



# Department of County Assets FY 2019 Proposed Budget

Presented to the  
Board of County Commissioners

Multnomah County  
May 2nd, 2018

Located at: [www.multco.us/budget](http://www.multco.us/budget)

# Agenda

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- Introduction
  - CBAC
  - Mission, Vision, Values
- Department Budget Overview
- Budget Overview by Division
- General Fund Reductions
- New and One-Time-Only
- Legislative Impacts & Future Policy Issues
- Summary
- Questions



# Citizen Budget Advisory Committee

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## Cormac Burke, Committee Chair

- Ben Brady
- Sam Caldwell
- Brandon Harris
- Nick Prelosky
- Robert Stabbert
- Trent Wilson



# Mission, Vision, Values

## Department of County Assets Mission, Vision, and Values

### MISSION

We actively plan, acquire, implement, and preserve core assets to effectively advance Multnomah County's services to the community.

### VISION

As Multnomah County's infrastructure backbone, we lead innovative, sustainable best practices, redefining when, where, and how our local government operates.

### CORE VALUES

**Integrity** - We are honest and trustworthy in all aspects of our work. We are each personally accountable for the highest standards of behavior.

**Collaboration** - We have close, cooperative working relationships with our customers and each other. We see the possibilities from others' perspectives. We say "yes" to the right projects.

**Leadership** - We are talented employees effectively applying our expertise to address business challenges. We lead through our competence, creativity, and collaboration.

**Diversity** - We treat one another with dignity and respect and take pride in the significant contributions that come from diverse individuals and ideas. We pursue inclusion and social justice for everyone.

**Excellence** - We exceed customer expectations in affordability, quality, and delivery. We strive to be better tomorrow than we were yesterday. We celebrate our successes.

**Innovation** - We embrace change openly and enthusiastically. We always consider new ideas and encourage ingenuity and resourcefulness.

**Responsibility** - We are accountable for the resources entrusted to us. We use good judgment and sound thinking when making technical and financial decisions. We deliver results.

**Sustainability** - We believe in a sustainable future and the triple bottom line: equity, economy, and environment. We champion sustainable practices in all areas of our work.

### TAGLINE

Inclusive Workplace. Innovative Technologies. Sustainable Practices. Creative Synergies.



# Department of County Assets: Introduction



Information Technology



Distribution Services



Records Management &  
Archives

## Who is DCA?



Fleet & Motorpool



Facilities & Property  
Management



Administrative Services  
Hub



# Guiding Principles

## Workforce Equity



### MULTNOMAH COUNTY **WORKFORCE EQUITY STRATEGIC PLAN**

***Inclusive Workplace. Innovative Technologies. Sustainable Practices. Creative Synergies***





# Guiding Principles

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## Triple Bottom Line



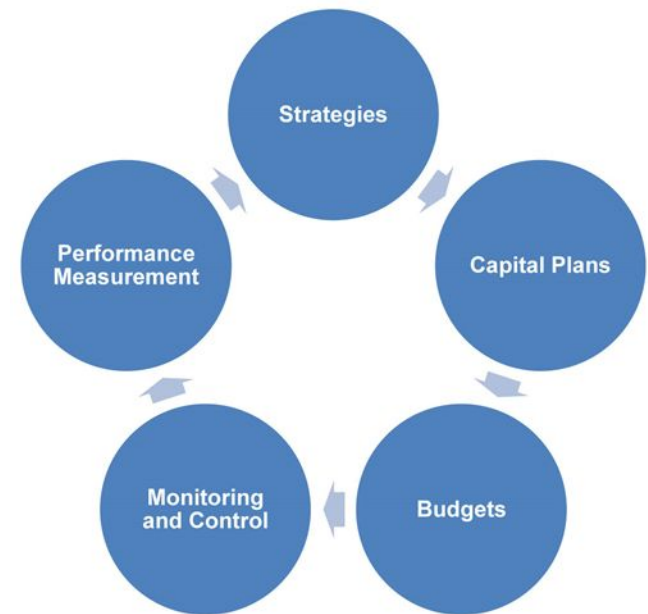
***Inclusive Workplace. Innovative Technologies. Sustainable Practices. Creative Synergies***



# Budget Highlights: Themes

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- Deliver large capital projects
  - Central Courthouse
  - Health Department Headquarters
  - Multco Align
- Asset Management
  - Capital Planning
  - Disposition
  - Strategic Plans
- Think Yes





# Budget Highlights: Workforce Equity Approach

- Dedicate Resources
    - Department-Wide Support
    - Consultations with Managers, Teams and Individuals
    - Gap Analysis
  - Promote Employee Resource Groups
    - Encourage Participation
    - Annual ERG Open House
  - Build Connections
    - Regular Employee Events
    - Regular Community Service Events
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# Who We Serve/What We Do

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Provided over 65,000  
hours of short term car  
rentals

Installed fuel tanks and  
implemented Fuel  
Management System  
at Yeon

Upgraded Multco  
Commons with no  
significant service  
interruptions

Opening 3 new shelters  
and 1 transitional  
housing site

Blocked more than  
94,000,000 suspect  
emails and prevented  
85,000 attack events

Delivered over  
1,500,000 letters, lab  
samples, and/or  
supplies

Disposing of five County  
properties

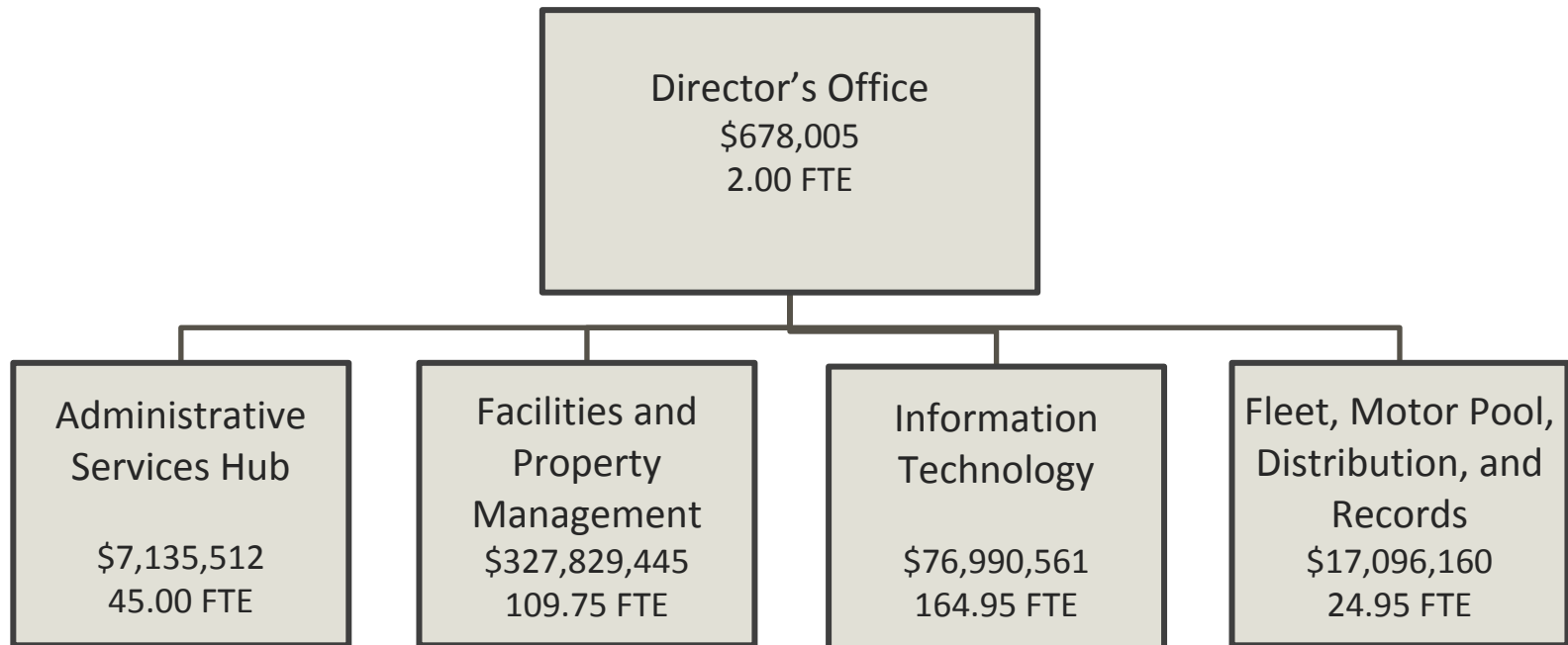
Developed and trained  
~300 employees in  
“Think Yes” program

