



# Department of County Assets FY 2016 Proposed Budget

Presented to the  
Board of County Commissioners

Department of County Assets  
Sherry Swackhamer, Director & CIO

Multnomah County  
May 12, 2015

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

# Agenda

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- Introduction
  - CBAC
  - Mission, Vision, Values
- Department Budget Overview
- Division Budget Overview
  - Trends
  - Budget and Policy Changes
- New, One-Time-Only
- Legislative Impacts
- Summary
- Questions



# Citizen Budget Advisory Committee

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## Committee Members:

- Dave Torrey, Committee Chair
- Ben Brady, Presenting
- Cormac Burke
- Jeannine DeFeyter
- Scott Eissfeldt
- 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.



# Who is DCA?



## Information Technology

We support about 4,500 county employees, 6,000 computers 8,000 phone lines and a variety of software, business applications, and websites.



## Distribution Services

We manage the pickup, delivery, and processing of over 110,000 pieces of county mail.



## Records Management & Archives

We provide records management and storage service to over 200 agencies, which includes 33,000 boxes and 521GB of records.

# Who is DCA?



## Fleet

We manage and maintain over 700 county vehicles and provide specific fleet services to other governments.



## Facilities & Property Management

We manage and maintain all county owned and leased properties consisting of 130+ facilities and 3.1M sq. ft.



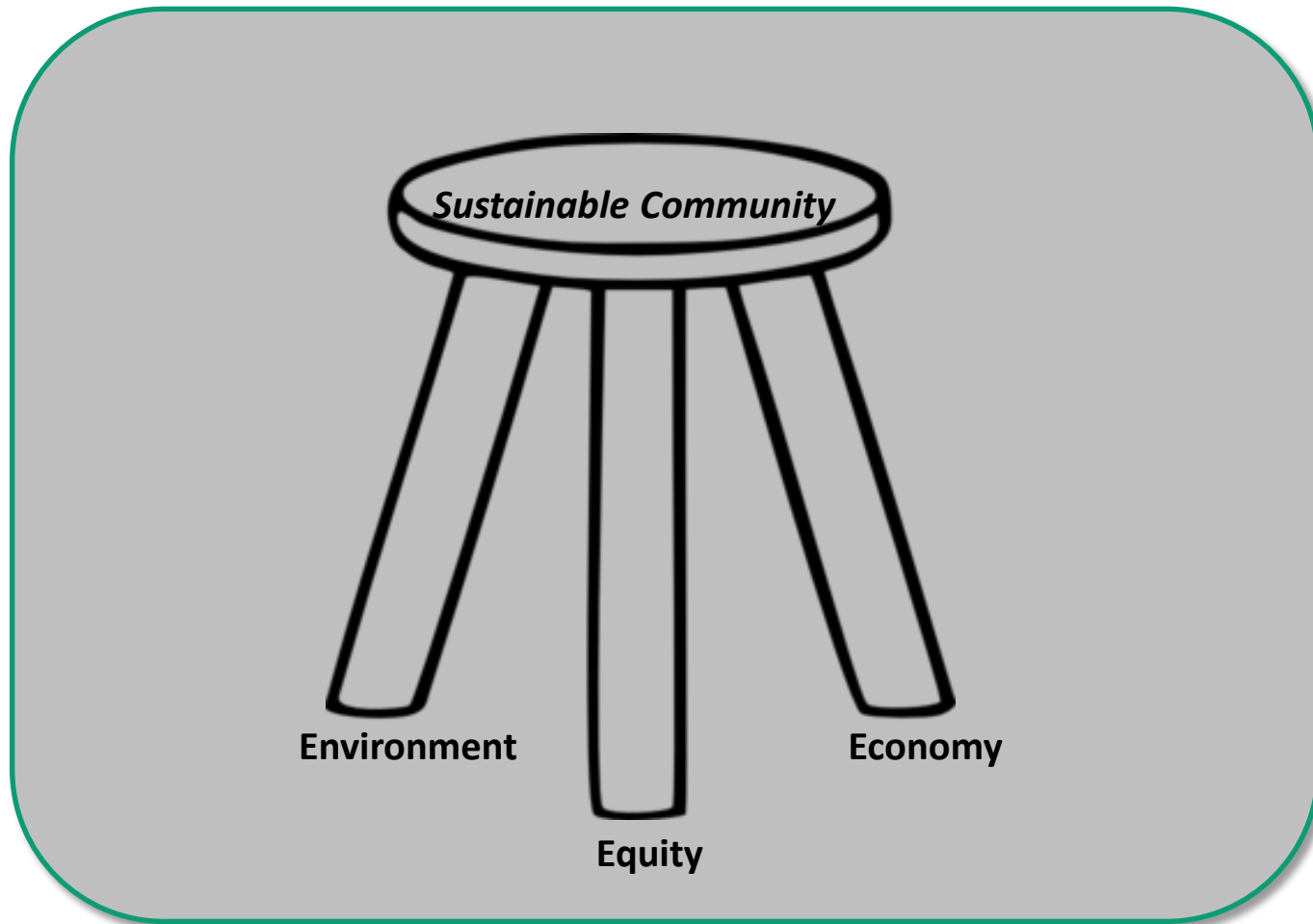
## Administrative Hub Services

We provide human resources, procurement, contracting, finance, budget, internal service rate-setting, capital planning, accounts payable, and other administrative services.



