal Services	\$0	\$93,492	\$0	\$168,413
Total GF/non-GF	\$0	\$5,677,595	\$0	\$6,677,651
Program Total:	\$5,677,595		\$6,67	7,651
Program FTE	0.00	8.00	0.00	11.00

Program Revenues				
Fees, Permits & Charges	\$0	\$20,000	\$0	\$0
Other / Miscellaneous	\$0	\$4,153,566	\$0	\$1,613,701
Interest	\$0	\$30,000	\$0	\$0
Beginning Working Capital	\$0	\$710,000	\$0	\$0
Service Charges	\$0	\$764,029	\$0	\$0
Total Revenue	\$0	\$5,677,595	\$0	\$1,613,701

# **Explanation of Revenues**

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

# Significant Program Changes

Last Year this program was: 78004 Facilities Property Management

Add 1 new Program Manager 1

Moved 2 FTE into program from Capital Operations (MACs unit)

Moved 1 FTE into program from Strategic Planning and Projects (MACs unit)



### Program #78005 - Facilities Capital Operation Costs

**Program Contact:** John Lindenthal 3/3/2014

**Department:** County Assets **Program Offer Type:** Program Offer Stage: As Requested Internal Service

78006, 78007 **Related Programs: Program Characteristics:** In Target

### **Executive Summary**

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

## **Program Summary**

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

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

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

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Completed Projects -% of planned fiscal year projects to be completed. Prog Offers 78006A & 78007 combined.	58.8%	85.0%	85.0%	85.0%			
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	66.7%	66.7%	66.7%			
Quality	Provide monthly FM Capital Status report.	11	12	12	12			

## **Performance Measures Descriptions**

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 standalone 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.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,643,439	\$0	\$1,246,530
Contractual Services	\$0	\$5,000	\$0	\$5,000
Materials & Supplies	\$0	\$39,408	\$0	\$35,300
Internal Services	\$0	\$125,154	\$0	\$39,935
Total GF/non-GF	\$0	\$1,813,001	\$0	\$1,326,766
Program Total:	\$1,813,001		\$1,32	6,766
Program FTE	0.00	13.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,813,001	\$0	\$1,604,641
Total Revenue	\$0	\$1,813,001	\$0	\$1,604,641

# **Explanation of Revenues**

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

# Significant Program Changes

Last Year this program was: 78005 Facilities Capital Operation Costs

Two existing Moves, Adds, and Changes (MAC's) project manager's are being moved to program offer #78004.

One temporary position is being added to allow for advance hiring for two planned retirements in FY15. The plan is to hire to allow a turnover and transition period six months in advance of the planned retirements.



## Program #78006 - Facilities Capital Improvement Program

3/3/2014

Department:County AssetsProgram Contact:John LindenthalProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

Related Programs: 78007

Program Characteristics: In Target

# **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 Summary**

The Capital Improvement Program (CIP) creates an annual 5-year Capital Plan that focuses on the County's 17 primary owned Tier II and III buildings. (Two buildings are Libraries)

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

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

The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users. The program is working on modifying the Facility Asset Management Evaluation (FAME) database into PULSE (Planned Useful Life - System Evaluation). The modified database is a better reflection of the County's business practices on capital improvements.

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 FY18-FY22. Efforts are underway County-wide to work on our building portfolio's recapitalization needs, which the current 8% annual CIP revenue increases are not adequate to address.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of Planned CIP Projects Completed	62.2%	85.0%	88.0%	85.0%		
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	66.7%	66.7%	66.7%		

### **Performance Measures Descriptions**

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.

# **Legal / Contractual Obligation**

Health Dept Headquarters (HDHQ) agreement with Home Forward

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$4,000,000	\$0	\$0
Materials & Supplies	\$0	\$1,120,531	\$0	\$476,000
Internal Services	\$0	\$450,000	\$0	\$0
Capital Outlay	\$0	\$61,058,999	\$0	\$65,791,980
Total GF/non-GF	\$0	\$66,629,530	\$0	\$66,267,980
Program Total:	\$66,629,530		\$66,26	67,980
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$30,322,511	\$0	\$31,899,480
Financing Sources	\$0	\$15,700,755	\$0	\$21,012,500
Interest	\$0	\$110,000	\$0	\$110,000
Beginning Working Capital	\$0	\$20,000,000	\$0	\$12,026,000
Service Charges	\$0	\$496,264	\$0	\$1,220,000
Total Revenue	\$0	\$66,629,530	\$0	\$66,267,980

### **Explanation of Revenues**

50000 \$11,800,000 carryover of on going CIP Projects from FY14 Budget 50320 Cash Transfer \$4,869,000 carryover of Health Dept Headquarters budget from fund 2507 to fund 2510

50215 Other Capital Program Agreement ~ \$400,000 Tax Increment Financing/ \$26,900,000 Portland Development Commission Health Dept Headquarters

50236 \$37,500 IGA with Clackamas County for Jail Bed Rental / \$1,182,500 City of Portland for shared Capital project cost at Justice Center

50270 \$110,000 Interest earnings on fund 2507

50320 \$367,500 Cash Transfer CIP fee from Facilities fund 3505

50310 \$3,535,800 CIP fee from County clients / 50320 Cash Transfer \$1,063,680 CIP fee from Library District from fund 2507 to fund 2506

### **Significant Program Changes**

Last Year this program was: 78006A Facilities Capital Improvement Fund

Capital Improvement Fund Significant Changes for FY15

The Library District Capital Fee for capital projects is now fund 2506 and segregated from county capital fund 2507 Health Department Headquarters project is now fund 2510 and segregated from county capital fund 2507



### Program #78007 - Facilities Capital Asset Preservation Program

Internal Service

3/3/2014

**Department:** County Assets **Program Contact:** John Lindenthal

Related Programs: 78006

Program Characteristics: In Target

### **Executive Summary**

**Program Offer Type:** 

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 Offer Stage: As Requested

## **Program Summary**

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 (13 are Libraries) and provides the funding to complete capital projects within these buildings. A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the County with assets that are worth their market value. It creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

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

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of Planned AP Projects Completed	50.0%	85.0%	85.0%	85.0%		
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	66.7%	66.7%	66.7%		

### **Performance Measures Descriptions**

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.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$2,000,000	\$0	\$2,500,000
Materials & Supplies	\$0	\$400,000	\$0	\$435,000
Capital Outlay	\$0	\$9,409,000	\$0	\$6,749,000
Total GF/non-GF	\$0	\$11,809,000	\$0	\$9,684,000
Program Total:	\$11,809,000		\$9,68	4,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,732,759	\$0	\$3,164,000
Financing Sources	\$0	\$541,201	\$0	\$290,000
Interest	\$0	\$35,040	\$0	\$30,000
Beginning Working Capital	\$0	\$7,500,000	\$0	\$6,200,000
Total Revenue	\$0	\$11,809,000	\$0	\$9,684,000

## **Explanation of Revenues**

50000 \$6,600,000 carryover of ongoing Asset Preservation projects from FY14 budget \$1,295,000 carryover of ongoing Library projects from FY14 budget will be transferred to fund 2506

50270 Interest Earnings \$30,000

50310 Internal Services from County Depts for Asset Preservation fee \$3.75 psf \$3,164,000

50320 Cash Transfer Asset Preservation fee from Facilities fund 3505 \$290,000

### Significant Program Changes

Last Year this program was: 78007 Facilities Capital Asset Preservation

The Library District Asset Preservation fee is now accounted for in Fund 2506. This moves 13 primary owned Tier 1 buildings out of fund 2509 and into fund 2506



# Program #78008 - Facilities Building Materials and Services

3/3/2014

Department:County AssetsProgram Contact:Colleen BowlesProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

Related Programs: 78003

Program Characteristics: In Target

### **Executive Summary**

The Facilities Building Materials and Services program accounts for the procurement, contract administration and consumable inventory of supplies needed to support the County's portfolio of 131 buildings and 3.1 million square feet.

# **Program Summary**

This program provides the materials and services that are required to both extend the resources of the in-house Operations & Maintenance (O&M) staff (PO #78003) and to provide County tradespeople with needed materials and supplies. Contract services are used for those functions or technologies that are needed part-time or intermittently. These contract services include the repair and maintenance of emergency generators, boilers, chillers, and plumbing. Building supplies include lumber, tools, mechanical parts, and consumables such as oil, fluids, filters and light bulbs in order to complete over 10,000 work orders annually.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Requirements contracts renewed/executed prior to expiration	0	0	0	80%		
Outcome	Savings in supply purchases through strategic sourcing initiatives	0	0	0	10%		

### **Performance Measures Descriptions**

Requirements contracts must be properly executed on time to avoid stoppages in work.

An important goal in FY 2015 is to align contracts and supply purchase with the strategic sourcing initiatives in order to foster strategic relationships and achieve savings through bulk purchase of just in time inventory ordering.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$1,829,282	\$0	\$914,250
Materials & Supplies	\$0	\$4,214,564	\$0	\$3,723,716
Internal Services	\$0	\$423,205	\$0	\$510,179
Unappropriated & Contingency	\$0	\$525,000	\$0	\$525,000
Total GF/non-GF	\$0	\$6,992,051	\$0	\$5,673,145
Program Total: \$6,992,051		2,051	\$5,67	3,145
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$20,000
Other / Miscellaneous	\$0	\$5,677,061	\$0	\$17,994,870
Interest	\$0	\$0	\$0	\$25,000
Beginning Working Capital	\$0	\$1,314,990	\$0	\$774,150
Service Charges	\$0	\$0	\$0	\$2,932,955
Total Revenue	\$0	\$6,992,051	\$0	\$21,746,975

# **Explanation of Revenues**

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

# **Significant Program Changes**

Last Year this program was: 78008 Facilities Building Materials and Services



# Program #78009 - Facilities Utilities Pass Through

Peggidy Yates

3/3/2014

**Program Contact: Department:** County Assets **Program Offer Type:** Program Offer Stage: As Requested Internal Service

**Related Programs:** 78011 **Program Characteristics:** In Target

### **Executive Summary**

This program accounts for the energy and utility costs incurred in County facilities including electric, natural gas, water, sewer and waste/recycling for 80 County owned buildings. Expenses are passed through to County Departments as a building specific utility charge based on occupancy. Facility and Property Management's (FPM) Strategic Planning and Projects section monitors, evaluates and approves payment of all building utility expenses as an ongoing effort to increase operating efficiencies and reduce the financial impact on critical County programs and services.