Initiated Phase 2 of  
Walnut Park  
Development Feasibility



# Organizational Chart

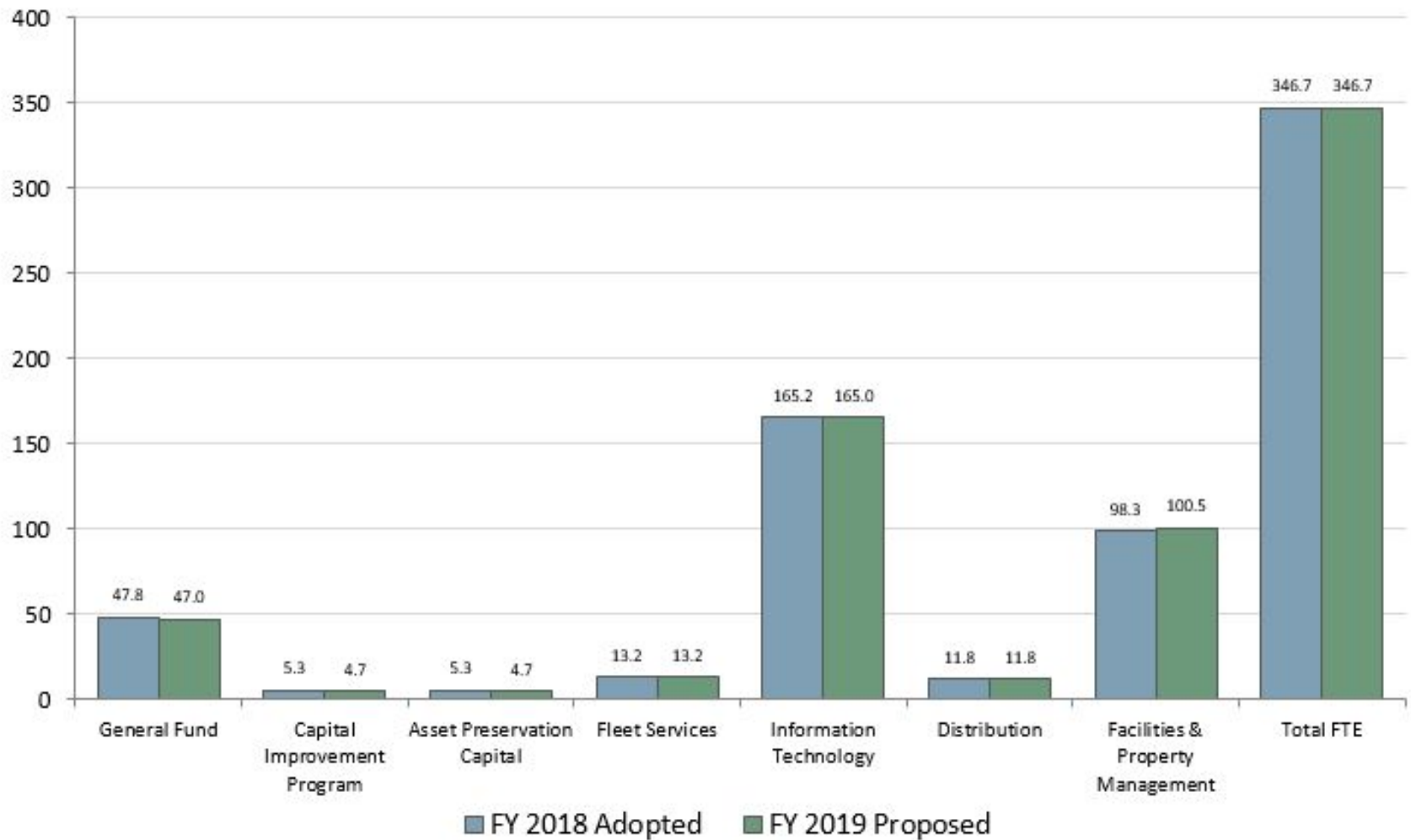
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Span of Control 1:10.83