# Our Perspective

## Triple Bottom Line





# Proposed Budget Recommendations/Highlights

## Priorities

- Strategic project execution
- Customer and employee engagement
- Triple bottom line focus
- Resiliency preparedness



## Challenges

- Building infrastructure, bench strength, and succession
- Managing expectations
- Recruiting and retaining talent



# Who We Serve/What We Do

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Process 1.50M  
pieces of internal  
and external mail

Manage 130+  
leased and owned  
buildings with 3  
million RSF

Maintain 700  
vehicles in fleet  
rolling stock

Maintain over  
5,500 PCs,  
laptops, and  
tablets

Support 300+  
business systems  
across 8  
departments

Maintain 121M  
public records  
dating back to the  
1800's

Process 1,200+  
procurement  
and contracting  
transactions

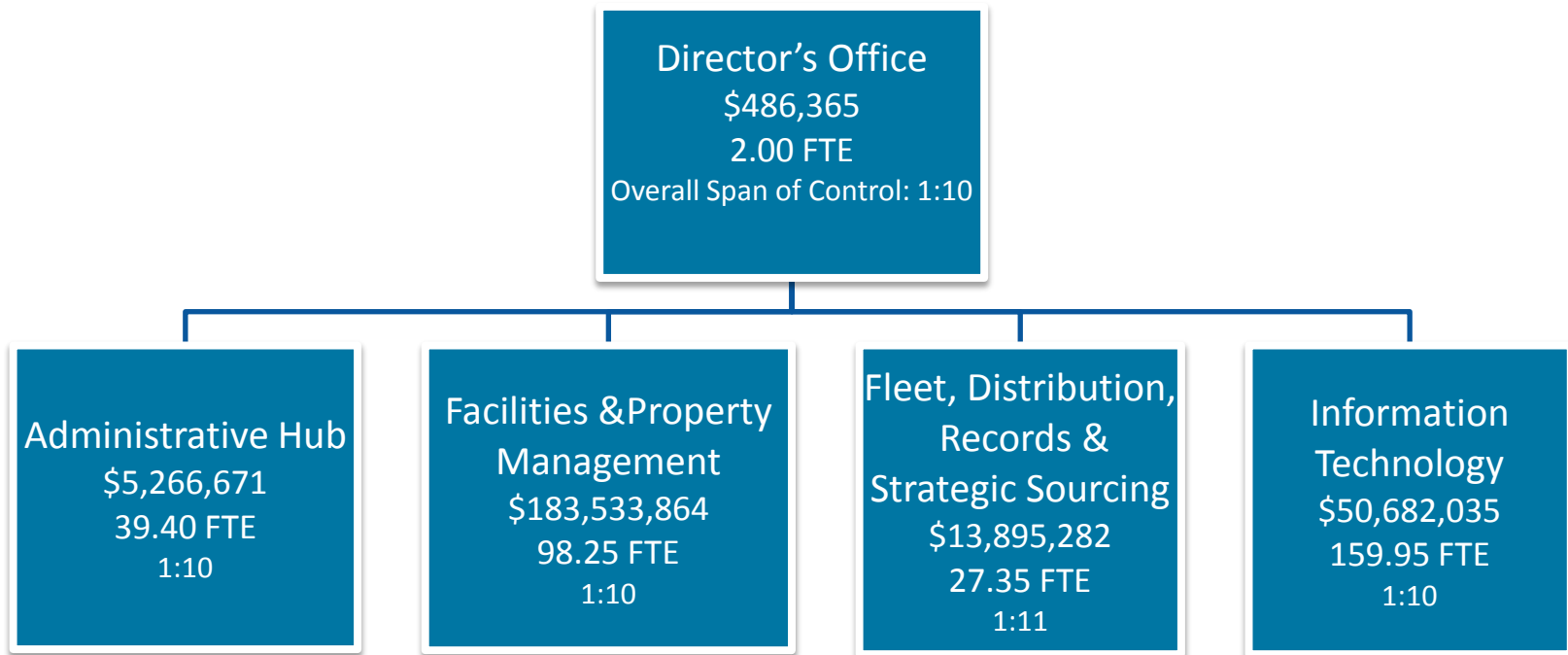
Process over  
14,000 accounts  
payable  
documents

Enable 15,590  
motor pool trips  
in 68 vehicles at  
4 sites





# Organizational Chart



*\*Includes cash transfers, contingencies, and unappropriated balances*



# Strategic Plan

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## BHAG:

*“Deliver meaningful value to our customers through strategic partnerships that are founded on a mutual understanding of each others’ business.”*

## Goals:

**Goal 1:** Create an environment of trust, creative problem solving, and an attitude of “yes” in our relationships with customers and colleagues.

**Goal 2:** Generate engagement and community at all organizational levels of DCA and shape our culture.

**Goal 3:** Deliver innovative responses to the emerging trends that affect the way the County does business.

**Goal 4:** Apply a systems perspective to the work of DCA that mutually supports economic, equitable, social and environmental goals.