### **Program Summary**

FPM is continously evaluating energy and utility use across the County in order to maximize energy conservation and minimize the County's utility expenses. Utility expenses are charged to the building tenants that either occupy or lease space in County facilities.

Electric utilities constitute 53% of the utility expenses followed by water/sewer, natural gas and waste/refuse. Facilities continues to work with the Office of Sustainability to educate building occupants on the value of recycling and reducing waste going to the landfill. The Energy-Utility Specialist in the Strategic Planning and Project group will be working with the partners to not only address operating efficiencies but working with internal occupants around behaviors to reduce consumption. The existing waste/recycling contract expires in FY 2015 and Facilities will be assessing potential cost savings opportunities and soliciting for a new waste/recycling contract.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Energy Use Intensity (Energy use per square foot)	74	73	73	72			
Outcome	Percent change in utility costs.	-2.5%	-0%	-1%	-0.5%			

# **Performance Measures Descriptions**

Energy Utility Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency. Reducing consumption will help to offset utility rate increases in electricity, natural gas, water and waste management.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Materials & Supplies	\$0	\$6,000,000	\$0	\$5,900,000
Total GF/non-GF	\$0	\$6,000,000	\$0	\$5,900,000
Program Total:	\$6,000,000		\$5,90	0,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,000,000	\$0	\$5,900,000
Total Revenue	\$0	\$6,000,000	\$0	\$5,900,000

# **Explanation of Revenues**

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

# Significant Program Changes

Last Year this program was: 78009 Facilities Utilities Pass Through



**Department:** 

### Program #78010 - Facilities Lease Management

County Assets

Program Contact: Peggidy Yates

Program Offer Type: Internal Service Program Offer Stage: As Requested

**Related Programs:** 

**Program Characteristics:** In Target

### **Executive Summary**

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

## **Program Summary**

The Lease Management program is responsible for approximately 430,000 square feet, or 14%, of the County's portfolio. The Leasing Section works directly with departments to identify their space needs based upon existing and future program requirements, logistics, operating efficiencies, adjacency opportunities and schedules. Working strategically with Departments to assess future space needs, the staff identifies potential county owned space and leasing options. The team evaluates lease requirements and space needs three to five years in advance to strategically position the Departments' needs and the overall County portfolio.

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

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

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Renew critical expense and revenue leases in advance of termination.	100%	100%	100%	100%			
Outcome	Lease revenue and expenses align with annual budget projections.	98%	98%	98%	99%			

### **Performance Measures Descriptions**

Annual lease administration enforcement is managed through the Facilities Lease Administration Database which tracks building data, property tax exemptions, lease expenses, lease rate adjustments, revenue reconciliation and lease renewal/termination dates. Assuring budget projections align with actual revenues and expenses ensure County program budgets reflect actual costs and decreases uncertainty.

3/3/2014

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$233,749	\$0	\$236,564
Contractual Services	\$0	\$10,000	\$0	\$7,000
Materials & Supplies	\$0	\$5,422,128	\$0	\$5,662,716
Internal Services	\$0	\$19,934	\$0	\$4,256
Total GF/non-GF	\$0	\$5,685,811	\$0	\$5,910,536
Program Total:	\$5,68	5,811	\$5,91	0,536
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,859,413	\$0	\$393,724
Service Charges	\$0	\$1,826,398	\$0	\$5,556,644
Total Revenue	\$0	\$5,685,811	\$0	\$5,950,368

# **Explanation of Revenues**

The existing revenue leases represent approximately 70,000 square feet and \$2 million in FY 2015. The revenue is applied against operating expenses to reduce Facility rates to County Departments.

# **Significant Program Changes**

Last Year this program was: 78010 Facilities Lease Management



## Program #78011 - Facilities Strategic Planning and Projects

3/3/2014

**Department:** County Assets **Program Contact:** Peggidy Yates

Program Offer Type: Internal Service Program Offer Stage: As Requested

**Related Programs:** 

**Program Characteristics:** In Target

# **Executive Summary**

The Strategic Planning and Projects Section is responsible for developing, implementing, and assessing the Division's performance against the Facilities Asset Strategic Plan. The program evaluates and recommends strategic portfolio opportunities includings acquisitions, dispositions, major project development, energy efficiency measures and space utilization while maintaining the integrity of building data to ensure consistent assessment of the County's 3.1 million square foot portfolio.

## **Program Summary**

The Facilities Strategic Planning and Project program includes the ongoing efforts relating to the Facilities Asset Strategic Plan (FASP); property disposition and acquisition; pre-development and evaluation of major portfolio projects; energy and utility strategy relating to operating costs and the Climate Action Plan and building data integrity. Phase II of the Facilities Strategic Planning effort supports the development of detailed Facility Assessments of a select number of County owned buildings.

The strategic section coordinates the overall county portfolio including the acquisition and disposition of County assets, planning major capital projects and long term space optimization. The strategic team members continues to focus on the Facility Asset Strategic Plan which is focused on balancing the Departmental needs against the portfolio capacity. A few of the efforts include the disposition of the Morrison Bridgehead, the critical planning of the Health Department Headquarters construction, planning for a new Downtown Courthouse, and the potential Hansen redevelopment.

The Building Data Management Center section is responsible for ensuring building data is accurate, complete and timely for owned and leased property as well as providing technical building data to clients and staff. This includes County building location, occupancy and emergency maps as well as critical building system data. In addition, this section is enhancing the Planned Useful Life System Evaluation (PULSE) data base for predicting life cycle investments. This data base will be enhanced with the electronic tagging of equipment to track warranty information, repair and routine maintenance for more accurate life cycle analysis information to support long term asset planning.

If it is determined that it is economically viable to enter into a long term Energy Service Performance Contract, the energy and utility section will be taking on the responsibility of managing the contract including capital expenditures, constructions efforts and performance monitoring.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	% complete of PULSE database for 900 key bldg systems in 45 County owned bldgs.	60%	98%	85%	98%	
Outcome	Disposition of surplus property completed.	1	2	1	4	
Outcome	Reduce County's carbon footprint from owned facilities by 2% annually (per Climate Action Plan).	(3.7%)	(2%)	(2%)	(2%)	

## **Performance Measures Descriptions**

PULSE extracts critical equipment information including installation dates and costs from SAP to quantify the current and future replacement dates and costs of key critical systems by building to support strategic planning, asset management, and capital planning. Dispositions of surplus and underutilized property is a function of long term portfolio management to reduce operating costs and invest proceeds into valuable assets. The reduction of carbon emissions supports the sustainability goals outlined in joint Multnomah County and City of Portland Climate Action Plan.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,089,540	\$0	\$1,146,111
Contractual Services	\$0	\$250,000	\$0	\$290,000
Materials & Supplies	\$0	\$68,361	\$0	\$59,700
Internal Services	\$0	\$104,698	\$0	\$30,108
Total GF/non-GF	\$0	\$1,512,599	\$0	\$1,525,919
Program Total:	\$1,512,599		\$1,52	5,919
Program FTE	0.00	8.00	0.00	8.00

Program Revenues					
Other / Miscellaneous	\$0	\$1,112,599	\$0	\$0	
Beginning Working Capital	\$0	\$400,000	\$0	\$0	
Total Revenue	\$0	\$1,512,599	\$0	\$0	

# **Explanation of Revenues**

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

# **Significant Program Changes**

Last Year this program was: 78011 Facilities Strategic Planning and Projects

1 FTE moved to Property Management section to consolidate Move, Add, Changes (MACs) work



# Program #78012 - Facilities Engineering

**Program Contact:** Michael Bowers 3/3/2014

Department: County Assets **Program Offer Type:** Innovative/New Program Program Offer Stage: As Requested

**Related Programs:** 

**Program Characteristics:** In Target

### **Executive Summary**

The Facilities Engineering section is responsible for supporting the goals, objectives and priorities of the County by delivering large, new consolidated facilities while balancing program needs, optimizing space utilization and maximizing operational efficiencies that result in a real estate portfolio responsive to program demands, demographic trends, available capital, ongoing operational needs and disposition of underutilized property.

### **Program Summary**

The County envisions completing \$300 million to \$400 million of new facility construction, remodeling, redevelopment and recapitalization over the next decade. This program is responsible for real estate development, engineering design, construction, and project management for new construction and/or repair and alterations for complex, multi-use, public facilities.

Responsible for planning, organizing and coordinating advanced specialty areas, major design and construction projects with complex risk management, public process, public safety, and other functions. Integrating several disciplines into the design to achieve efficient building operations and maintenance is of utmost importance.

Key projects include the new Health Department Head Quarters to replace the McCoy Building and planning for a replacement facility for the Downtown Courthouse.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	5 Year Major Investment Plan complete	0	0	0	100%		
Outcome	RFP for new Court Facility	0	0	0	20%		

### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$0	\$625,669
Contractual Services	\$0	\$0	\$0	\$65,000
Materials & Supplies	\$0	\$0	\$0	\$9,000
Internal Services	\$0	\$0	\$0	\$14,750
Total GF/non-GF	\$0	\$0	\$0	\$714,419
Program Total:	\$0		\$714	1,419
Program FTE	0.00	0.00	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$667,122
Total Revenue	\$0	\$0	\$0	\$667,122

# **Explanation of Revenues**

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

# **Significant Program Changes**

Last Year this program was:



### Program #78013 - Facilities Downtown Courthouse

3/3/2014

**Program Contact:** Michael Bowers **Department:** County Assets **Program Offer Type:** Program Offer Stage: As Requested

**Related Programs:** 

Program Characteristics: One-Time-Only Request, Out of Target

Innovative/New Program

### **Executive Summary**

The new Downtown Courthouse will replace the functionally obsolete 100 year old existing courthouse. The new courthouse will be based on the current standards in courthouse design and construction, energy efficiency as well as operational efficiency. The County will have a Business Case Analysis prepared and study the alternative of using a Public-Private-Partnership for delivery of the project.