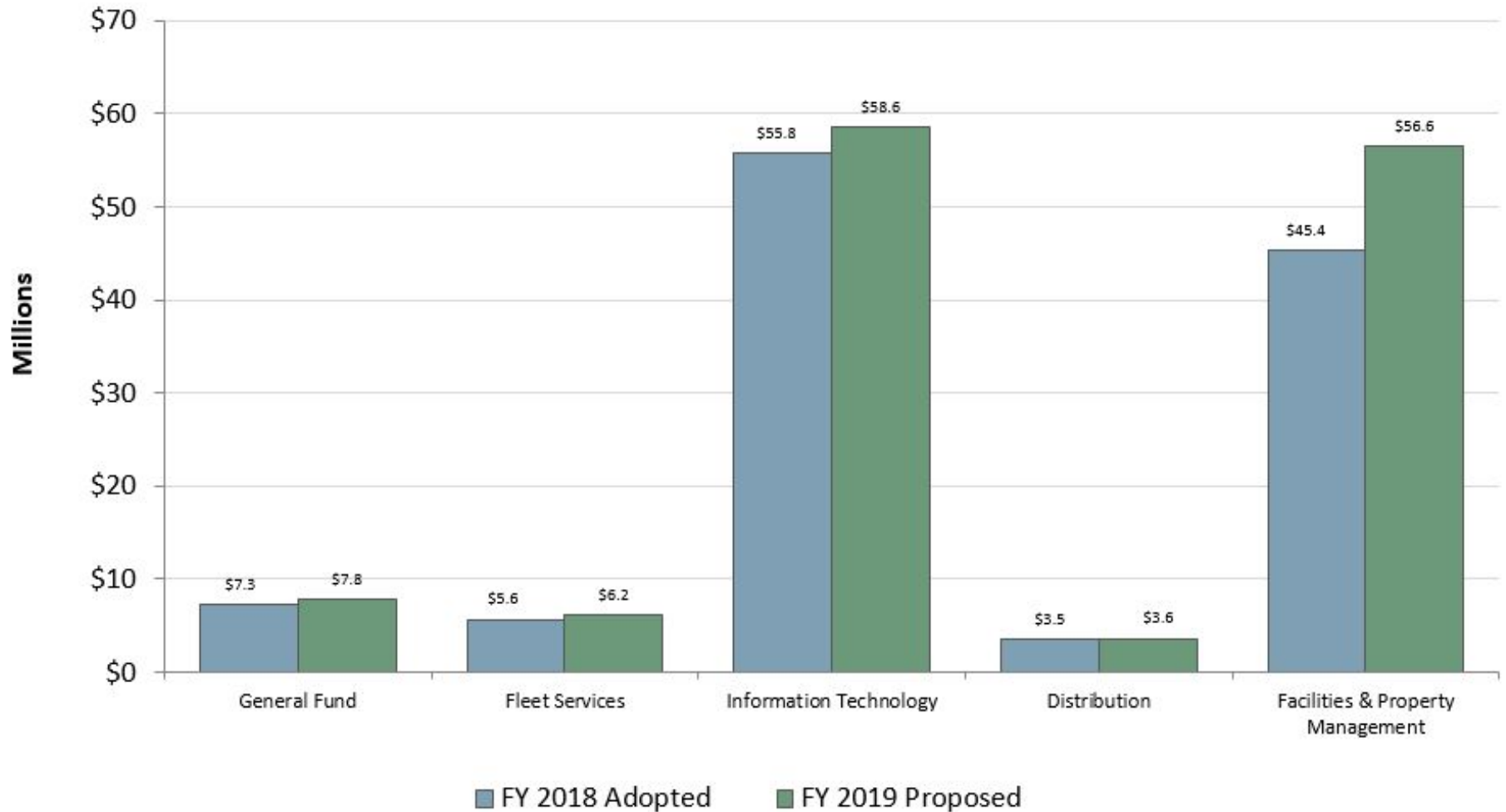


# FTE by Fund - 346.7 FTE



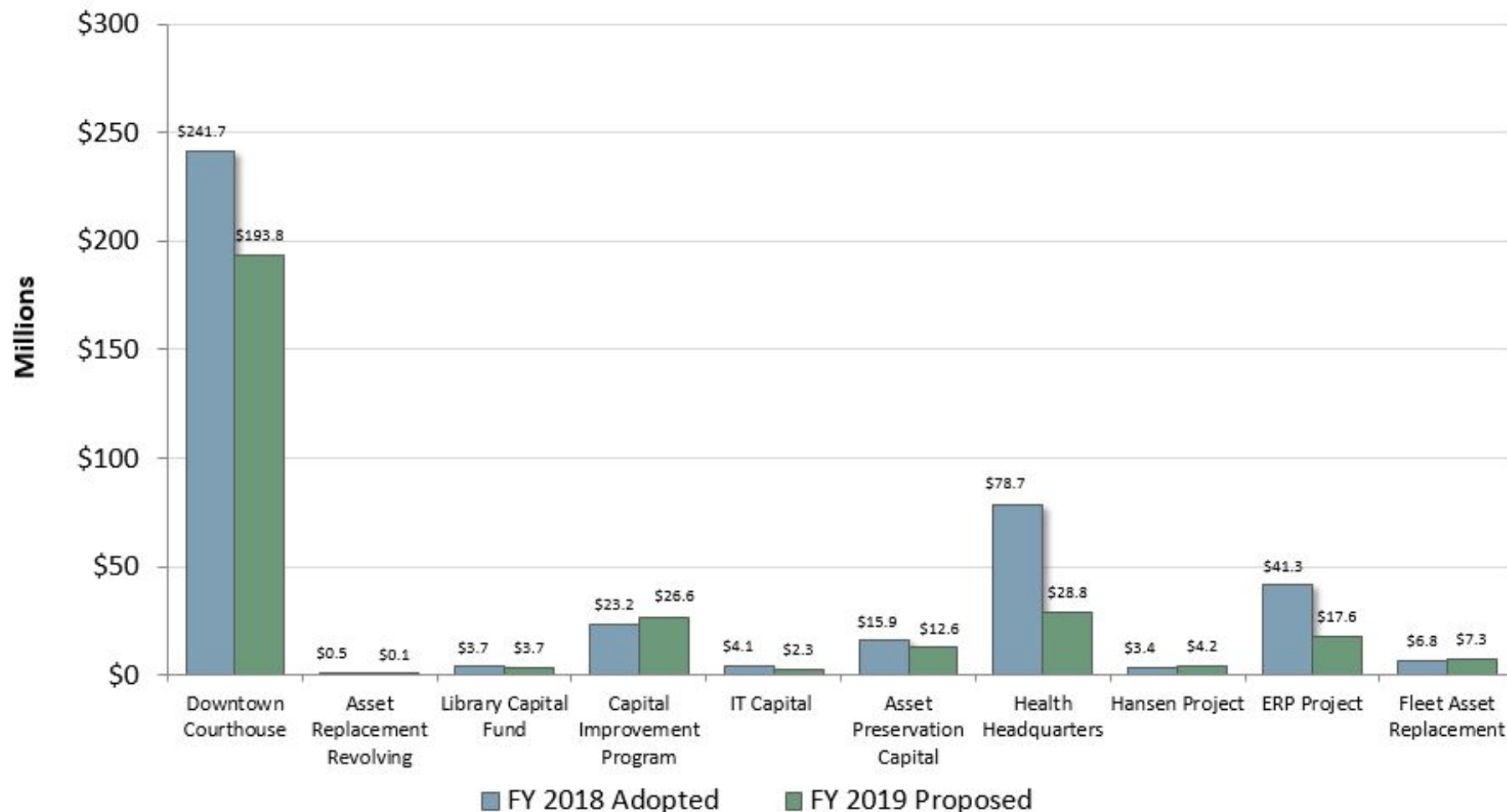
# Budget by Fund - \$429.7M (*Expenditures*)

## Operations



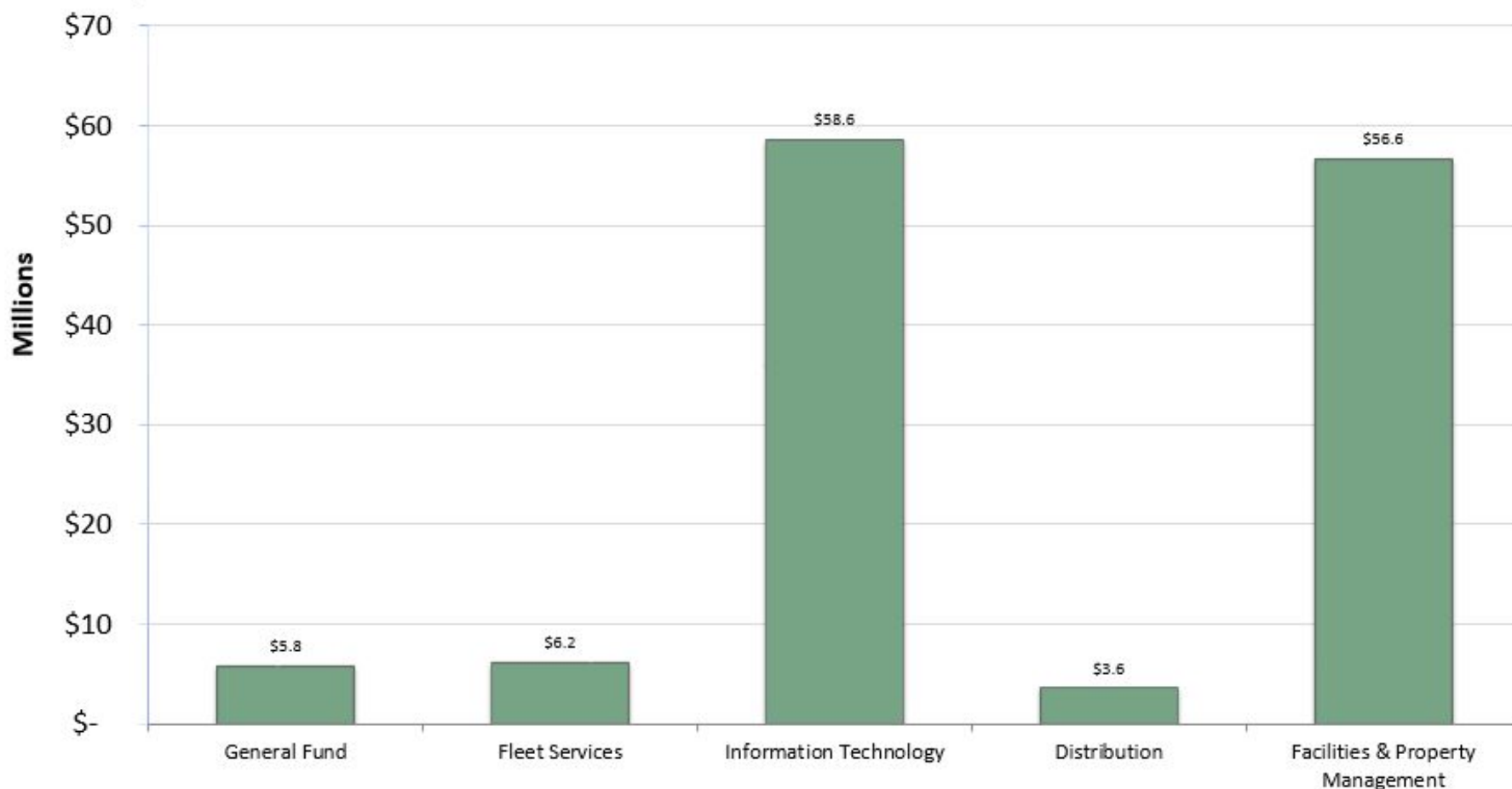
# Budget by Fund - \$429.7M (*Expenditures*)