# Key Assets

## FY 2015 Employee Recognition Team Winners



Convergence Project Core Team  
Committee's Choice Award



Sustainable Surplus Property Network, Sustainability



Benefits Online Open Enrollment  
Project Team, Outstanding Team



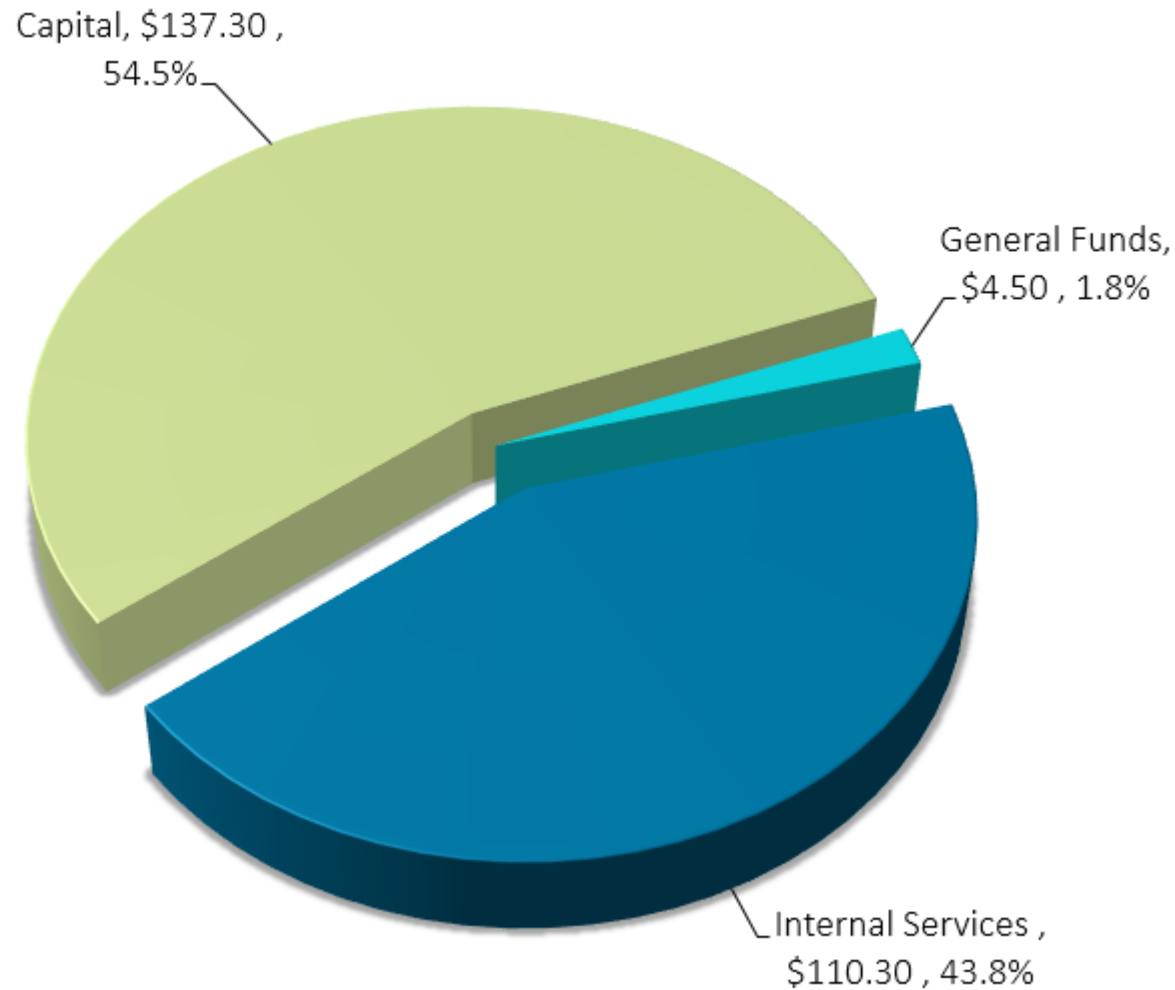
# Strategic Accomplishments

- Completed Phase II of Facilities Asset Strategic Plan and selected new central courthouse site
- Completed 1 VoIP cutover every 45 days for 18 months and implemented on-line benefits open enrollment
- Recycled 48 tons of aged-out public records
- Completed first storefront animal services outreach center
- Reduced 200 countywide utility invoices to 3 payments
- Completed CityFleet/Yeon operations analysis