## **Program Summary**

The Multnomah County Downtown Courthouse is functionally obsolete and is in need of replacement. The County has hired the National Center for State Courts (NCSC) to perform a programming study to determine the appropriate size and operational structure for a new Downtown Courthouse. Partnerships BC has been hired by the County to perform a Business Case Analysis and evaluate the use of a Public-Private-Partnership as a possible delivery method.

Day CPM with HDR will act as the Owner's Representative and assist the County in delivering the project. This will include supporting NCSC on the programming, collaborating with Partnerships BC on the Business Case Analysis, site selection, and selection of a delivery method with accompanying preparation of procurement documents.

The programming study will be used to prepare a concept design of the new courthouse. The concept design will be tailored to site size and location. Site selection criteria will be prepared to allow for an evaluation of possible locations of a new Downtown Courthouse. Using the concept design, the County will prepare a Request for Interest from landowners to determine their interest in selling or trading land. Once sites have been shortlisted, the County will prepare a Phase 1 Environmental assessment and Phase II assessment on the preferred site.

A detailed cost estimate will be performed that includes construction and operation for a new Downtown Courthouse. The construction and operational cost estimates will be input into the financial model for the Business Case Analysis. The results of the Business Case Analysis will allow the County to choose a project delivery model. Procurement documents will be prepared for the design and construction of the new Downtown Courthouse.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Completion of Business Case Analysis	0	0	0	100%	
Outcome	Select site for purchase	0	0	0	90%	

# **Performance Measures Descriptions**

The metric (output) is the Business Case Analysis will be 100% complete by the end of FY 2015. The site selection criteria will be 90% complete by the end of FY 2015.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$0	\$150,000
Contractual Services	\$0	\$0	\$0	\$2,150,000
Capital Outlay	\$0	\$0	\$0	\$40,194,600
Total GF/non-GF	\$0	\$0	\$0	\$42,494,600
Program Total:	\$0		\$42,494,600	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues						
Intergovernmental	\$0	\$0	\$0	\$15,000,000		
Financing Sources	\$0	\$0	\$0	\$27,494,600		
Total Revenue	\$0	\$0	\$0	\$42,494,600		

### **Explanation of Revenues**

50320 \$\$915,000 cash transfer of FY13 \$1M budget from fund 2507 to fund 2500 new Downtown Courthouse project 50320 \$9,279,600 cash transfer of PDC funds for Hawthorne Bridge ramp move project from fund 2507 to fund 2500 new Downtown Courthouse project

50320 \$2,300,000 One Time Only Cash Transfer from County General Fund for new Downtown Courthouse project 50330 \$15,000,000 One Time Only Financing Proceeds as Match for State funds

50180 \$15,000,000 State of Oregon IG-OP-Direct St for purchase of property to site new Downtown Courthouse One Time Only Cash Transfers will be budgeted in the Overall County program offer, #95000.

### Significant Program Changes

# Last Year this program was:

The new Downtown Courthouse (DTCH) project was in fund 2507 in FY14. FY15 now uses fund 2500 to account for this project specifically.



# Program #78014 - Columbia River Boat House and Portage Building

3/3/2014

Department:County AssetsProgram Contact:Michael BowersProgram Offer Type:Innovative/New ProgramProgram Offer Stage:As Requested

**Related Programs:** 

Program Characteristics: One-Time-Only Request, Out of Target

### **Executive Summary**

This program offer requests one-time resources to replace an existing, poor condition Marine Building at Metro's Gleason facility that houses the Sheriff's Office Columbia River Patrol unit.

# **Program Summary**

The purpose is to renovate or replace the former Portage Marine Building at Metro's M. J. Gleason Marine Facility, located at 4141 Marine Drive, Portland, Oregon. This is a 3,250 square foot, single story flat-roofed, concrete tilt up building which has been deemed unsafe.

The County has an interest in upgrading or replacing the Building for use by the Sheriff's Office as a marine equipment maintenance shop in support of sustaining the needed Columbia River safety and security presence.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Meet 2030 Columbia River facility need.	0	0	0	100%	
Outcome	Design new facility in FY15.	0	0	0	90%	

### **Performance Measures Descriptions**

N/A

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Capital Outlay	\$0	\$0	\$0	\$500,000
Total GF/non-GF	\$0	\$0	\$0	\$500,000
Program Total:	\$0		\$500	0,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$500,000
Total Revenue	\$0	\$0	\$0	\$500,000

# **Explanation of Revenues**

50320 \$500,000 One Time Only Cash Transfer from County General Fund
One Time Only Cash Transfers will be budgeted in the Overall County program offer so this offer may appear out of balance

# **Significant Program Changes**

# Last Year this program was:

This program offer did not exist in FY14. The purpose is to renovate or replace the former Portage Marine Building which has been deemed unsafe and is used by the Sheriff's Office as a marine equipment maintenance shop supporting the Columbia River safety and security presence.



### Program #78015 - Animal Services Renovation

3/3/2014

Department: County Assets Program Contact: Peggidy Yates

Program Offer Type: Innovative/New Program Program Offer Stage: As Requested

**Related Programs:** 

Program Characteristics: One-Time-Only Request, Out of Target

### **Executive Summary**

Facilities and Property Management is requesting \$1 million for the programming, design, construction, resulting reconfiguration and possible expansion of the County's Animal Services office operations. In addition, a portion of these funds may be spent to evaluate the potential opportunity to open a satellite adoption facility closer to the County's population center. The current facility is inadequate to meet the needs of the over 90,000 walk-in customers and the intake of approximately 8.000 animals annually.

## **Program Summary**

The Animal Services operation in Troutdale provides critical and unique public service to the Multnomah County community including, but not limited to adoptions, licensing, business transactions, and call center, as well as the in-take, health and care of homeless, stray, sick and abused pets. Public space for the 90,000 walk in clients per year is currently limited to the main entry hall of the facility which is shared with volunteers, in-take animals and critical overflow activities. The existing situation is extremely challenging for customers, as well as, the over 250 volunteers and 50 staff that support the operation.

In addition to the Troutdale location, at the eastern portion of the Multnomah County, a portion of these funds may be used to determine the economic feasiblity of a satellite location closer to the County's population center for pet adoptions as well as the Outreach and Fostering programs.

This one time only request is focused on providing increased, dedicated public space for employees, volunteers and clients to conduct business, interact with animals, provide training as required and make services more accessible to the community.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Plan/design facility modifications	0	0	0	90%		
Outcome	Meet projected 2025 space requirements	0	0	0	0		

### **Performance Measures Descriptions**

N/A

## **Legal / Contractual Obligation**

Facilities and Property Management is obligated to work with the City of Troutdale for design review and all necessary permitting.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Capital Outlay	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,00	0,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

# **Explanation of Revenues**

50320 \$1,000,000 One Time Only Cash Transfer from County General Fund One Time Only Cash Transfers will be budgeted in the Overall County program offer so this offer may appear out of balance

# **Significant Program Changes**

# Last Year this program was:

This program offer did not exist in FY14 and will provide increased, dedicated public space for employees, volunteers and clients to conduct business, interact with animals and make services more accessible to the community.



**Department:** 

### Program #78017 - IT Continuity of Operations

Program Contact: Rodney Chin

Program Offer Type: Innovative/New Program Program Offer Stage: As Requested

**Related Programs:** 

Program Characteristics: One-Time-Only Request, Out of Target

County Assets

### **Executive Summary**

This program offer funds the Information Technology (IT) department's ability to support remote access from alternative work site locations. A recent Continuity of Operations Planning (COOP) exercise and an actual outage of multiple buildings identified the need for increased IT capabilities for mobility and remote access to applications from alternate work sites. Current licensing and system capacity is inadequate to support this requirement.

### **Program Summary**

This program offer supports two projects designed to increase IT capacity to accommodate alternate work locations in an event where COOP plans are activated - 1) increasing capacity and redundancy for remote access to systems and applications, and 2) increasing wireless network capacity and redundancy. The result is a reduced risk of staff not being able to perform their essential functions from identified alternate work site locations.

Project 1: The remote access project will increase capacity and redundancy for Virtual Private Network (VPN) access from locations outside County facilities. Our current solution is almost 10 years old and was originally designed primarily for IT use with a planned user base of approximately 200 users. Since then, with teleworking options, staff mobility increasing, and the enhanced focus on COOP county-wide, the demand for VPN access continues to grow. This project will include analysis and replacement of the current VPN system to ensure COOP needs are addressed for large-scale remote access to County applications.

Project 2: For many of the same reasons, reliance on the County wireless network has grown significantly. IT has attempted to meet the demands by continuing to expand the wireless network to more County sites. This program offer's wireless expansion scope will increase County-wide wireless capacity in addition to providing redundancy of the wireless system to minimize disruptions to this critical IT service. Wi-Fi access will be expanded to selected County locations to support relocation and alternate work environments within the County. It will also increase hardware and licensing to provide fully redundant controllers for the wireless network.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Meets licensing requirements to support County access to VPN and wireless services.	0	0	0	100%	
Outcome	Provides VPN and wireless capacity and redundancy identified by the County's COOP plan.	0	0	0	99%	

### **Performance Measures Descriptions**

Output – This measure is designed to ensure VPN and wireless licensing meet the Continuity of Operations relocation requirements.

Outcome – This measure is designed to ensure VPN and wireless system capacity and redundancy meet the Continuity of Operations requirements.

3/3/2014

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$0	\$600,000
Total GF/non-GF	\$0	\$0	\$0	\$600,000
Program Total:	\$	0 \$600,000		0,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Financing Sources	\$0	\$0	\$0	\$600,000	
Total Revenue	\$0	\$0	\$0	\$600,000	

# **Explanation of Revenues**

One time only general fund request.

# Significant Program Changes

Last Year this program was:

New Program



## Program #78018A - IT Innovation & Investment Projects

3/3/2014

Department:County AssetsProgram Contact:Tracey MasseyProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

### **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 was designed to ensure the County measures and receives value from these investments.