## Capital



# Budget by Funding Source - \$430.1M(*Revenues*)

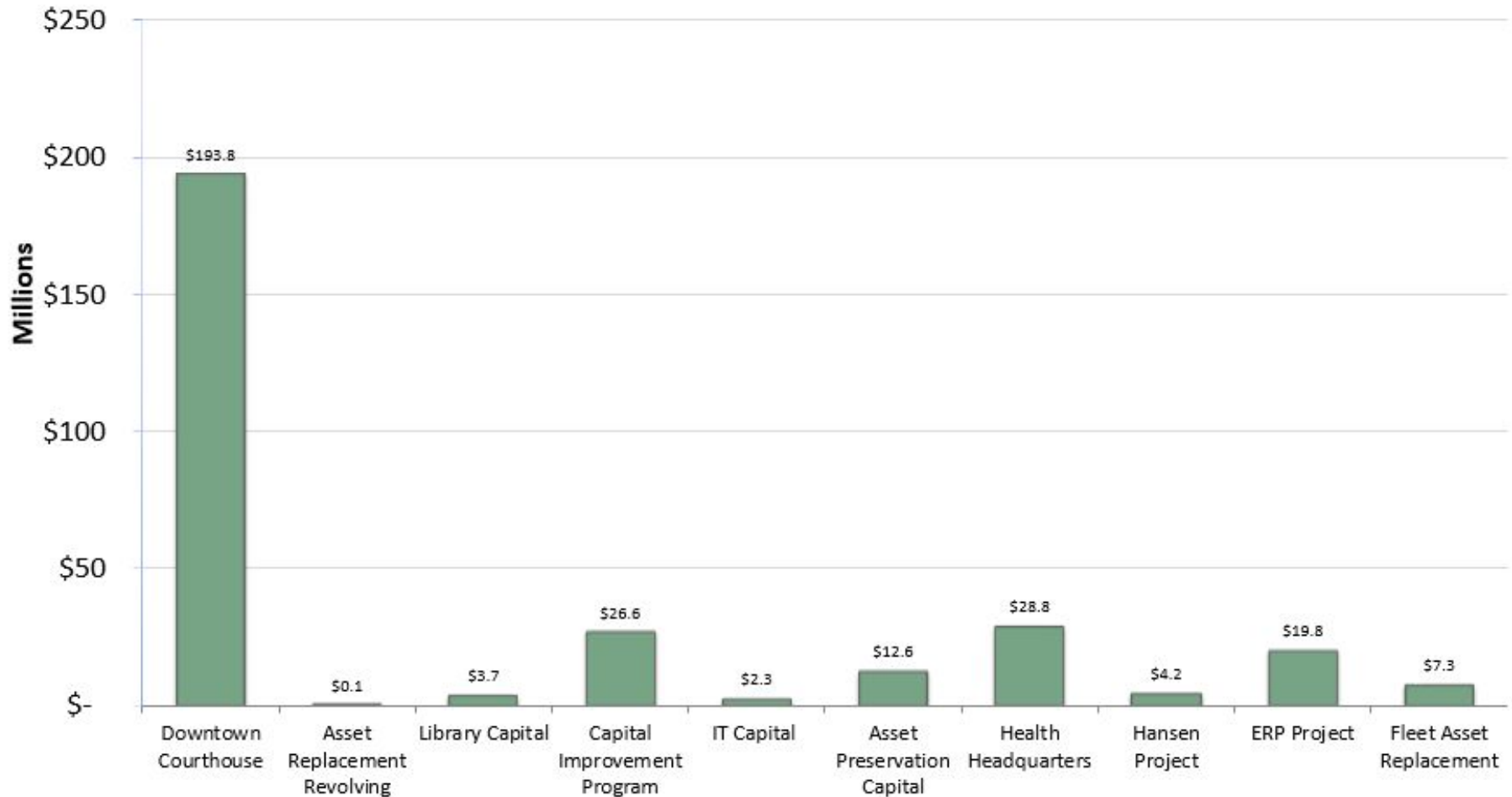
## Operations



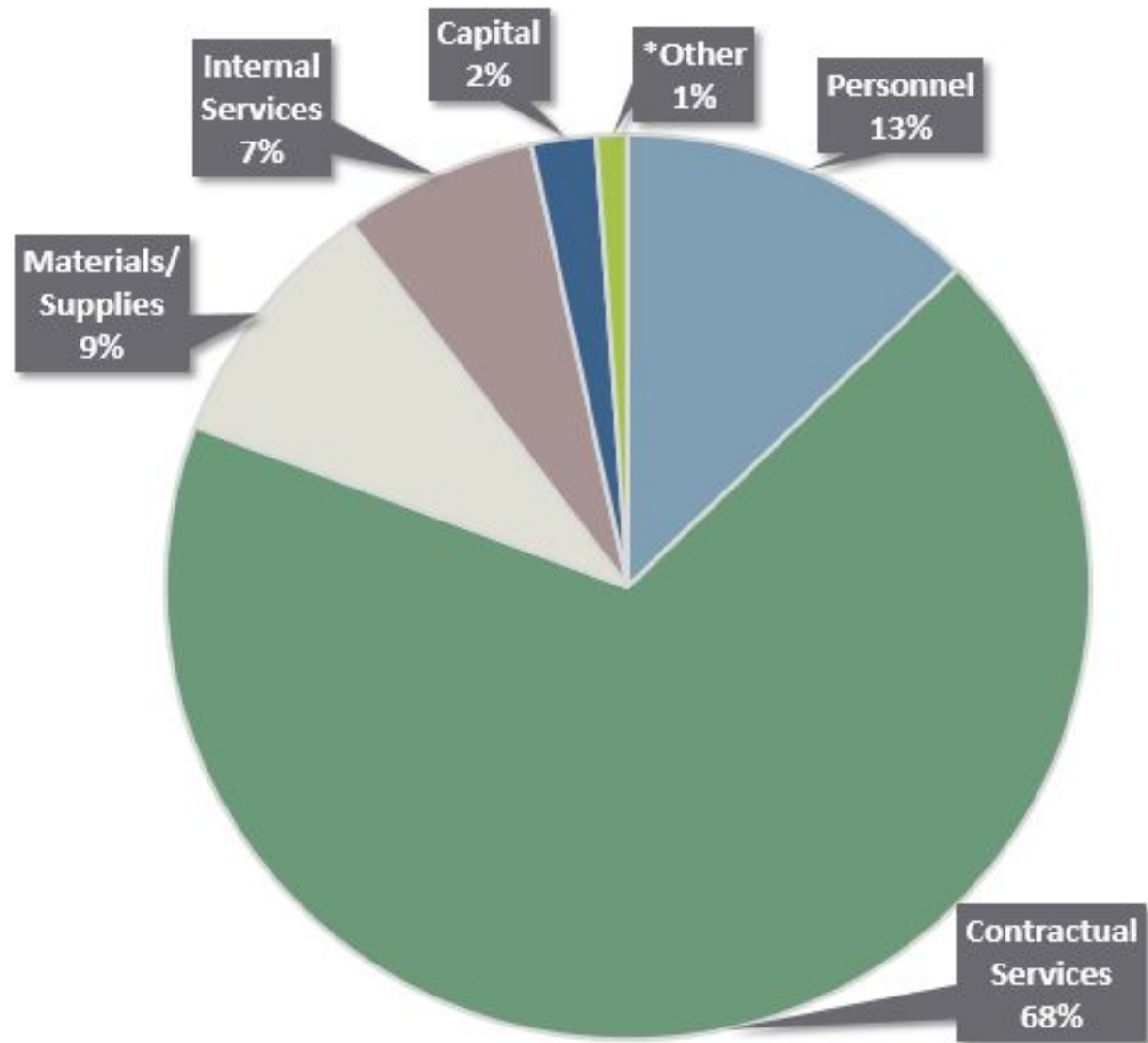


# Budget by Funding Source - \$430.1M(*Revenues*)

## Capital



# Budget by Category - \$429.7



\*Cash Transfers, Debt Services, Unappropriated and Contingency



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# FY 2019 Proposed Budget by Division