# Budget by Funding Source - \$252.10M

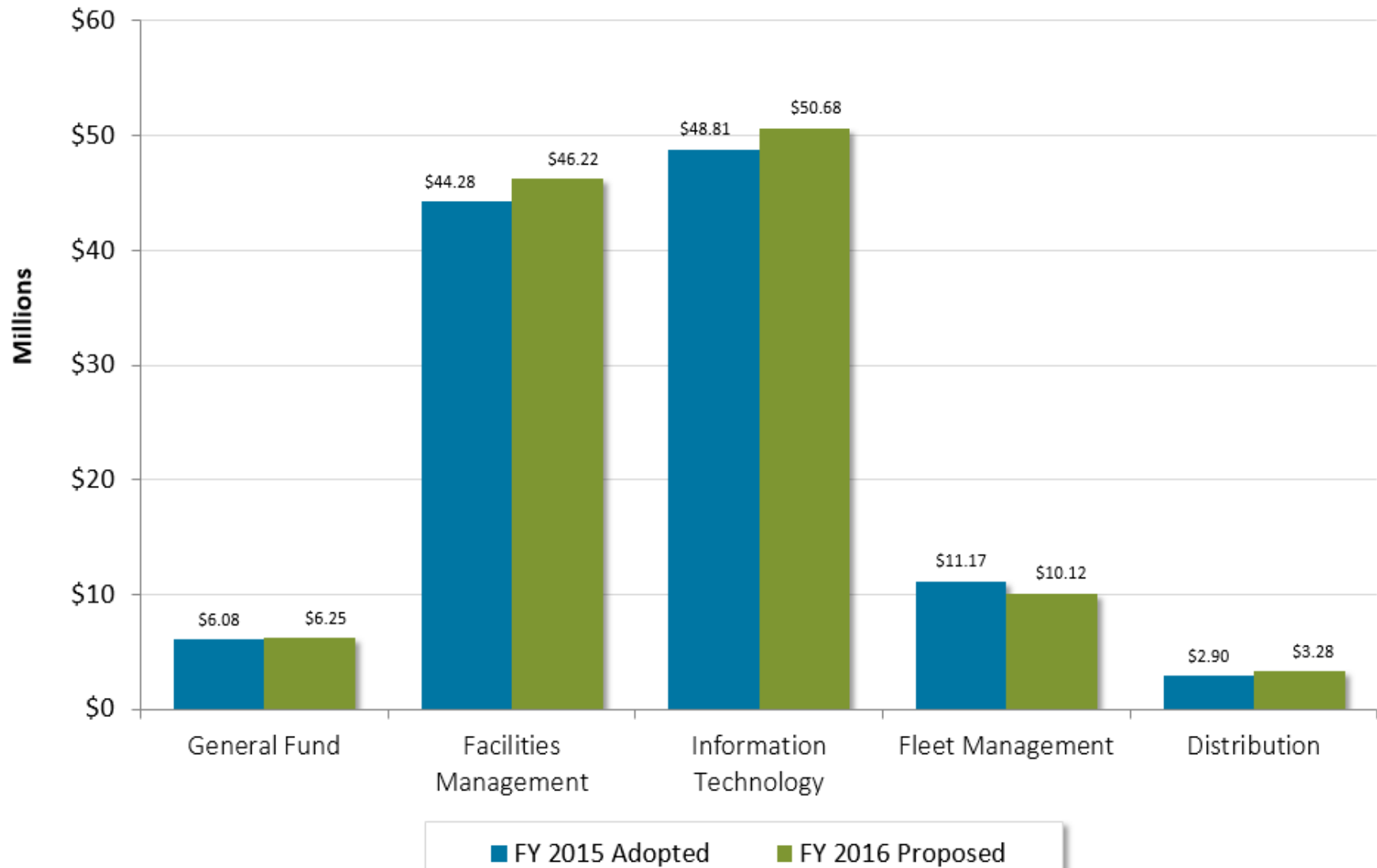
## *(Revenues)*



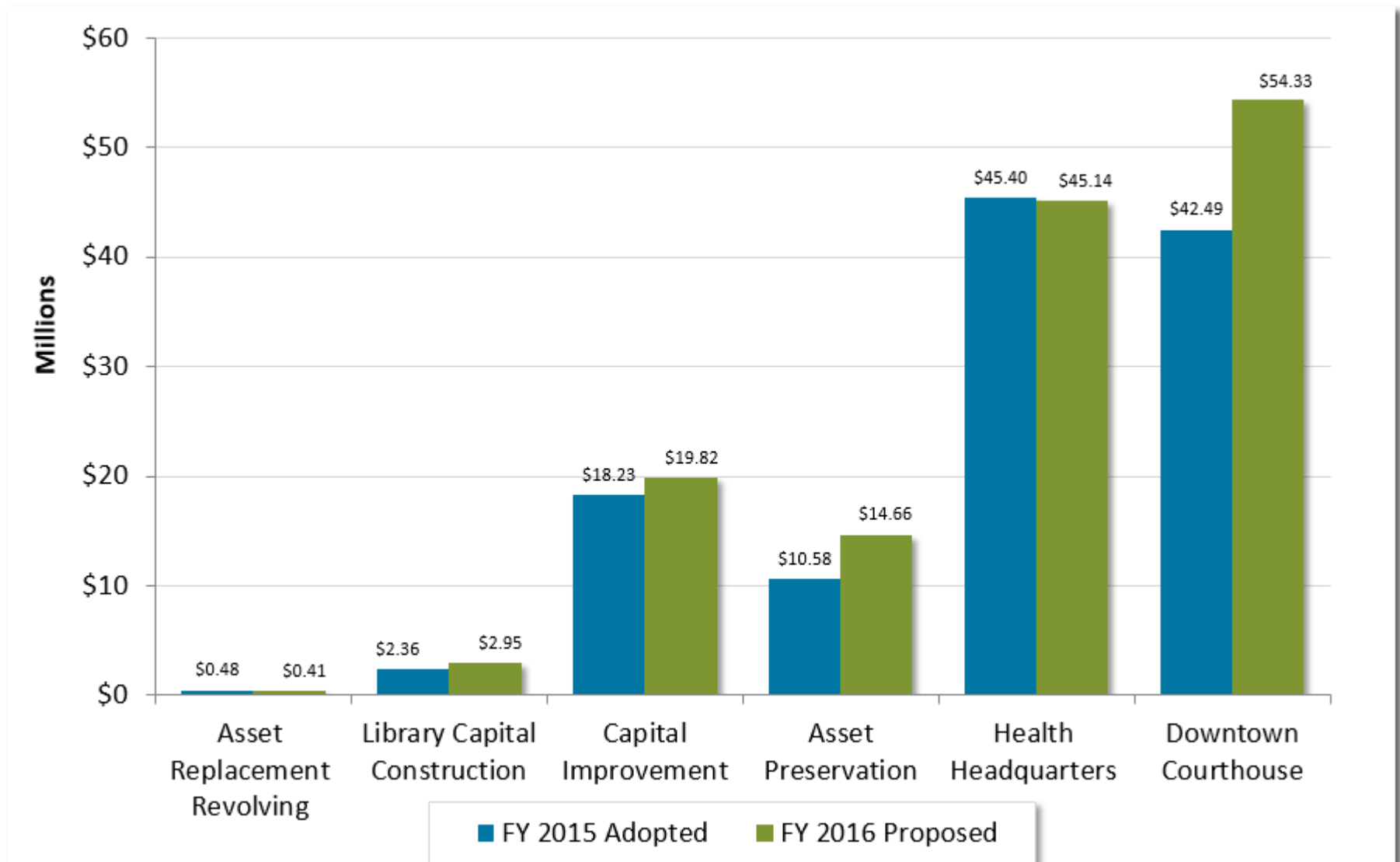
\$ in Millions



# Budget by Fund (Expenditures) \$253.86M Slide 1 of 2

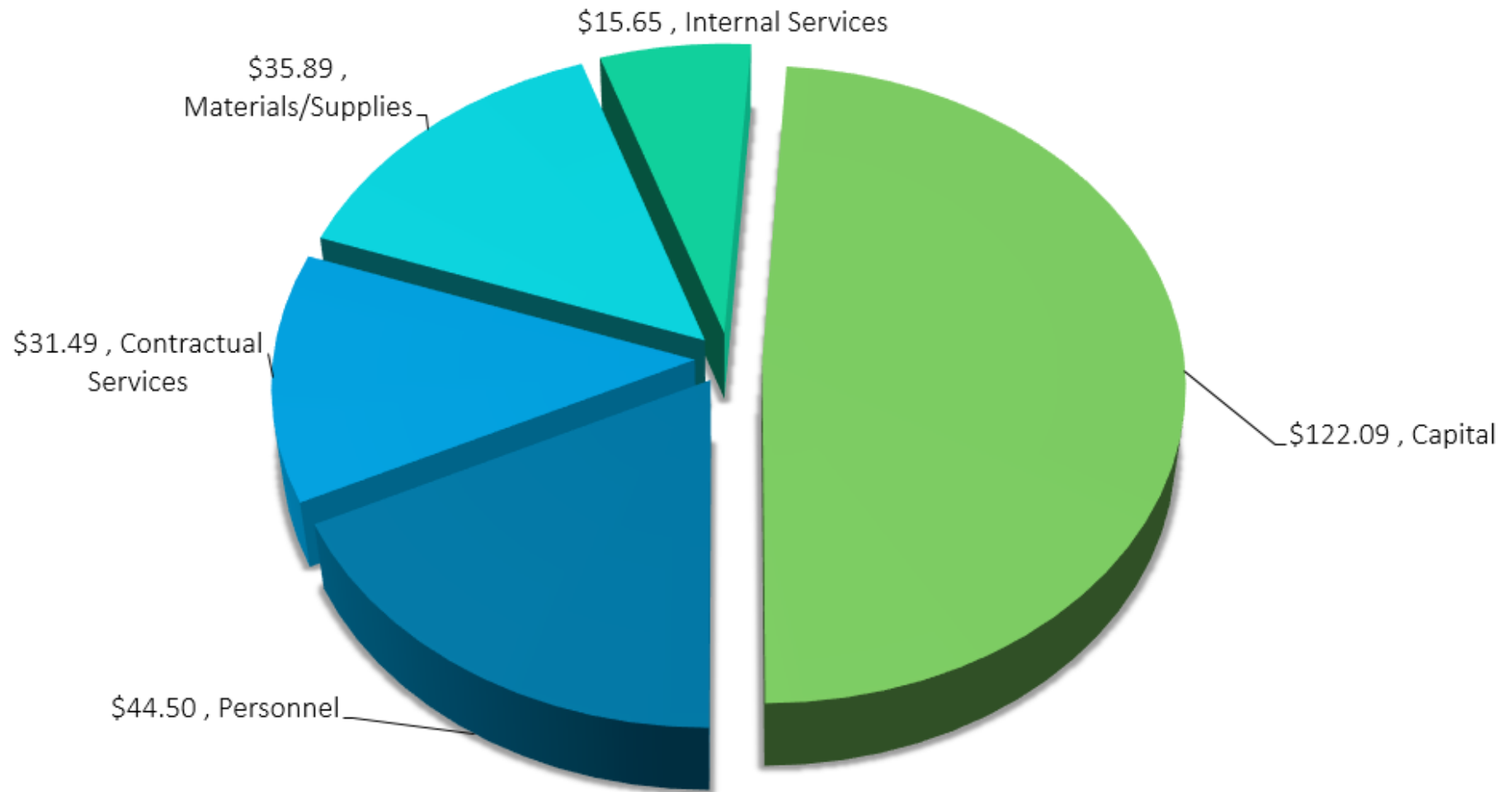