## **Program Summary**

The County Operations Council functions as a county-wide IT advisory group to oversee the county's cross-departmental capital investments in technology. The program includes carryover dollars for 7 previously approved projects that either support the entire county or support Department specific initiatives including DCJ, DCM/HR, DCM/BO, DCA/Facilities.

Projects that are fully in process:

- -Network Convergence (Voice Over Internet Protocol has been implemented for about 50% of employees, full rollout across the County will continue through FY2015)
- -County-wide Budget System (TeamBudget system went live in FY2013 for use in the FY2014 budget cycle, however full implementation will continue in FY2014)
- -SAP Enhancements--eTimesheets, SRM Optimization, and Performance Management projects are underway
- -ERP Analysis and Recommendation project is in process
- -MHASD Evolv Optimization

Projects in evaluation/analysis:

- -DCJ Content Management
- -Facilities Asset/Portfolio Management-Phase 1 (FM Tracker Replacement)
- -Healthcare Transformation

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of projects monitored per monitoring process	100%	100%	100%	100%	
Outcome	Strategic reports shared with leaders improving transparency.	NA	NA	NA	12	

### **Performance Measures Descriptions**

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

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.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds	
Program Expenses	2014	2014	2015	2015	
Personnel	\$0	\$328,720	\$0	\$817,330	
Contractual Services	\$0	\$4,796,363	\$0	\$4,116,761	
Materials & Supplies	\$0	\$1,418,884	\$0	\$70,000	
Capital Outlay	\$0	\$1,068,312	\$0	\$227,184	
Total GF/non-GF	\$0	\$7,612,279	\$0	\$5,231,275	
Program Total:	\$7,61	\$7,612,279		\$5,231,275	
Program FTE	0.00	2.00	0.00	0.00	

Program Revenues				
Financing Sources	\$0	\$1,500,000	\$0	\$0
Beginning Working Capital	\$0	\$6,112,279	\$0	\$5,231,275
Total Revenue	\$0	\$7,612,279	\$0	\$5,231,275

# **Explanation of Revenues**

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

# **Significant Program Changes**

Last Year this program was: 78013A IT Innovation & Investment Fund

No significant changes.



### Program #78018B - IT Network Convergence

3/3/2014

Department:County AssetsProgram Contact:Gary WohlersProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

**Related Programs:** 

Program Characteristics: One-Time-Only Request, Out of Target

#### **Executive Summary**

This program offer provides additional funding for the network convergence project (VoIP) for the necessary staffing and equipment to complete the upgrades and migration of the remaining 90 sites on an accelerated schedule, excluding the Courthouse, Hansen and Justice Center sites.

#### **Program Summary**

IT has successfully migrated the Multnomah, Lincoln, Multnomah County East, Mead and multiple Library buildings. During these upgrades, IT learned more about the complexity of the work along with the discovery of unplanned equipment and power upgrades required to convert a site. IT also identified that the team is not staffed at the appropriate level to implement a new system while trying to manage an old and a new system at the same time. To complete the work on an accelerated schedule, IT will temporarily increase the number of resources working on this effort and incorporate the lessons learned from the initial deployments to the remaining locations. The accelerated schedule will reduce the risks associated with the current schedule including the increased cost of maintaining two systems, the cost of the additional circuits to support two systems, and the increased risk of major system failures and outages running on an end-of-life, 30 year old phone system.

Excluding the Downtown Courthouse, the Hansen Building, and the Downtown Justice Center, IT has implemented 43% (2,000) of the total phones and 11% of the total locations (10 locations) to be converted. The three buildings that are excluded cannot be readily converted to VoIP due to the age of their infrastructure, thus they are being evaluated separately.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Total planned phones to be converted to VoIP by June 2015.	0	0	0	2700			
Outcome	Total planned call centers to be converted to VoIP by June 2015.	0	0	0	26			
Outcome	Total locations to be converted to VoIP by June 2015.	0	0	0	80			

### **Performance Measures Descriptions**

These measures establish the target to complete the county's conversion to the new VoIP system by June 2015 excluding the Courthouse, Hansen and Justice Center buildings.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$0	\$422,800
Capital Outlay	\$0	\$0	\$0	\$1,077,200
Total GF/non-GF	\$0	\$0	\$0	\$1,500,000
Program Total:	\$0		\$1,50	0,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,500,000
Total Revenue	\$0	\$0	\$0	\$1,500,000

## **Explanation of Revenues**

### **Significant Program Changes**

### Last Year this program was:

New program for additional funding for the voice over internet protocol Convergence project.



### Program #78019 - IT Planning, Projects & Portfolio Management

3/3/2014

Department:County AssetsProgram Contact:Tracey MasseyProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

### **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 Bond funded projects and Board approved projects, as well as ensuring project management standards and processes are in place across the Department of County Assets division of Information Technology.

### **Program Summary**

The program includes the staff responsible for developing and implementing industry standards for managing IT projects, especially high-risk capital projects. Skilled project managers provide the hands-on expertise needed to successfully manage risk and complete these projects. This program coordinates and manages the quarterly strategic planning and review process. The quarterly planning process ensures that the right resources are focused on the strategic IT projects within the County. The output from these meetings is shared with departmental leaders countywide. The program also includes contract/vendor/partner management for outsourcing and/or intergovernmental agreements, associated with strategic projects. In FY2013, the IT Project Portfolio consisted of 269 projects active during the course of the year and 236 of completed projects. The Planning, Projects, and Portfolio Management group maintains a Strategic Project Portfolio consisting of approximately 20 of the highest priority projects across the County.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Increased percentage of planned work for the PPPM team.	72%	80%	75%	75%			
Outcome	Strategic reports shared with leaders improving transparency.	4	4	4	4			

#### **Performance Measures Descriptions**

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.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,665,884	\$0	\$1,692,299
Contractual Services	\$0	\$65,000	\$0	\$60,000
Materials & Supplies	\$0	\$171,294	\$0	\$177,479
Internal Services	\$0	\$100	\$0	\$100
Total GF/non-GF	\$0	\$1,902,278	\$0	\$1,929,878
Program Total:	\$1,902,278		\$1,92	9,878
Program FTE	0.00	10.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,902,278	\$0	\$1,929,878
Total Revenue	\$0	\$1,902,278	\$0	\$1,929,878

## **Explanation of Revenues**

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

# **Significant Program Changes**

Last Year this program was: 78015 IT Planning, Projects & Portfolio Management



#### Program #78021 - IT Help Desk Services

Dan Gorton

3/3/2014

**Program Contact: Department:** County Assets **Program Offer Type:** Program Offer Stage: As Requested Internal Service

**Related Programs:** 

**Program Characteristics:** In Target

#### **Executive Summary**

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

### **Program Summary**

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. The Help Desk provides support of mobile devices in use by county staff. Mobile support includes setup and delivery of mobile phones, support while using county mobile devices and management of mobile phones in the county's mobile management tool. Services are provided 24x7, 365 days a year to ensure that customer needs are addressed in a timely manner to enable county employees to focus on their mission to serve the public. In addition to resolving specific issues with desktop applications and vendor provided applications, the Help Desk also provides ad hoc training for software and hardware use, in order to minimize future problems that hinder employees' ability to work effectively. Help Desk staff provides support and help for internal IT functions such as the Applications, Desktop, Data Center, and Administration groups. The Help Desk averages 2,500 customer tickets per month. Of those tickets, an average of 61% are resolved at the Help Desk. The other 39%, that are not able to be resolved at the Help Desk, are escalated to Level 3 IT support for resolution.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of customer tickets	28,290	38,000	33,600	34,000			
Outcome	Abandonment rate	5%	5%	5%	5%			
Outcome	Calls resolved at the Help Desk	61%	65%	60%	60%			

### **Performance Measures Descriptions**

These measures are industry standards for Help Desk organizations.

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

Outcome Measure - Abandonment rate = customer calls the Help Desk but then hangs up.

Outcome Measure - Calls Resolved at the Help Desk without requiring escalation.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$983,623	\$0	\$854,199
Contractual Services	\$0	\$60,000	\$0	\$0
Materials & Supplies	\$0	\$183,945	\$0	\$9,845
Total GF/non-GF	\$0	\$1,227,568	\$0	\$864,044
Program Total:	\$1,227,568		\$864	1,044
Program FTE	0.00	7.90	0.00	7.30

Program Revenues				
Other / Miscellaneous	\$0	\$1,227,568	\$0	\$864,044
Total Revenue	\$0	\$1,227,568	\$0	\$864,044

# **Explanation of Revenues**

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

## **Significant Program Changes**

Last Year this program was: 78017 IT Help Desk Services



#### Program #78022 - IT Telecommunications Services

Padnay Chin

3/3/2014

Department:County AssetsProgram Contact:Rodney ChinProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

#### **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.

#### **Program Summary**

The County maintains an enterprise 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 and then implement technologies to address them. Key services supported by this program include all County call centers, such as the Mental Health Crisis line. Large projects coordinated by Telecom 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 migrating to a new technology platform funded in program offers 78018A & B IT Network Convergence.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Average time (in hrs) to respond to high priority incidents	1	1	1	1			
Outcome	High priority incidents resolved within 12 hours	99%	98%	98%	98%			

#### **Performance Measures Descriptions**

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

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$693,919	\$0	\$784,689
Materials & Supplies	\$0	\$1,946,789	\$0	\$1,908,786
Internal Services	\$0	\$16,580	\$0	\$121,356
Total GF/non-GF	\$0	\$2,657,288	\$0	\$2,814,831
Program Total:	\$2,657,288		\$2,81	4,831
Program FTE	0.00	5.00	0.00	5.50

Program Revenues				
Other / Miscellaneous	\$0	\$2,657,288	\$0	\$2,814,831
Total Revenue	\$0	\$2,657,288	\$0	\$2,814,831

# **Explanation of Revenues**

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

## **Significant Program Changes**

Last Year this program was: 78018 IT Telecommunications Services



#### Program #78023 - IT Mobile Device Expense Management

3/3/2014

Department:County AssetsProgram Contact:Tony DornbuschProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