Director's Office

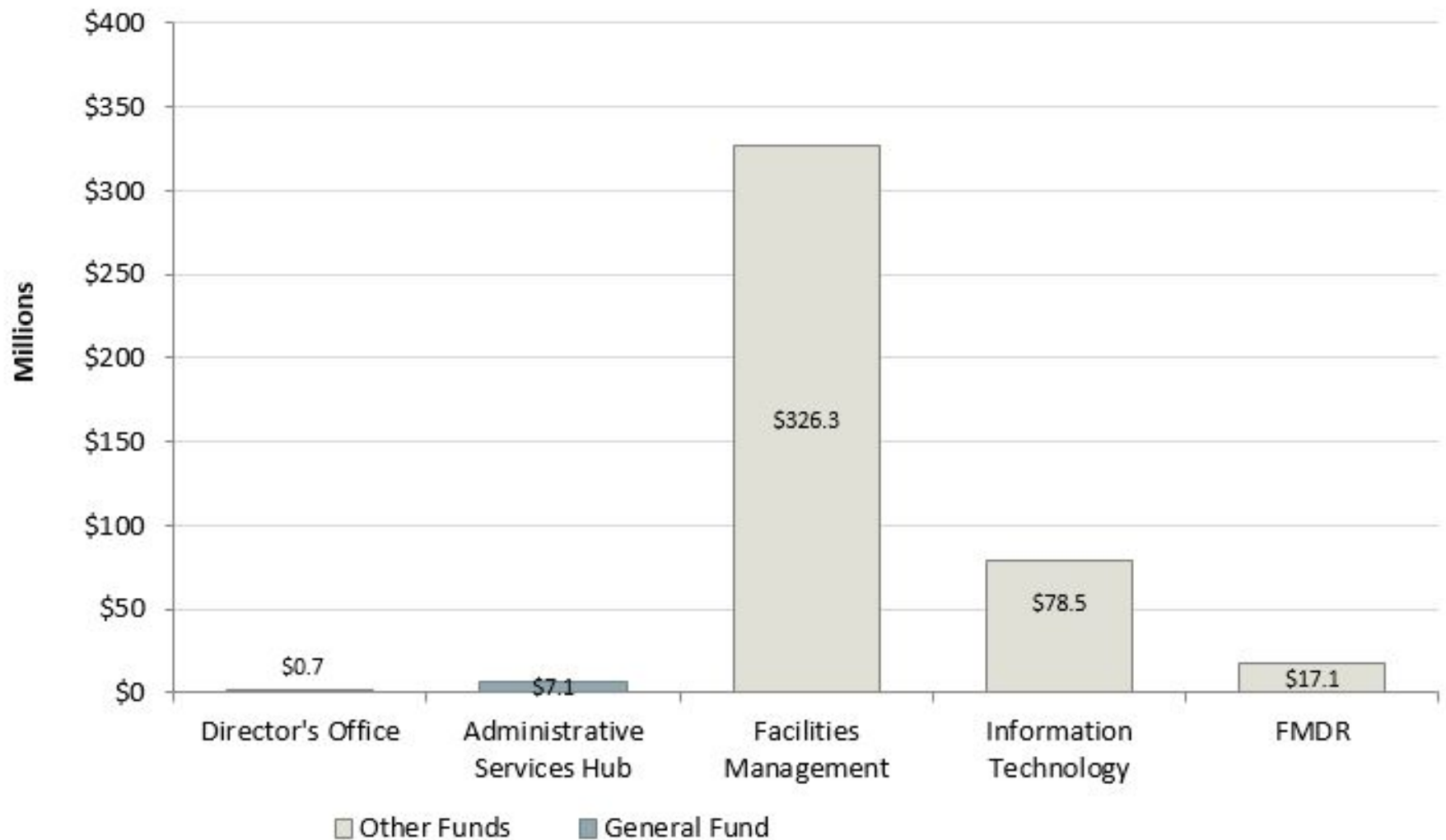
Administrative Services HUB

Facilities Management

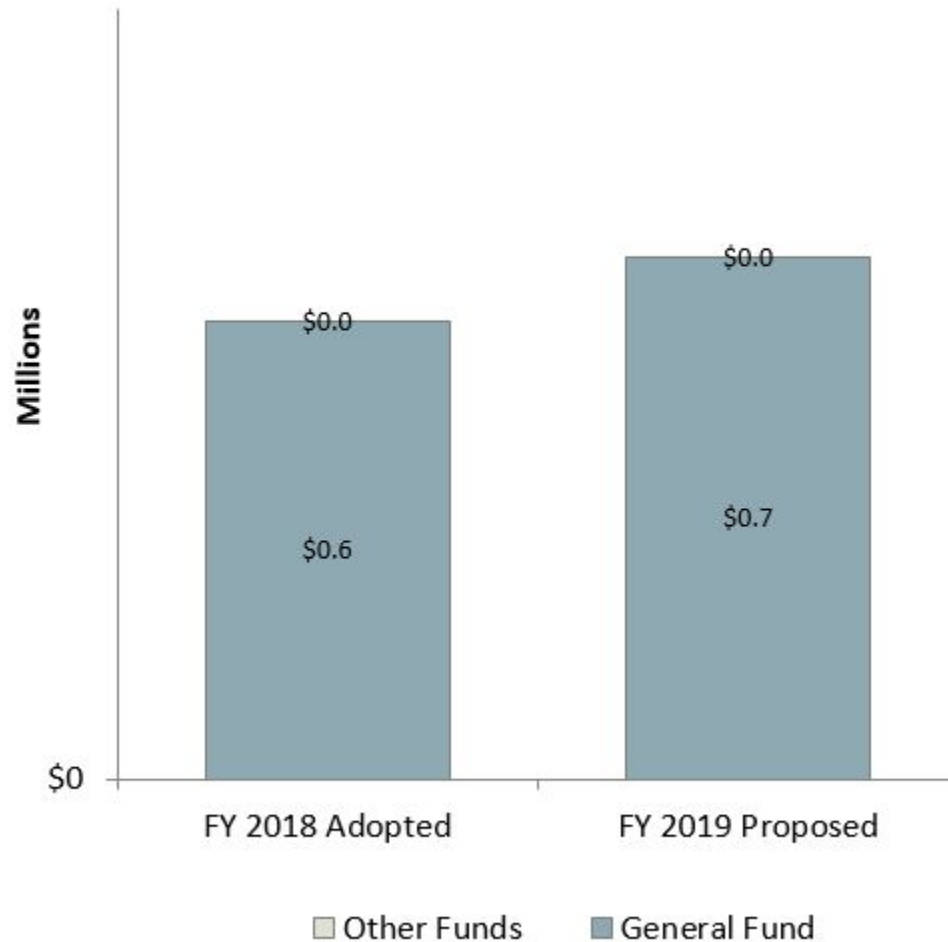
Information Technology

Fleet, Motor Pool, Distribution and  
Records (FMDR)

# Budget by Division



# Director's Office



- General Fund increased by \$.08M within current service levels and constraint
- No change in FTE
- 100% of cost recovered via internal service charges
- Increase in professional services for ISR Benchmarking Project



# Strategic Direction: Director's Office

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## Priorities

- Strategic Projects
- Workforce Equity
- Think Yes Program
- Benchmarking

## Challenges

- Talent Management
- Risk Mitigation
- Technology and Facility Modernization



# Administrative Services HUB



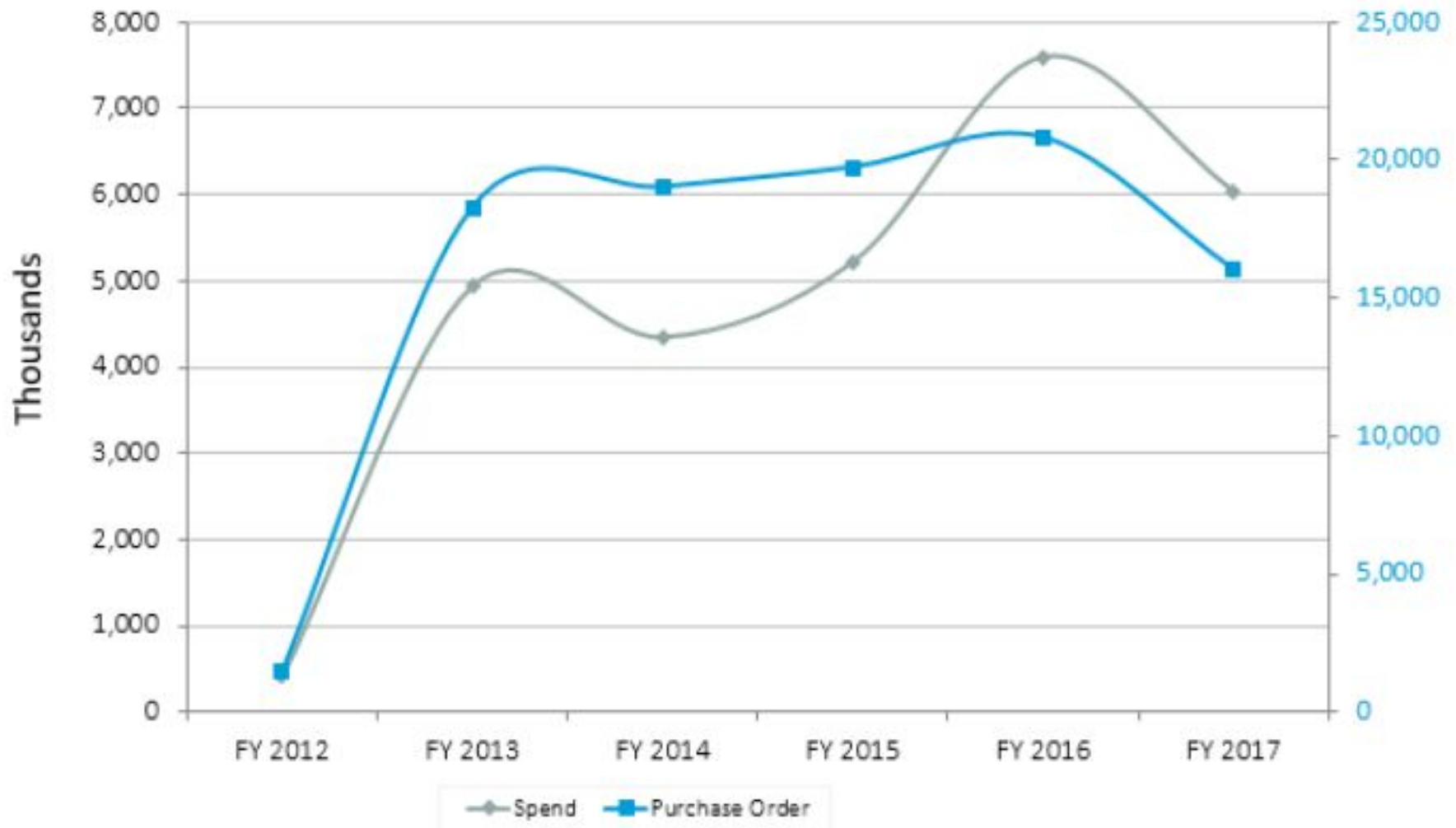
- General Fund increased by \$.4M due to increased labor/benefit costs, contracts and County-wide market study
- Decrease of .8 FTE, due to reorganization of DCA and reduction of contracting services for the Health Department
- Current service levels and within constraint
- Majority of costs are recovered via Internal Service charges
- 2.0% General Fund reduction taken