# Budget by Fund (Expenditures) \$253.86M Slide 2 of 2





# Budget by Category - \$249.62M

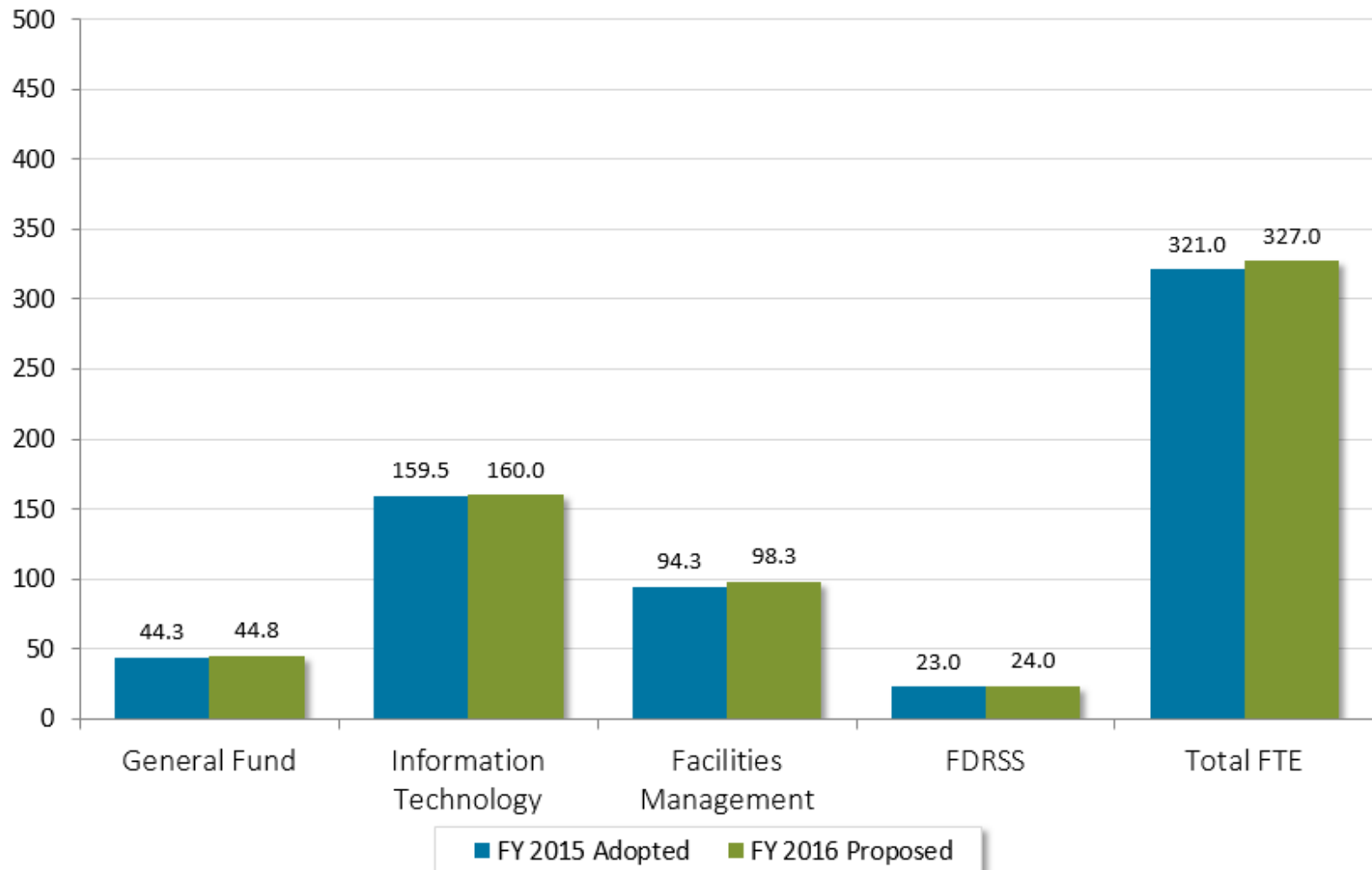


\$ in Millions

\*Figures do not include:  
Cash Transfers \$805,310  
Unappropriated & Contingency \$3,485,007