#### **Executive Summary**

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

#### **Program Summary**

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

In addition to managing risk, a primary goal of this program is to reduce the overall cost of mobile devices and services by 10% over similar costs from the prior fiscal year. The baseline for this measure will be set at the end of fiscal year 2013 and will likely be based upon total overall expenses translated into an average cost per minute metric. The total overall costs will include personnel and non-personnel expenses plus the costs for all wireless services. FY14 Savings is expected to be flat due to one time costs of implementing a Telecom Expense Management system and the associated work efforts that will be required to achieve the automation goals of the project.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Percent of processed new and replacement mobile device requests including audit of carrier records for exce	0%	99%	99%	99%			
Outcome	Reduce overall cost over prior year	N/A	8.2% Savings	8% Savings	2% Savings			

#### **Performance Measures Descriptions**

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

Outcome - Reduce overall cost of mobile devices and services by 10% over similar costs from the prior fiscal year.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$94,193	\$0	\$122,862
Contractual Services	\$0	\$60,000	\$0	\$60,000
Materials & Supplies	\$0	\$783,704	\$0	\$877,467
Internal Services	\$0	\$9,969	\$0	\$0
Total GF/non-GF	\$0	\$947,866	\$0	\$1,060,329
Program Total:	\$947,866		\$1,06	0,329
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$947,866	\$0	\$1,060,329
Total Revenue	\$0	\$947,866	\$0	\$1,060,329

### **Explanation of Revenues**

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

# **Significant Program Changes**

Last Year this program was: 78035 Mobile Device Expense Management



#### Program #78024 - IT Network Services

3/3/2014

Department:County AssetsProgram Contact:Rodney ChinProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

#### **Executive Summary**

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

### **Program Summary**

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services include routing and switching, firewall management, IP address management, monitoring, and incident management. This program implements wireless access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. WAN works closely with external partners such as the City of Portland to create secure network links in order to share vital data. The Security program is responsible for instituting appropriate cost-effective safeguards to provide reasonable assurance around the security of Multnomah County's IT information assets. The security team achieves this through policy development, audit and compliance monitoring, incident response and investigations, system monitoring, identity and access management, encryption and antivirus as well as education and awareness.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	County WAN sites network availability 24 x 7, excluding scheduled maintenance	99.9%	99.9%	99.9%	99.9%			
Outcome	County workstations with security antivirus agent installed with current virus signatures	95%	95%	95%	95%			

### **Performance Measures Descriptions**

Output Measure - This measure is designed to ensure Network availability. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

Outcome Measure - This measure is designed to minimize the impact of cybersecurity incidents involving county computers.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,872,972	\$0	\$1,794,905
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$2,277,579	\$0	\$2,290,104
Internal Services	\$0	\$600	\$0	\$851
Capital Outlay	\$0	\$35,500	\$0	\$111,000
Total GF/non-GF	\$0	\$4,256,651	\$0	\$4,266,860
Program Total:	\$4,25	\$4,256,651		6,860
Program FTE	0.00	12.00	0.00	11.50

Program Revenues					
Other / Miscellaneous	\$0	\$4,225,151	\$0	\$4,266,860	
Beginning Working Capital	\$0	\$31,500	\$0	\$0	
Total Revenue	\$0	\$4,256,651	\$0	\$4,266,860	

# **Explanation of Revenues**

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

### Significant Program Changes

Last Year this program was: 78019 IT Network Services



#### Program #78025 - IT Desktop Services

3/3/2014

**Program Contact:** Stanley Johnson G.L. III **Department:** County Assets

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

**Related Programs:** 

**Program Characteristics:** In Target

#### **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 FY2015, this offer will also support the evaluation of new technologies such desktop virtualization to drive innovation and reduce on-going operational costs.

### **Program Summary**

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

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of SCCM Software distribution packages created	0	0	100	125			
Outcome	Percent of high priority problem tickets resolved within two days	95%	95%	95%	95%			

#### **Performance Measures Descriptions**

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

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

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,825,329	\$0	\$2,729,155
Contractual Services	\$0	\$68,000	\$0	\$70,000
Materials & Supplies	\$0	\$175,002	\$0	\$166,790
Internal Services	\$0	\$15,000	\$0	\$8,404
Total GF/non-GF	\$0	\$3,083,331	\$0	\$2,974,349
Program Total:	\$3,083,331		\$2,97	4,349
Program FTE	0.00	23.00	0.00	22.60

Program Revenues					
Other / Miscellaneous	\$0	\$2,983,331	\$0	\$2,974,349	
Beginning Working Capital	\$0	\$100,000	\$0	\$0	
Total Revenue	\$0	\$3,083,331	\$0	\$2,974,349	

## **Explanation of Revenues**

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

# **Significant Program Changes**

Last Year this program was: 78020 IT Desktop Services



#### Program #78026 - IT Asset Replacement

3/3/2014

Department:County AssetsProgram Contact:Gary WohlersProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

#### **Executive Summary**

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

### **Program Summary**

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

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Percentage of personal computer devices replaced according to published schedule	100%	100%	100%	100%			
Outcome	Asset database quality: Accuracy and completeness	98%	98%	98%	99%			

### **Performance Measures Descriptions**

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

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

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Materials & Supplies	\$0	\$2,177,775	\$0	\$2,436,184
Capital Outlay	\$0	\$356,000	\$0	\$429,388
Total GF/non-GF	\$0	\$2,533,775	\$0	\$2,865,572
Program Total:	\$2,533,775		\$2,86	5,572
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,533,775	\$0	\$2,521,668
Beginning Working Capital	\$0	\$0	\$0	\$343,904
Total Revenue	\$0	\$2,533,775	\$0	\$2,865,572

## **Explanation of Revenues**

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

# Significant Program Changes

Last Year this program was: 78021 IT Asset Replacement



## Program #78027 - IT Health & Human Services Application Services

3/3/2014

Department:County AssetsProgram Contact:Becca BeckProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

#### **Executive Summary**

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department (67 systems) and Department of County Human Services (80 systems). The wide variety of services 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, providing easy access to information, and supporting health care transformation in Multnomah County.

#### **Program Summary**

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	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Employee hours spent on planned work versus unplanned work	73%	65%	72%	70%	
Outcome	Maintain employee hours spent on planned work	0%	0%	0%	7.6%	

#### **Performance Measures Descriptions**

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

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

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,731,070	\$0	\$2,881,448
Contractual Services	\$0	\$0	\$0	\$500,000
Materials & Supplies	\$0	\$73,254	\$0	\$102,255
Internal Services	\$0	\$1,700	\$0	\$183
Total GF/non-GF	\$0	\$2,806,024	\$0	\$3,483,886
Program Total:	\$2,806,024		\$3,48	3,886
Program FTE	0.00	19.00	0.00	19.80

Program Revenues				
Other / Miscellaneous	\$0	\$2,806,024	\$0	\$3,483,886
Total Revenue	\$0	\$2,806,024	\$0	\$3,483,886

## **Explanation of Revenues**

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

# **Significant Program Changes**

Last Year this program was: 78022 IT Health & Human Services Application Servi



#### Program #78028 - IT Public Safety Application Services

3/3/2014

**Department:** County Assets **Program Contact:** Mark Lyen

Program Offer Type: Internal Service Program Offer Stage: As Requested

**Related Programs:** 

**Program Characteristics:** In Target

#### **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.

#### **Program Summary**

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

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

This program ensures that requests are well-defined, prioritized and scheduled in alignment with department and County priorities. Strategies include: 1) freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing 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.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Employee hours spent on planned work versus unplanned work	58%	70%	60%	65%		
Outcome	Percent increase in time spent on planned projects	0%	0%	3.4%	8.3%		

### Performance Measures Descriptions

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

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

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,450,708	\$0	\$2,535,396
Contractual Services	\$0	\$80,000	\$0	\$250,400
Materials & Supplies	\$0	\$80,386	\$0	\$71,933
Internal Services	\$0	\$150	\$0	\$332
Total GF/non-GF	\$0	\$2,611,244	\$0	\$2,858,061
Program Total:	\$2,611,244		\$2,85	8,061
Program FTE	0.00	17.00	0.00	17.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,611,244	\$0	\$2,858,061
Total Revenue	\$0	\$2,611,244	\$0	\$2,858,061

## **Explanation of Revenues**

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

## **Significant Program Changes**

Last Year this program was: 78023 IT Public Safety Application Services



### Program #78029 - IT General Government Application Services

3/3/2014

**Department:** County Assets **Program Contact:** Tony Chandler

Program Offer Type: Internal Service Program Offer Stage: As Requested

**Related Programs:** 

**Program Characteristics:** In Target

#### **Executive Summary**

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

### **Program Summary**

The IT General Government Application Services group supports 23 systems for DCM and DCA and 9 systems for DCS. The program includes the following 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.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Employee hours spent on planned work versus unplanned	34%	60%	57%	60%			
Outcome	Increase in employee hours spent on planned versus unplanned work	0%	0%	0%	5.3%			

#### **Performance Measures Descriptions**

Output Measure - Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The percentage increase in the amount of planned work from unplanned work calculated from the Current Year Estimate.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,108,548	\$0	\$1,083,036
Materials & Supplies	\$0	\$27,415	\$0	\$24,611
Internal Services	\$0	\$200	\$0	\$166
Total GF/non-GF	\$0	\$1,136,163	\$0	\$1,107,812
Program Total:	\$1,13	\$1,136,163		7,812
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,136,163	\$0	\$1,107,812
Total Revenue	\$0	\$1,136,163	\$0	\$1,107,812

# **Explanation of Revenues**

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

# **Significant Program Changes**

Last Year this program was: 78024 IT General Government Application Services



### Program #78030 - IT Data & Reporting Services

**Program Contact:** Chris Clancy

**Department:** County Assets **Program Offer Type:** Program Offer Stage: As Requested Internal Service

**Related Programs:** 

**Program Characteristics:** In Target

#### **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, platform support for databases, web server 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 Summary**

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

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

Database and Reporting services provide the data storage and reporting structure and tools to allow information access and sharing with the public, County departments, and external business partners.