# Administrative Services HUB: Service Trend

## Multco Marketplace



# Strategic Direction: Administrative Services HUB

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## Priorities

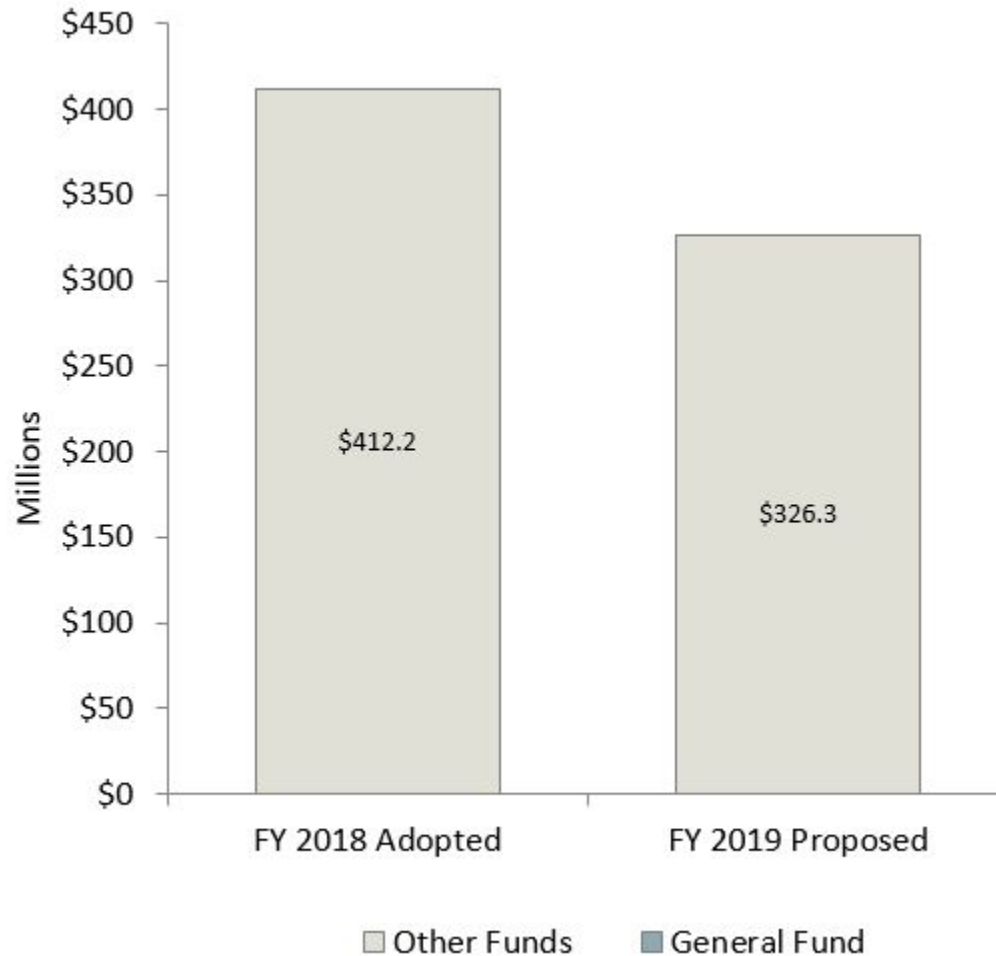
- Cross Training and Documentation
- Benchmarking and Continued Process Improvements

## Challenges

- Implementing Change Related to Multco Align
- Managing Customer Expectations and Unpredictable Volumes