# FTE by Fund





# FY 2016 Proposed Budget by Division

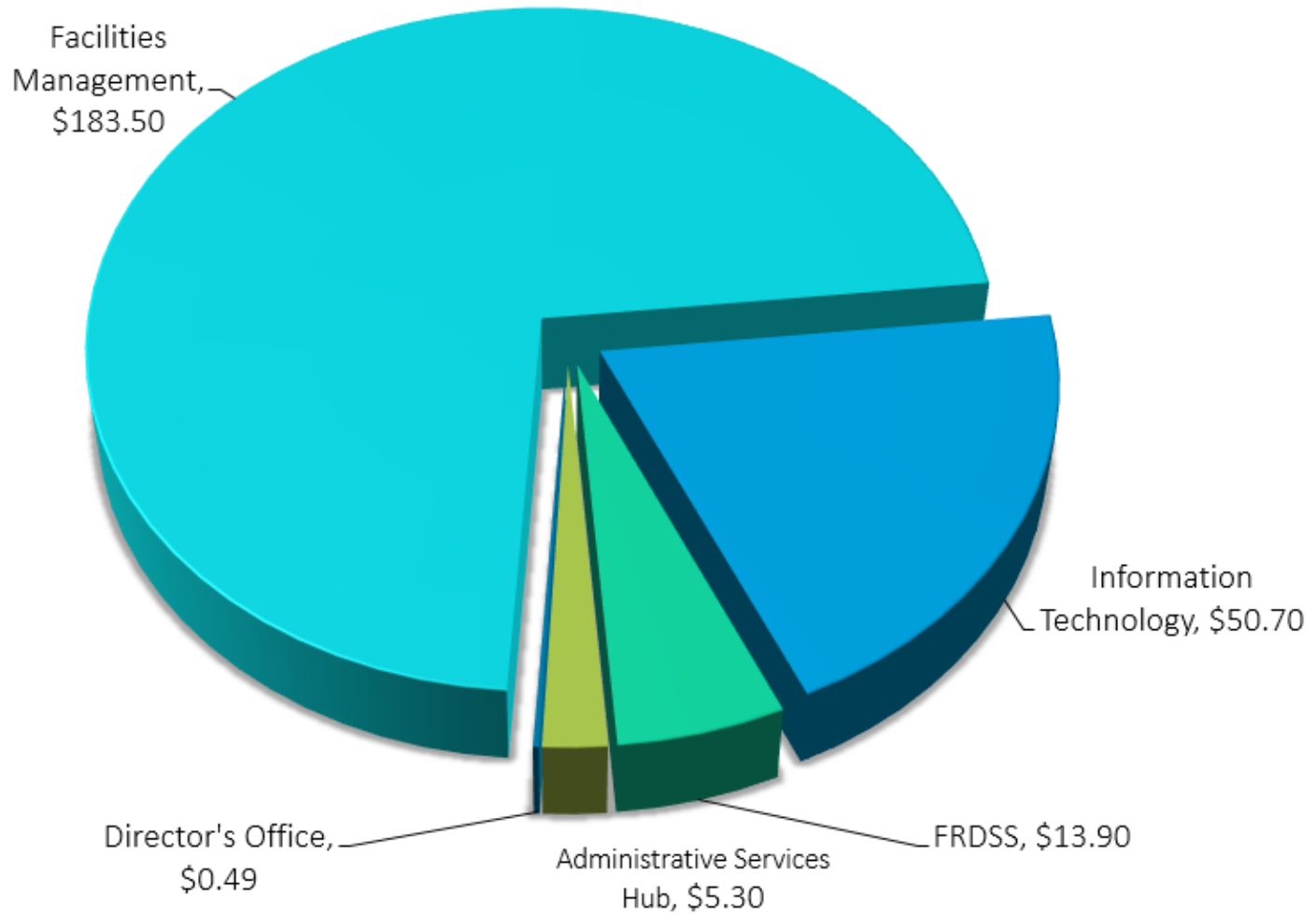
DCA Director's Office  
Facilities Management  
Information Technology  
Fleet, Records, Distribution &  
Strategic Sourcing  
Administrative Services Hub