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

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

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of employee hours spent on customer work versus IT and administrative work	23%	25%	19%	25%		
Outcome	Percent of time production systems are available for customer usage	0	99%	99%	99%		

#### **Performance Measures Descriptions**

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

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

3/3/2014

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,096,561	\$0	\$2,051,229
Contractual Services	\$0	\$88,000	\$0	\$0
Materials & Supplies	\$0	\$368,888	\$0	\$486,568
Internal Services	\$0	\$400	\$0	\$249
Total GF/non-GF	\$0	\$2,553,849	\$0	\$2,538,046
Program Total:	\$2,553,849		\$2,53	8,046
Program FTE	0.00	12.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,553,849	\$0	\$2,538,046
Total Revenue	\$0	\$2,553,849	\$0	\$2,538,046

## **Explanation of Revenues**

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

# **Significant Program Changes**

Last Year this program was: 78025 IT Data & Reporting Services



### Program #78031 - IT SAP Application Services

**Program Contact:** Michelle Smith

County Assets **Department: Program Offer Type:** Program Offer Stage: As Requested Internal Service

**Related Programs:** 

**Program Characteristics:** In Target

#### **Executive Summary**

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

#### **Program Summary**

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

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

- Employee Self Service for Electronic Time sheets continued roll-out
- Strategic Resource Management Optimization project for SAP
- ERP Life Cycle Analysis implement recommendations

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Employee hours spent on planned work versus unplanned work	51%	39%	41%	47%	
Outcome	Increase in employee hours spent on planned versus unplanned work	0%	0%	2%	6%	

#### **Performance Measures Descriptions**

Output Measure - Employee hours spent on planned versus unplanned work: 47% planned/53% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

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

3/3/2014

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,573,032	\$0	\$1,592,192
Contractual Services	\$0	\$151,245	\$0	\$0
Materials & Supplies	\$0	\$626,220	\$0	\$703,335
Internal Services	\$0	\$0	\$0	\$100
Capital Outlay	\$0	\$0	\$0	\$11,600
Total GF/non-GF	\$0	\$2,350,497	\$0	\$2,307,227
Program Total:	\$2,35	\$2,350,497		7,227
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,350,497	\$0	\$2,307,227
Total Revenue	\$0	\$2,350,497	\$0	\$2,307,227

## **Explanation of Revenues**

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

## **Significant Program Changes**

Last Year this program was: 78026 IT SAP Application Services



### Program #78032 - IT Enterprise and Web Application Services

3/3/2014

Department:County AssetsProgram Contact:Josh MitchellProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

#### **Executive Summary**

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

### **Program Summary**

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

Enterprise Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, citizen self-serve/direct access to County services, 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). A focus has been made on using open source tools (i.e. Drupal) and innovative hosting solutions on Amazon Web Services to save on costs to the County.

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

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

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Employee hours spent on planned work versus unplanned work	51%	55%	53%	55%	
Outcome	Increase in employee hours spent on planned versus unplanned work	0	0	0	3.7%	

#### **Performance Measures Descriptions**

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

Outcome Measure - The percentage increase in planned work versus unplanned work.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,344,541	\$0	\$1,518,831
Contractual Services	\$0	\$0	\$0	\$50,000
Materials & Supplies	\$0	\$583,202	\$0	\$860,918
Internal Services	\$0	\$400	\$0	\$415
Total GF/non-GF	\$0	\$1,928,143	\$0	\$2,430,164
Program Total:	\$1,928,143		\$2,43	0,164
Program FTE	0.00	8.67	0.00	10.67

Program Revenues				
Other / Miscellaneous	\$0	\$1,928,143	\$0	\$2,430,164
Total Revenue	\$0	\$1,928,143	\$0	\$2,430,164

## **Explanation of Revenues**

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

# **Significant Program Changes**

Last Year this program was: 78027 IT Enterprise, Web & Library Application Se

Library Application Services was moved into its own program offer.



### Program #78033 - IT Library Application Services

3/3/2014

Department: County Assets Program Contact: Matthew Timberlake

Program Offer Type: Program Alternative/Reconstruction Program Offer Stage: As Requested

**Related Programs:** 

**Program Characteristics:** In Target

### **Executive Summary**

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

### **Program Summary**

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

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Employee hours spent on planned work versus unplanned work	NA	NA	50	55	
Outcome	Increase in employee hours spent on planned versus unplanned work	NA	NA	NA	10	

#### **Performance Measures Descriptions**

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

Outcome Measure - Increase the the amount of hours spent on planned work by 10% from the Current Year Estimate.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$206,931	\$0	\$209,479
Materials & Supplies	\$0	\$9,671	\$0	\$5,000
Total GF/non-GF	\$0	\$216,602	\$0	\$214,479
Program Total:	\$216,602		\$214	,479
Program FTE	0.00	1.33	0.00	1.33

Program Revenues				
Other / Miscellaneous	\$0	\$216,602	\$0	\$214,479
Total Revenue	\$0	\$216,602	\$0	\$214,479

### **Explanation of Revenues**

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

### **Significant Program Changes**

Last Year this program was: 78027 IT Enterprise, Web & Library Application Se

Last year, the services included herein were part of the Enterprise, Web and Library Application Services Program Offer.



### Program #78034 - IT Shared Operating Expenses

3/3/2014

Department: County Assets Program Contact: Bob Leek

Program Offer Type: Internal Service Program Offer Stage: As Requested

**Related Programs:** 

**Program Characteristics:** In Target

#### **Executive Summary**

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

### **Program Summary**

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two locations (in the Multnomah and Lincoln Buildings), debt service charges for funds borrowed for the Network Convergence and Data Center Relocation projects, the cost of IT trainers supported by the IT organization to provide IT training and consultation countywide are also budgeted in this program offer, and software licensing and maintenance costs for four systems used throughout the County (Team Budget, Multco Marketplace, NeoGov, and Telecom Expense Management).

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Timely repayment of borrowed funds.	0%	100%	100%	100%		
Outcome		0	0	0	0		

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$300,617	\$0	\$297,086
Materials & Supplies	\$0	\$271,560	\$0	\$381,560
Internal Services	\$0	\$4,150,192	\$0	\$4,341,322
Unappropriated & Contingency	\$0	\$669,510	\$0	\$869,510
Total GF/non-GF	\$0	\$5,391,879	\$0	\$5,889,478
Program Total:	\$5,391,879		\$5,88	9,478
Program FTE	0.00	3.00	0.00	2.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,302,998	\$0	\$5,019,968
Beginning Working Capital	\$0	\$1,088,881	\$0	\$869,510
Total Revenue	\$0	\$5,391,879	\$0	\$5,889,478

## **Explanation of Revenues**

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

# **Significant Program Changes**

Last Year this program was: 78014 IT Shared Operating Expenses



**Department:** 

### Program #78035 - IT Data Center & Technical Services

County Assets

Program Contact: Gary Wohlers

Program Offer Type: Internal Service Program Offer Stage: As Requested

**Related Programs:** 

**Program Characteristics:** In Target

#### **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 disruptions 24x7.

### **Program Summary**

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 offer are the Technical Services staff who provide software and hardware architecture design, planning, acquisition, installation and capacity planning for computer room hardware. Additional services provided by this program are data backup, restoration services, disaster preparedness, storage management, emergency response and physical data center security. The primary data center is located in the East County Courts facility. A secondary data center is located in a leased facility in Hillsboro and provides the capability for server and storage expansion and disaster recovery.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Percent of recovery data available off site and refreshed at least once every 24 hours.	99%	99%	99%	99%	
Outcome	Percent of production system scheduled availability for hardware and operating systems	99%	99%	99%	99%	

#### **Performance Measures Descriptions**

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

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

3/3/2014

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds	
Program Expenses	2014	2014	2015	2015	
Personnel	\$0	\$2,830,138	\$0	\$2,992,352	
Contractual Services	\$0	\$78,000	\$0	\$65,000	
Materials & Supplies	\$0	\$864,788	\$0	\$943,631	
Total GF/non-GF	\$0	\$3,772,926	\$0	\$4,000,983	
Program Total:	\$3,77	\$3,772,926		\$4,000,983	
Program FTE	0.00	19.25	0.00	20.25	

Program Revenues				
Other / Miscellaneous	\$0	\$3,772,926	\$0	\$4,000,983
Total Revenue	\$0	\$3,772,926	\$0	\$4,000,983

# **Explanation of Revenues**

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

## **Significant Program Changes**

Last Year this program was: 78016 IT Data Center & Technical Services



### Program #78037 - Fleet Services

**Program Contact:** Garret Vanderzanden

**Department:** County Assets

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

**Related Programs:** 78038, 78039 **Program Characteristics:** In Target

#### **Executive Summary**

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

### **Program Summary**

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

Services and customer support provided by Fleet include:

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

Fleet Services, through the Fleet Vehicle Replacement program (program offer #78038), continues to invest in hybrid and electric vehicle technologies. An ongoing component of this work is the continuing education of the Fleet Technician work force to ensure subject matter expertise in vehicle/equipment maintenance in these emerging technologies.

Fleet Services' efforts continue to contribute to the 2009 Climate Action Plan carbon emissions reduction activities related to Local Government Operations, including: 18-6 fuel efficiency standards; 18-7 electric and plug-in hybrid vehicles; 18-8 reduce waste; 9-1 Urban Form and Mobility component by installing charging stations for electric vehicles.

Fleet supplied revenue support for the install of 12 charging stations, four of which are dedicated use for Multnomah County Electric Vehicles, with eight available for public use.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Percent of billable Hours as a % of total hours	0	65%	65%	70%	
Outcome	Percent of vehicles out of service 1 day or less	0	90%	90%	90%	
Quality	Percent of Customers Rating Service as Satisfactory or above	99%	100%	99%	100%	

#### **Performance Measures Descriptions**

Output - Billable Hours is a measure of productivity that evaluates how much of our Fleet Technician's time is spent working on vehicles/equipment.

Outcome - Vehicles out of service is a measure that looks at the % of vehicles and equipment returned to programs in a day

Quality - Customer Satisfaction is a measure as reported on comment cards provided to customers.