# Facilities Management

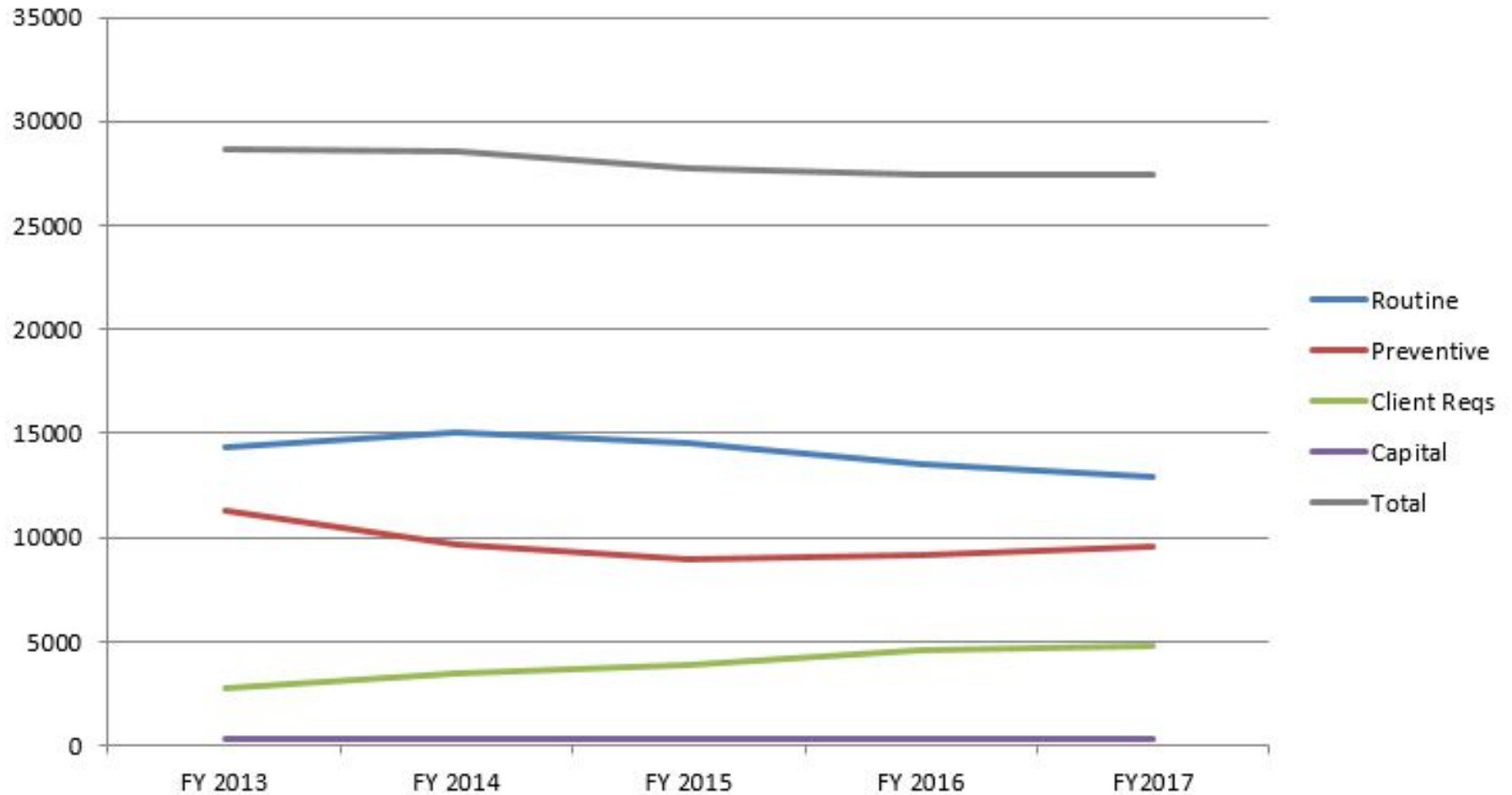


- Other Funds decreased by \$85.9M and net increase 1.0 FTE
- Decrease is primarily due to large capital projects spend down as construction is underway
- Locksmith position added to meet growing security demands of detention facilities, restricted access, and personal identification
- Operations increased \$11.2M due to increased debt for large capital projects, renewed lease for 5 Oaks (Lincoln) Building, and increased cost for labor and materials
- Capital programs Includes Board approved 8% increase
- New program offers 78224 Vance Property Master Plan, 78225 Facilities Dedicated Facilities Specialist for Shelter Transitions, 78227 MCSO River Patrol Boathouses Capital Improvement, and 78221 MCDC Cell Lighting and Window Covers



# Facilities Management: Work Orders

## Facilities Work Orders Processed by Fiscal Year



# Strategic Direction: Facilities Management

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## Priorities

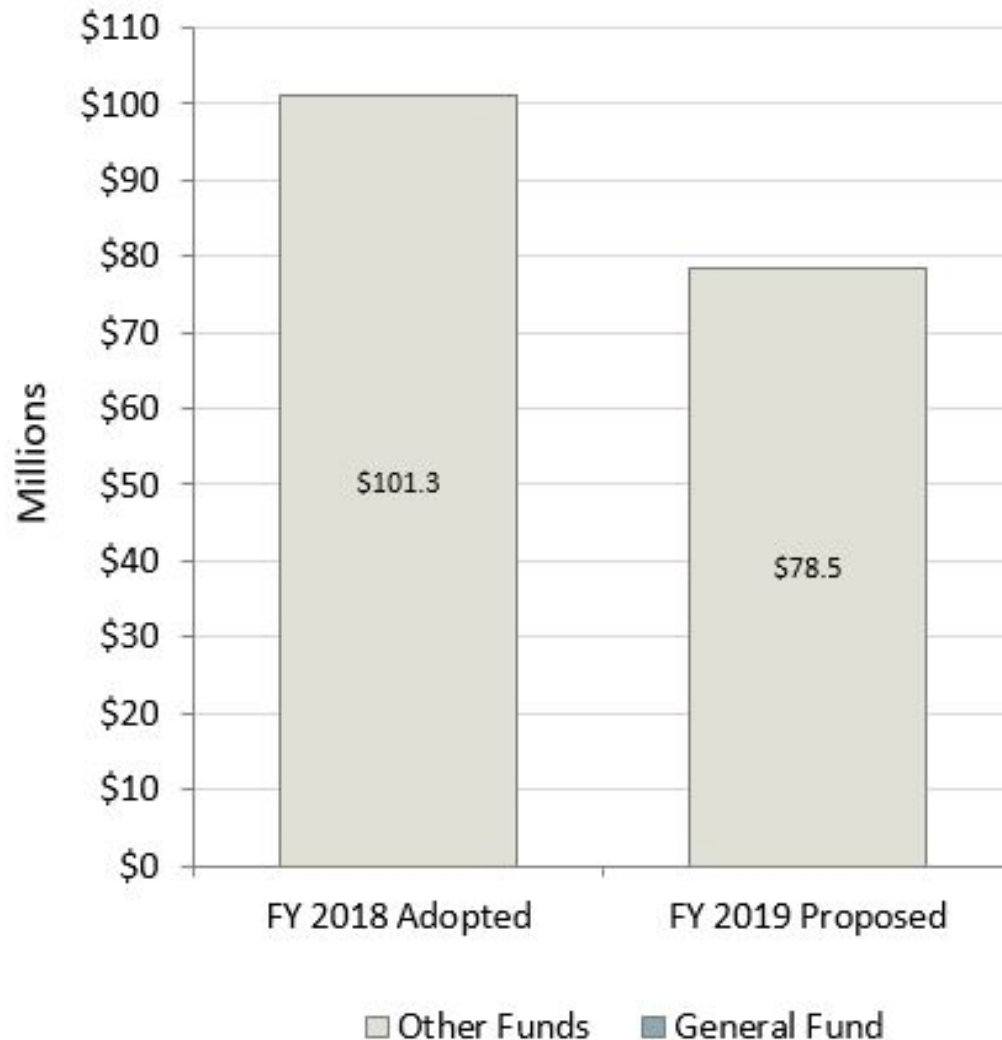
- Execute: Major Construction and Redevelopment
- Modernize Facilities
- Think Yes Program

## Challenges

- Mitigating Market and Economic Conditions
- Managing Departmental and Political Expectations and Risks
- Balancing On-Going Operational Needs with Project Demands



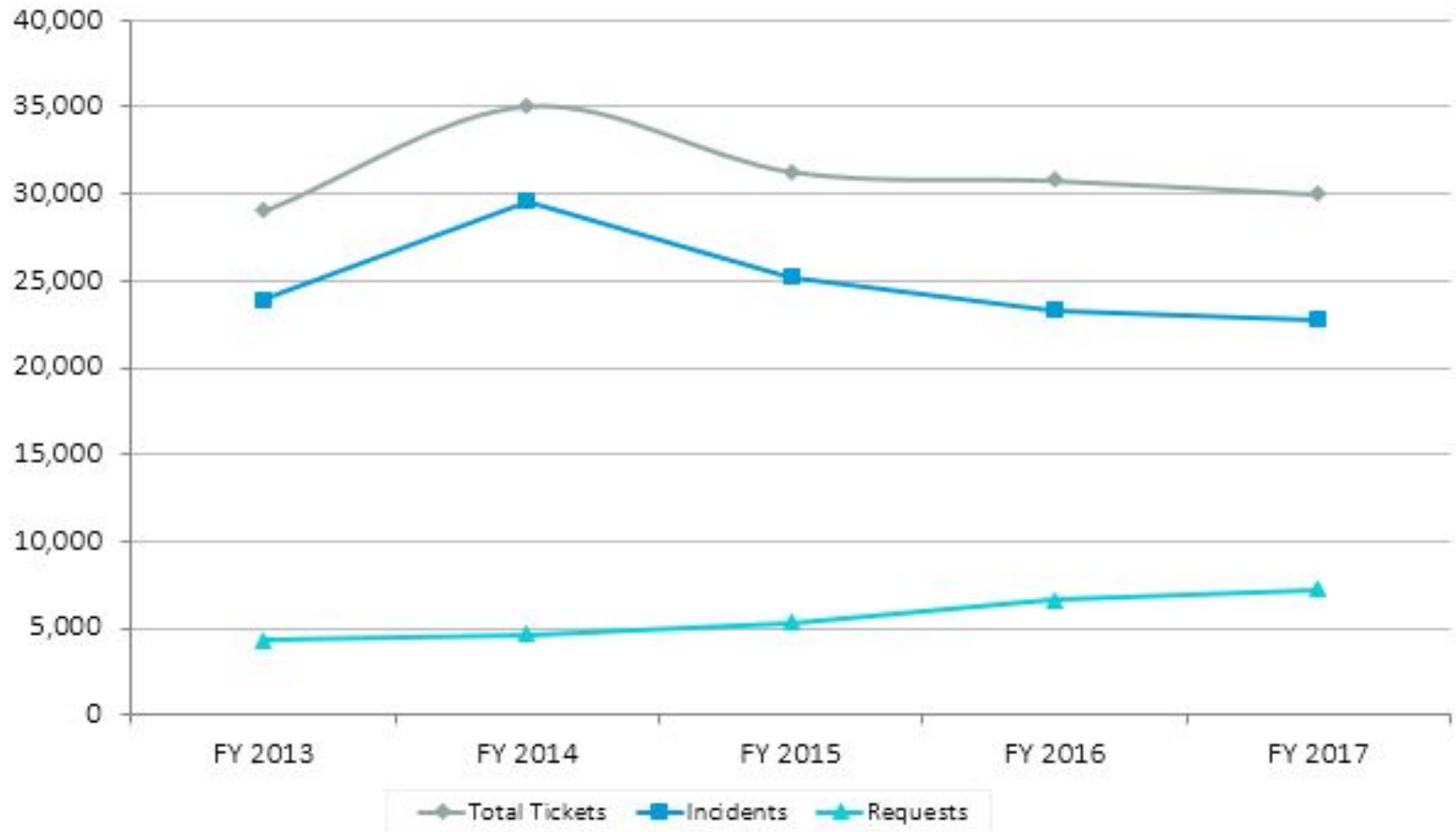
# Information Technology



- Other Funds decreased by \$22.8M and net decrease 0.2 FTE
- Decrease is primarily due to ERP project spend down
- Decrease in FTE is due to a reorganization within DCA
- Operations increased \$2.8M or 5% within current service levels and constraint
- Includes Cisco ELA replacement of \$0.4M/year over the next 5 years
- New One-Time-Only dollars for program offer 78319 Crimes Replacement \$0.3M