Department of County Assets  
Sherry Swackhamer, Director & CIO

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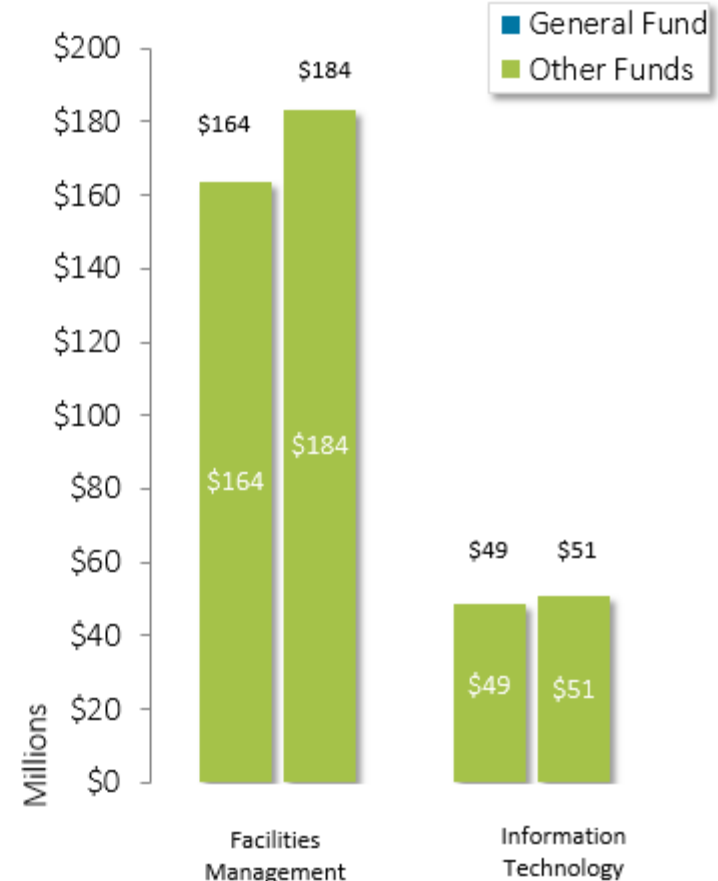
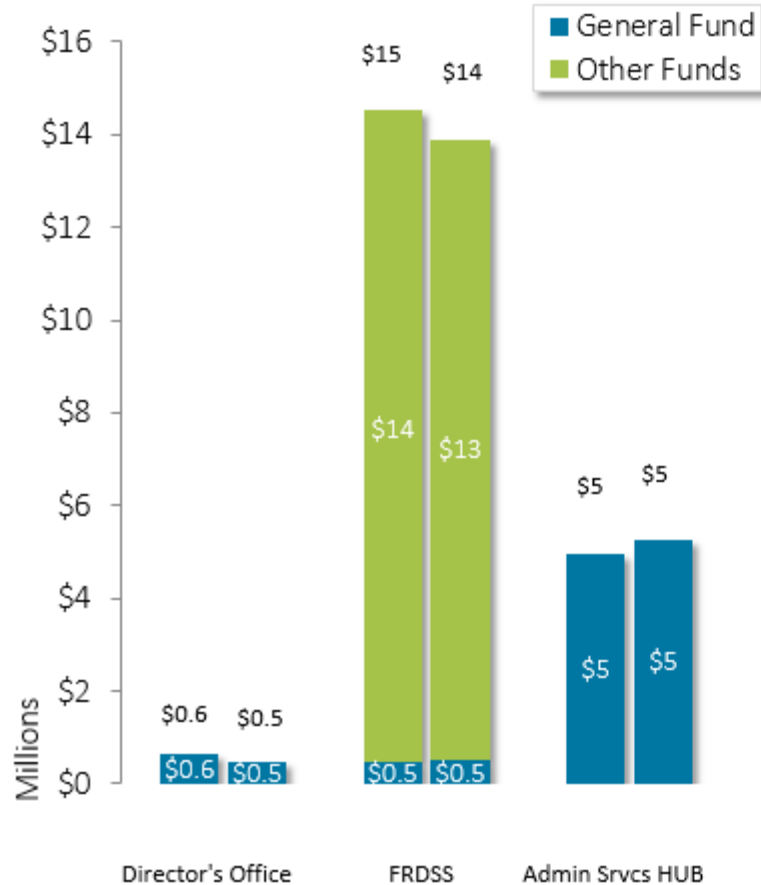
# Budget by Division // \$253.86M



*\*Includes cash transfers, contingencies, and unappropriated balances*



# Year over Year Division by Fund



# Strategic Direction // Director's Office

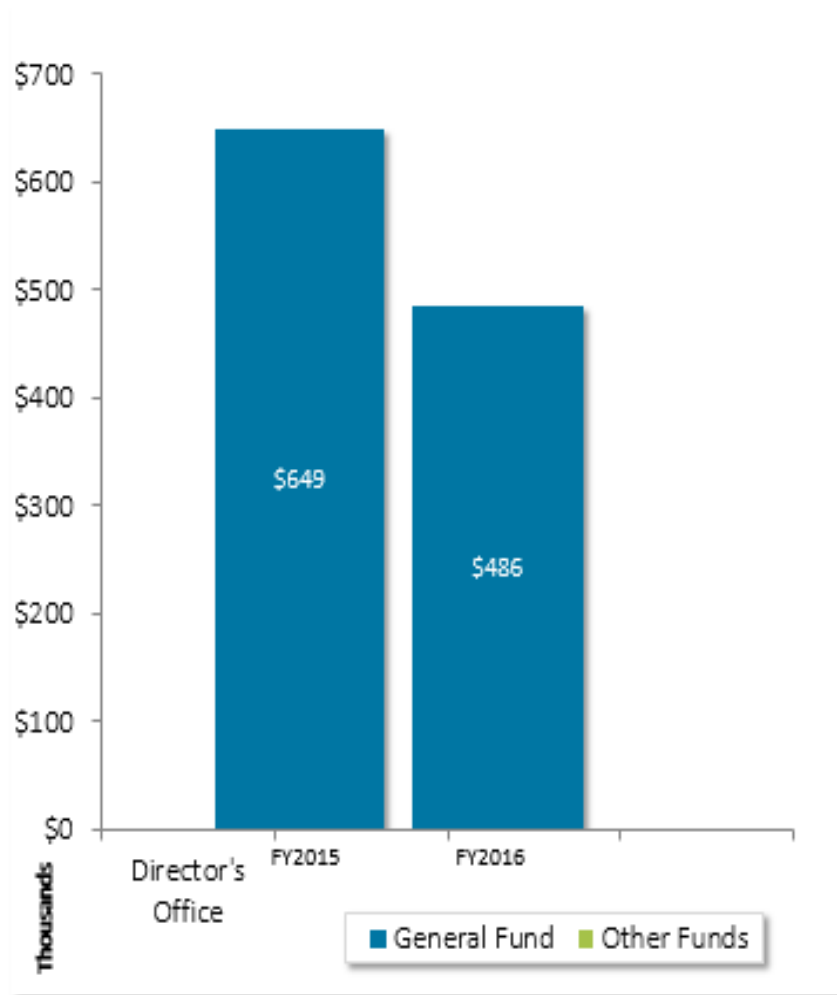
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## Director's Role