3/3/2014

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,221,163	\$0	\$941,311
Contractual Services	\$0	\$30,050	\$0	\$262,000
Materials & Supplies	\$0	\$1,478,844	\$0	\$1,592,810
Internal Services	\$0	\$922,561	\$0	\$910,264
Unappropriated & Contingency	\$0	\$660,000	\$0	\$154,903
Total GF/non-GF	\$0	\$4,312,618	\$0	\$3,861,288
Program Total:	\$4,312,618		\$3,861,288	
Program FTE	0.00	11.80	0.00	9.90

Program Revenues				
Other / Miscellaneous	\$0	\$3,409,633	\$0	\$3,453,530
Beginning Working Capital	\$0	\$0	\$0	\$298,000
Service Charges	\$0	\$35,000	\$0	\$0
Total Revenue	\$0	\$3,444,633	\$0	\$3,751,530

## **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 proposed FY15 charge rates. The FY15 budget has been developed based on FY13 cumulative charges.

### Significant Program Changes

Last Year this program was: 78028 Fleet Services



#### Program #78038 - Fleet Vehicle Replacement

**Program Contact:** Garret Vanderzanden

**Department:** County Assets

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

**Related Programs:** 78037 **Program Characteristics:** In Target

#### **Executive Summary**

Vehicle replacement planning is provided as an interdependent function within Fleet Services (program offer #78037). The key objective is to administer the life-cycle replacement schedule and collection of replacement funds on assigned vehicles and equipment (capital expenditures). This service is responsible for keeping Department customers supplied with vehicle and equipment options that support their core operational missions.

#### **Program Summary**

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

- -Collects and manages the funding for future replacement of vehicles and equipment;
- -Specifies, bids, awards, receives, inspects, prepares for service, and assigns replacement vehicles and equipment;
- -Administers the vehicle and equipment re-sale program (surplus disposal), using revenue received used to offset future vehicle and equipment purchases;
- -Establishes and administers the life-cycle replacement schedule used to determine collection of replacement funds on assigned vehicles and equipment. The collected funds are used to buy new vehicles after the predetermined years of life are met:
- -Collaborates with departments and programs to evaluate the following elements when considering purchase of a new or replacement vehicle or piece of equipment; vehicle utilization (miles driven/time of operation); department/program needs: current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; and sustainability;
- -Ongoing evaluation of opportunities for electric and hybrid vehicles when purchasing new vehicles. The Fleet Vehicle Replacement Program is the primary contributing factor to the following areas in the Local Government Operations component of the 2009 Climate Action Plan:
- -18-6 "...meet minimum fleet fuel efficiency standards and use low-carbon fuels.";
- -18-7 "Buy electric and plug-in hybrid vehicles for City and County fleets as they become commercially available."

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of vehicles and equipment on delayed replacement	50%	25%	20%	25%		
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase	14%	14%	15%	15%		
Output	Number of replacement Gap Vehicles Purchased	0	22	30	30		

### **Performance Measures Descriptions**

Output - Vehicles and Equipment on Delayed Replacement is based on the % of vehicles that have gone beyond the date established for purchasing a replacement.

Outcome - Surplus Gross Vehicle/Equipment Sales Revenue as % of Purchase Price looks at the revenue we receive when we dispose of Fleet capital assets.

Output - Replacement Gap Vehicles Purchased is tracking of vehicles purchased related to FY14 Program Offer 78031.

3/3/2014

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$134,129	\$0	\$134,129
Capital Outlay	\$0	\$6,071,698	\$0	\$6,267,311
Total GF/non-GF	\$0	\$6,205,827	\$0	\$6,401,440
Program Total:	\$6,205,827		\$6,40	1,440
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,824,544	\$0	\$1,398,360
Financing Sources	\$0	\$1,203,958	\$0	\$0
Interest	\$0	\$19,000	\$0	\$0
Beginning Working Capital	\$0	\$3,906,626	\$0	\$5,003,080
Total Revenue	\$0	\$6,954,128	\$0	\$6,401,440

## **Explanation of Revenues**

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

One-time only revenue was received in FY14, Program Offer #78031, to bridge a replacement funding gap for aging vehicles in the Fleet. This money, \$1.2M, will be spent over a 3 year period, FY14-FY16, with the majority of those dollars spent under the County's Strategic Sourcing initiative to ensure best value and reflection of the County's overall mission. Procurement of these vehicles are being tracked as a discreet performance measure.

### Significant Program Changes

Last Year this program was: 78029 Fleet Vehicle Replacement



#### Program #78039 - Motor Pool

3/3/2014

Department: County Assets Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service Program Offer Stage: As Requested

Related Programs: 78037

Program Characteristics: In Target

#### **Executive Summary**

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

#### **Program Summary**

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

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

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

The Motor Pool program is currently undergoing a needs assessment due to the movement of multiple programs in the downtown corridor, and the imminent resignation of the primary Motor Pool site at 530 SW 2nd Avenue. Plans to implement a new reservation system have been put on hold while this analysis is completed. Recommendations will likely occur in Q4 FY2014 for implementation late FY2015/FY2016.

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

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of Motor Pool trips	15,591	15,700	15,750	15,500		
Outcome	Vehicle availability	99%	99%	99%	99%		

#### **Performance Measures Descriptions**

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.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$172,626	\$0	\$147,970
Contractual Services	\$0	\$3,000	\$0	\$2,184
Materials & Supplies	\$0	\$15,400	\$0	\$186,522
Internal Services	\$0	\$62,123	\$0	\$63,366
Total GF/non-GF	\$0	\$253,149	\$0	\$400,042
Program Total:	\$253,149		\$400	),042
Program FTE	0.00	2.20	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$333,953	\$0	\$474,675
Service Charges	\$0	\$38,880	\$0	\$35,125
Total Revenue	\$0	\$372,833	\$0	\$509,800

# **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 proposed FY2015 charge rates. Outside agency revenue is based on providing current service levels at proposed FY2015 charge rates.

# **Significant Program Changes**

Last Year this program was: 78030 Motor Pool



### Program #78040 - Distribution Services

3/3/2014

Department:County AssetsProgram Contact:Andrez PosadaProgram Offer Type:Internal ServiceProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

## **Executive Summary**

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

## **Program Summary**

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

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

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

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of pieces of mail processed.	898,067	897,000	897,000	895,000		
Outcome	% postage discount over full postal rate, due to presorting of mail.	32%	32%	33%	33%		
Input	Number of mail stops receiving delivery services.	125	121	123	125		

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$544,977	\$0	\$567,121
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$1,393,903	\$0	\$901,705
Internal Services	\$0	\$189,358	\$0	\$209,801
Capital Outlay	\$0	\$50,000	\$0	\$50,000
Unappropriated & Contingency	\$0	\$486,510	\$0	\$255,000
Total GF/non-GF	\$0	\$2,674,748	\$0	\$1,993,627
Program Total:	\$2,674,748		\$1,99	3,627
Program FTE	0.00	6.90	0.00	6.85

Program Revenues				
Other / Miscellaneous	\$0	\$1,332,341	\$0	\$1,345,627
Interest	\$0	\$7,900	\$0	\$0
Beginning Working Capital	\$0	\$1,271,687	\$0	\$583,000
Service Charges	\$0	\$62,820	\$0	\$65,000
Total Revenue	\$0	\$2,674,748	\$0	\$1,993,627

# **Explanation of Revenues**

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

# **Significant Program Changes**

Last Year this program was: 78032 Distribution Services



#### Program #78041 - Records Management

**Program Contact:** Garret Vanderzanden 3/3/2014

**Department:** County Assets

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

**Related Programs:** 

**Program Characteristics:** In Target

#### **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 Summary**

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 116 millions 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 53,000 square feet in FY2013.

The program also recycles large volumes of public records (83 tons in FY2013) in a sustainable manner that ensures confidentiality. The program provides consultation in the establishment and organization of electronic records keeping methods and systems; enterprise document conversion; retention scheduling; archival research, access and preservation; essential records protection; and records management best practices.

The program continues to expand its web presence with the Archon web tool and external web site, resulting in a 70% increase in reference and referral activities in FY2013. Significant progress has been made in managing electronic records through the establishment of a county electronic records repository, and through increasing e-records training and consultation. The program will expand its ability to manage electronic records throughout the county through implementation of the HP RM Electronic Records Management System (ERMS) that will replace the program's current antiquated system, provide end user access to records stored in the system, and provide public access to digitized and born digital archival content. This ERMS system will also aid in establishing methods for quantifying digital objects in storage in comparison to physical objects (this was removed as part of the Storage performance measure for FY2015 while it is being developed).

These efforts contribute to the Climate Action Plan activities related to local government operations, item number 18-8, due to 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, retention and preservation compliant, and trusted electronic records systems.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of Retrieval, Refiles, and Interfiles (Record Actions) performed	10,644	13,000	11,000	11,000		
Outcome	Percentage Increase of Reference and Referral Requests Compared to Previous Fiscal Year	70%	0	55%	58%		
Output	Number of Boxes, Microfilm Rolls, Maps and Plans Maintained in Storage	93,175	89,000	93,500	93,500		

#### **Performance Measures Descriptions**

Previous performance measure "Percentage of Archival Collections Described Online" replaced with "Percentage Increase of Reference and Referrals Compared to Previous Fiscal Year". Number includes in person, telephone, and online interactions. New performance measure is a more relevant statistic, demonstrating increased use of program over time by internal County staff and the public.

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	2014	2014	2015	2015
Personnel	\$0	\$382,148	\$0	\$409,642
Contractual Services	\$0	\$32,757	\$0	\$25,000
Materials & Supplies	\$0	\$25,365	\$0	\$36,392
Internal Services	\$0	\$423,887	\$0	\$432,532
Total GF/non-GF	\$0	\$864,157	\$0	\$903,566
Program Total:	\$864,157		\$903	3,566
Program FTE	0.00	3.60	0.00	4.20

Program Revenues				
Other / Miscellaneous	\$0	\$864,157	\$0	\$903,566
Total Revenue	\$0	\$864,157	\$0	\$903,566

## **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 FY2013.

# Significant Program Changes

Last Year this program was: 78033 Records Management



**Department:** 

### Program #78042 - Countywide Strategic Sourcing

County Assets

Program Contact: Tony Dornbusch

Program Offer Type: Internal Service Program Offer Stage: As Requested

**Related Programs:** 

**Program Characteristics:** In Target

#### **Executive Summary**

Countywide Strategic Sourcing is part of the Department of County Assets (DCA) Administrative Services Hub and focuses services on Strategic Sourcing, Procurement and Contract Administration. This unit works collectively with the other DCA Administrative Service Hub units to deliver services to both departments and divisions supported by DCA and across the entire County.