# Information Technology: IT Help Desk





# Strategic Direction: Information Technology

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## Priorities

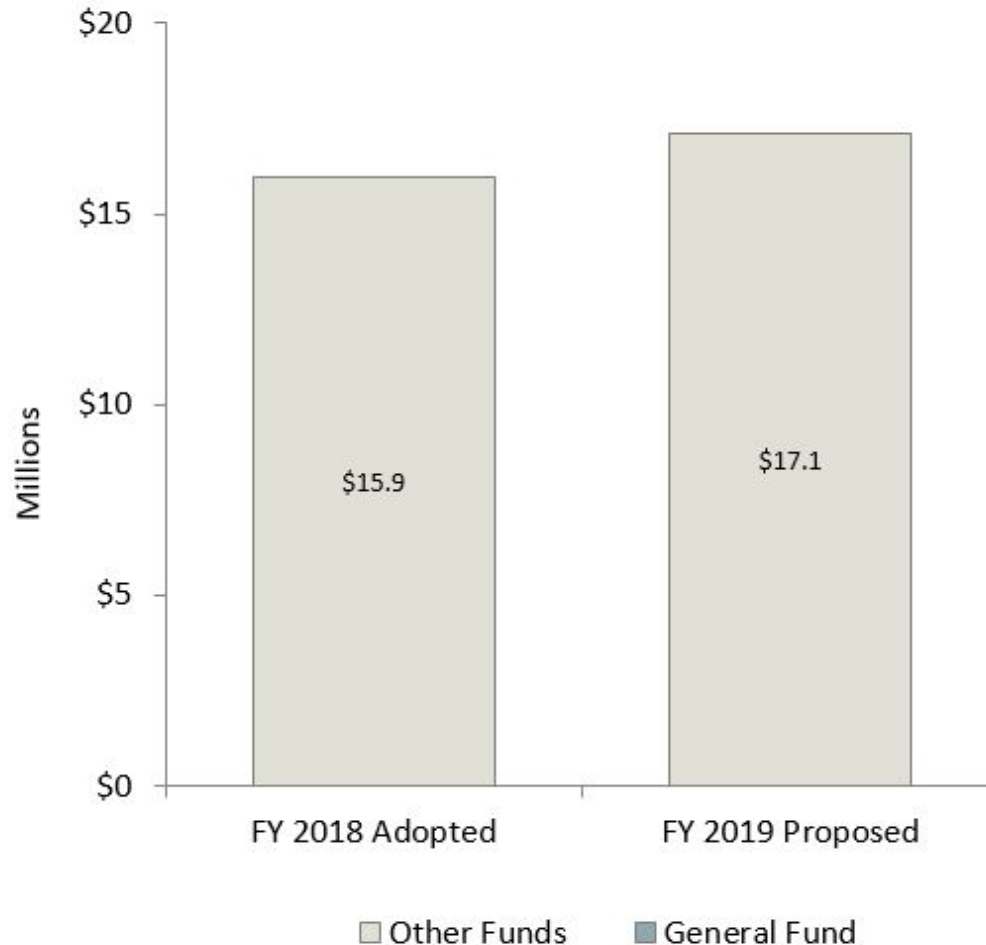
- Maximize Future Capabilities of ERP
- Think Yes Program
- Mitigate the Risks of Service Interruptions

## Challenges

- Recruiting and Retaining Talent
- Increasing Cybersecurity and Privacy Risks
- Growing Resiliency and Redundancy Requirements



# Fleet, Motor Pool, Distribution and Records



- Other Funds increased by \$1.2M
- DCA reorganization caused a zero net change in FTE
- Expanding use of electronic records management system. Increased software costs for Content Management System and additional licenses
- DCA Fleet Services will use a 5 year recovery plan to collect gap from Departments
- Distribution Fund is forecasted to have excess beginning working capital (BWC)
- Enterprise CarShare usage predicted to increase substantially with a YOY increase of 19%



# Strategic Direction: FMDR

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## Priorities

- Think Yes Program
- Long Term Fleet Strategy Development
- Optimize the Use of New Technologies
- Enterprise CarShare Program Maximization

## Challenges

- Managing Postal Presort Qualifications
- Balancing Priorities



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# FY 2019 Proposed Budget Summary & Impacts

# General Fund Reductions

Prog. Name/# or Description	FY 2019 General Fund	General Fund FTE
<b>Program Offer #78101 Administrative Hub Procurement and Contracting</b> - (Reduced temporary personnel, salary related expenses and travel)	\$5,000	0.00
<b>Program Offer #78102 Administrative Hub Finance</b> -(Reduced temporary personnel, salary related expenses and travel)	\$5,000	0.00
<b>Program Offer #78103 Administrative Hub Human Resources</b> -(Reduced temporary personnel, salary related expenses and travel)	\$10,000	0.00
<b>Program Offer #78104 Administrative Hub Countywide Strategic Sourcing</b> -(Reduced temporary personnel, salary related expenses and travel)	\$20,558	0.00
<b>Department Total</b>	<b>\$40,558</b>	<b>0.00</b>



# New, OTO, and Backfill

Prog. Name & # or Description	FY 2019 General Fund	GF Backfill	FY 2019 Other Funds	Total	OTO	NEW
<b>78212 Facilities Downtown Courthouse*</b>	\$193,752,829	N/A	\$0	\$193,752,829	X	X
<b>78214 Health Headquarters Construction*</b>	\$28,776,489	N/A	\$0	\$28,776,489	X	X
78218 MCSO Facilities Relocation & Reconfiguration	\$4,166,405	N/A	\$0	\$4,166,405	X	
78220 DCJ East Campus	\$7,259,712	N/A	\$0	\$7,259,712	X	
78221 MCDC Detention Electronics	\$3,500,000	N/A	\$0	\$3,500,000	X	
<b>78224 Vance Property Master Plan*</b>	\$150,000	N/A	\$0	\$150,000	X	X
<b>78225 Dedicated Property Management for Shelter Transition*</b>	\$137,215	N/A	\$0	\$137,215	X	X
<b>78227 MCSO River Patrol Boat Houses Capital Improvements*</b>	\$1,036,728	N/A	\$0	\$1,036,728	X	X
<b>78228 MCDC Cell Lighting and Window Covers*</b>	\$950,000	N/A	\$0	\$950,000	X	X
78301 IT Innovation & Investment Projects	\$1,497,422	N/A	\$0	\$1,497,422	X	
78318 Cyber Security	\$515,599	N/A	\$0	\$515,599	X	
<b>78319 CRIMES Replacement*</b>	\$300,000	N/A	\$0	\$300,000	X	X
<b>Total</b>	<b>\$242,042,399</b>	<b>A</b>	<b>\$0</b>	<b>\$242,042,399</b>		



\*indicates FY 2019 New General Funds

# Legislative Impacts & Future Policy Issues

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- HB 4023C related to broadband technology passed
- SB 1551 requires breach notification to individuals impacted
- Indirect Impacts from Other Departments





# Summary

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Open and Occupy  
new **HDHQ**

Go-live for  
**Multco Align**

Open **Shelters** and  
**Transitional  
Housing Sites**

Complete **Internal  
Services**  
Benchmark Study

Complete Property  
**Sales/Dispositions**

Implement DCA  
**Workforce Equity**  
Strategy



# Questions

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