#### **Program Summary**

This offer focuses on the development, implementation, oversight and direct delivery of the strategic sourcing practices across the County. This organizations 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 in order to provide 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.

This program is 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. This effort 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	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Commodity Sourcing Plans developed	0	2	8	8	
Outcome	% of annual goods purchased via Marketplace	90% (estimate)	90% (estimate)	90%	90%	

#### **Performance Measures Descriptions**

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

Outcome - Percentage of annual goods purchased via the County's Multco MarketPlace indicates the volume of spending that has been driven to the eMarketplace where contracts and controls are in place for all available purchases.

3/3/2014

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

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$449,602	\$0	\$407,182	\$0
Contractual Services	\$40,000	\$0	\$10,000	\$0
Materials & Supplies	\$8,000	\$0	\$12,890	\$0
Internal Services	\$0	\$0	\$41,611	\$0
Total GF/non-GF	\$497,602	\$0	\$471,683	\$0
Program Total:	\$497,602		\$471	,683
Program FTE	3.50	0.00	3.40	0.00

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

# **Explanation of Revenues**

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

# **Significant Program Changes**

Last Year this program was: 78034 Countywide Strategic Sourcing

No significant changes.



### Program #78044 - Administrative Hub Budget & Planning

3/3/2014

Department:County AssetsProgram Contact:Julie NeburkaProgram Offer Type:AdministrationProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

#### **Executive Summary**

The Budget and Planning team is one of the four service teams in the County's first inter-departmental Administrative Services Hub. The team provides financial planning, forecasting, rate-setting, and reporting services to the departments of County Management (DCM) and County Assets (DCA), and to non-departmental County agencies and offices; a combined portfolio of \$371 million.

#### **Program Summary**

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

- Coordinating County-wide annual capital planning and internal service rate development processes, including developing and implementing complex activity-based cost allocation models for seven distinct internal services.
- Coordinating and managing annual budget development and monitoring 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	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Track staff time spent on customer activities.	42%	100%	65%	100%	
Outcome	Allocate Hub resources fairly among users.	100%	100%	100%	100%	

# **Performance Measures Descriptions**

Output - Tracking staff time in order to gauge and manage internal customer demand on staff resources for planned and potential project work.

Outcome - Review available resources and ensure allocation among internal customers.

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	2014	2014	2015	2015
Personnel	\$819,362	\$0	\$821,133	\$0
Materials & Supplies	\$7,100	\$0	\$11,396	\$0
Internal Services	\$60,107	\$0	\$85,665	\$0
Total GF/non-GF	\$886,569	\$0	\$918,194	\$0
Program Total:	\$886,569		\$918	3,194
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$717,371	\$0	\$729,123	\$0
Total Revenue	\$717,371	\$0	\$729,123	\$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: 78036 Administrative Hub Budget & Planning



### Program #78045 - Administrative Hub Procurement & Contracting

3/3/2014

**Department:** County Assets **Program Contact:** Tony Dornbusch

Program Offer Type: Administration Program Offer Stage: As Requested

**Related Programs:** 

**Program Characteristics:** In Target

## **Executive Summary**

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

#### **Program Summary**

This program includes the administrative group responsible for consultation, oversight and direct delivery of the procurement and purchasing of Goods and Services, and commercial, personal services and construction contracting including software licensing, and facilities. This organization reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA.

The Administrative Hub was established to create greater efficiency through the consolidation of duplicate business services functions that formerly existed separately in the Facilities and Property Management, 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.

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

The Strategic Sourcing component of the area is addressed under program offer 78046.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of procurements and contracts processed	896	595	1,200	1,000			
Outcome	Percentage of contracts processed following established processes	90% (estimate)	95%	90%	95%			

#### **Performance Measures Descriptions**

Output – Measures the total volume of procurements, contracts, amendments and renewals processed by the P&C staff. Outcome – Tracks the percentage of contracts issued under established processes demonstrating adequate controls are in place to ensure best purchasing practices.

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

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,388,332	\$0	\$1,577,530	\$0
Contractual Services	\$80,000	\$0	\$60,000	\$0
Materials & Supplies	\$57,786	\$0	\$63,334	\$0
Internal Services	\$125,016	\$0	\$151,750	\$0
Total GF/non-GF	\$1,651,134	\$0	\$1,852,614	\$0
Program Total:	\$1,651,134		\$1,85	2,614
Program FTE	11.50	0.00	13.40	0.00

Program Revenues				
Other / Miscellaneous	\$1,293,725	\$0	\$1,485,156	\$0
Total Revenue	\$1,293,725	\$0	\$1,485,156	\$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: 78037 Administrative Hub Procurement & Contracting



#### Program #78046 - Administrative Hub Finance

**Program Contact:** Patrick Williams 3/3/2014

**Department:** County Assets **Program Offer Type:** Program Offer Stage: As Requested Administration

**Related Programs:** 

**Program Characteristics:** In Target

#### **Executive Summary**

The Administrative Hub Finance team is one of the four service teams in the County's first inter-departmental Administrative Services Hub. This team provides accounts receivable, accounts payable, and procurement card management services to the departments of County Management (DCM) and County Assets (DCA), and to non-departmental County agencies and offices.

#### **Program Summary**

This program includes the administrative group responsible for accounts receivable, accounts payable, and procurement card management services. The Finance and Administration unit reports to the Budget and Finance Manager, who reports to the DCA Director.

The Administrative Hub was established to create greater efficiency through the consolidation of duplicate business services functions that formerly existed separately in the Facilities and Property Management, 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 group supports the operational activities of DCA 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 and training arrangements and expense management, 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, internal controls and the implementation of best practices.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of out of town travel and training events reconciled within 30 days of traveler return date.	n/a	0	0	100%		
Outcome	Reduce monthly paper invoice volume by 10%.	1,432	0	1,086	978		

# **Performance Measures Descriptions**

Output - Travel expenses are among the most closely scrutinized expenses so it is important any questions or issues are resolved quickly.

Outcome - The finance Hub continues to encourage divisions to seek more efficient and cost effective purchase methods (marketplace, ghost cards) thereby reducing paper invoice volume.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$729,968	\$0	\$754,964	\$0
Contractual Services	\$0	\$0	\$8,200	\$0
Materials & Supplies	\$6,700	\$0	\$3,900	\$0
Internal Services	\$80,144	\$0	\$96,985	\$0
Total GF/non-GF	\$816,812	\$0	\$864,049	\$0
Program Total:	\$816,812		\$864	1,049
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$512,858	\$0	\$521,538	\$0
Total Revenue	\$512,858	\$0	\$521,538	\$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: 78038 Administrative Hub Finance



#### Program #78047 - Administrative Hub Human Resources

3/3/2014

Department:County AssetsProgram Contact:Mary Beth AllenProgram Offer Type:AdministrationProgram Offer Stage:As Requested

**Related Programs:** 

**Program Characteristics:** In Target

#### **Executive Summary**

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

#### **Program Summary**

This program provides a full range of HR services to 594 regular employees and 43 temporary and/or on-call employees. The roster of employees includes 374 members of AFSCME Local 88 as well as a significant number of exempt or classified exempt employees, including 78 executive employees, 67 management employees; 43 employees who serve as staff to elected officials; and six elected officials (or their approved designees). In addition to AFSCME, IUOE Local 7-1 (engineers) and IBEW Local 48 (electrical workers) are hub-supported employees.

Under the direction of the Human Resources Manager, unit staff provide guidance on managing both represented and exempt employees, in addition to providing direct human resources (HR) services such as recruitment, HR information systems data entry, and records management are also provided.

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

- --Developing and implementing staffing and related plans (including reorganizations) that support organizational goals and objectives;
- --Creating and/or revising position descriptions to align work tasks with the business needs of work units;
- --Managing recruitments for open positions, including coordinating outreach activities, developing selection processes, evaluating online applications, scheduling interviews and scoring applicant tests;
- --Performance management, including the timely and thorough completion of performance plans and appraisals; and
- --Interpreting collective bargaining agreements, including sections related to work assignment and schedules and progressive discipline.

Other critical responsibilities include serving as a resource for all DCA/DCM/non-departmental employees in connection with county policies, training and career development and other employee concerns, and administering the county's pay and benefits, classification plans, collective bargaining agreements, and personnel rules in conjunction with the county's Central Human Resources Department and Risk Management Division.

Performance Measures								
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of recruitments conducted	85	80	100	100			
Outcome	Number of employees provided full range of HR services	594	620	620	660			

#### **Performance Measures Descriptions**

Output - Number of all recruitments reflects the total for all departments and offices served by the DCA HR Administrative Hub.

Outcome - Number of employees served measures workload, taking into account personnel transaction processing for new hires, terminations, promotions, changes in pay status or seniority, and other employment actions and employee information.

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	2014	2014	2015	2015	
Personnel	\$1,170,375	\$0	\$1,149,721	\$0	
Contractual Services	\$10,000	\$0	\$10,000	\$0	
Materials & Supplies	\$22,144	\$0	\$25,900	\$0	
Internal Services	\$93,761	\$0	\$116,260	\$0	
Total GF/non-GF	\$1,296,280	\$0	\$1,301,881	\$0	
Program Total:	\$1,29	\$1,296,280		\$1,301,881	
Program FTE	9.00	0.00	9.50	0.00	

Program Revenues								
Other / Miscellaneous	\$824,779	\$0	\$777,451	\$0				
Total Revenue	\$824,779	\$0	\$777,451	\$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: 78039 Administrative Hub Human Resources