- Provide strategic direction
- Hold management and staff accountable
- Remove barriers to success
- Challenge the status quo
- Manage expectations and risks



# Budget by Division // Director's Office



- GF decreased by \$0.16M; due to transfer of LDA to Information Technology.
- No change in FTE in Program 78000\*
- Produced first DCA Newsletter
- Organized and lead DCA All Staff Meeting and video
- Provided Equity Council leadership

\* 78000 DCA Director's Office





# Strategic Direction // Facilities Management

## Priorities

- Strategic plan rollout
- Strategic capital project execution
- Customer service program development
- Internal service rate restructuring

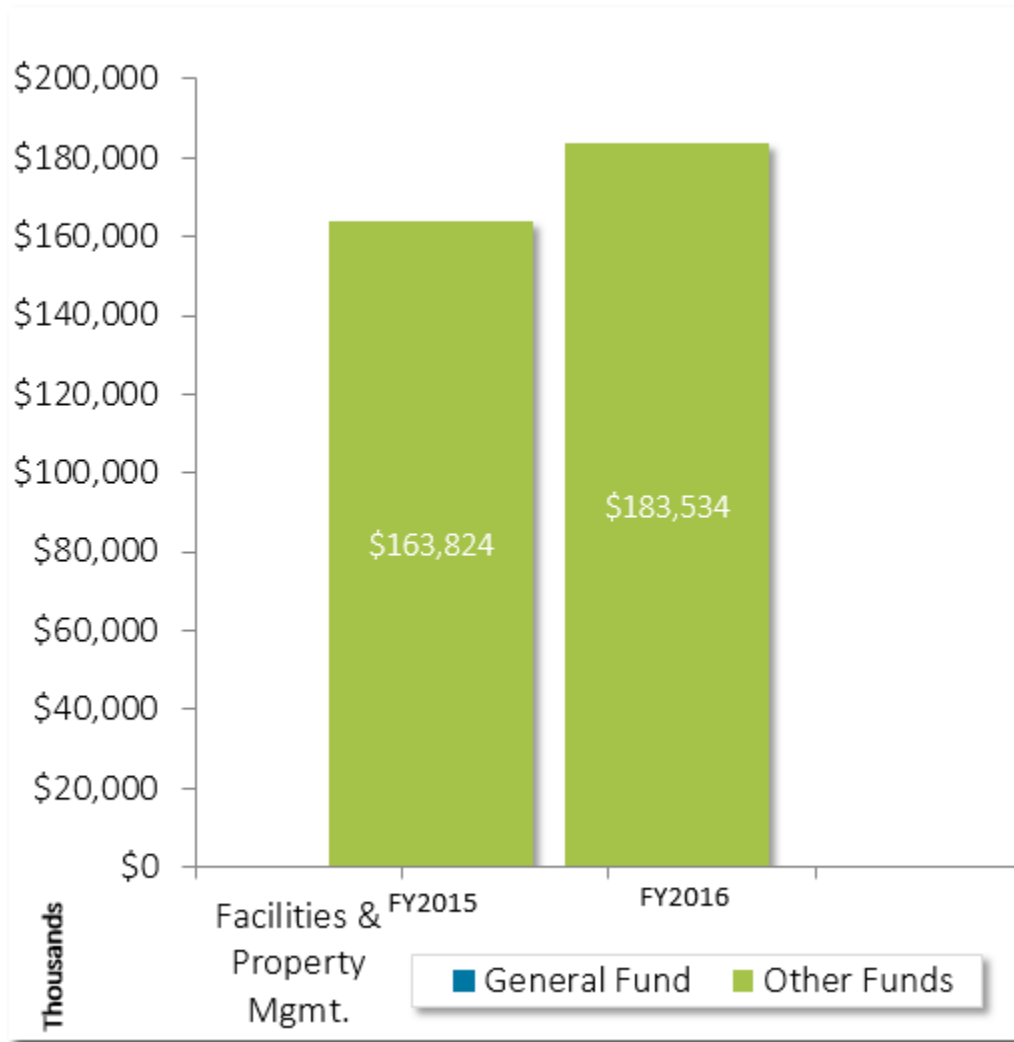


## Challenges

- Managing departmental and political expectations and risk
- Balancing the need for innovative, sustainable, and affordable workplaces



# Budget by Division // Facilities Management



- Other Funds increased by \$19.7M and 4.0 FTE
- Increased capacity to construct two critical buildings
- Added new program offers 78014\*, 78052\*, 78054\*, 78055/56\*, and 78057\* to improve safety and overall work environments, reduce costs through utility efficiencies, and provide dedicated fuel in East County

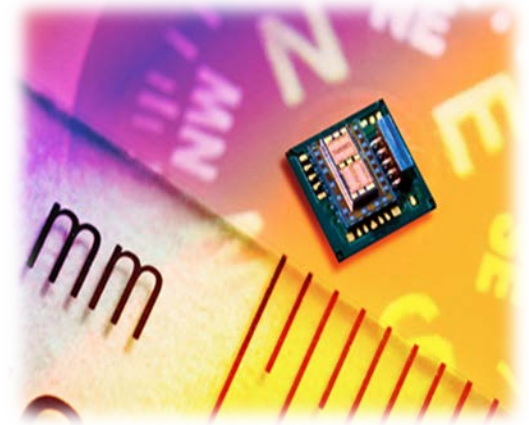
\*78014 Facilities Downtown Courthouse,  
78052 Yeon-AG Fuel Tank Installation,  
78054 Yeon Annex – Reception & Lobby Redesign,  
78055 ESPC JJC Lighting,  
78056 ESPC Inverness Jail - Water,  
78057 MCSO Suicide Prevention Projects – Vent covers,



# Strategic Direction // Information Technology

## Priorities

- Strategic capital project execution
- Customer service program development
- Capital restructuring change



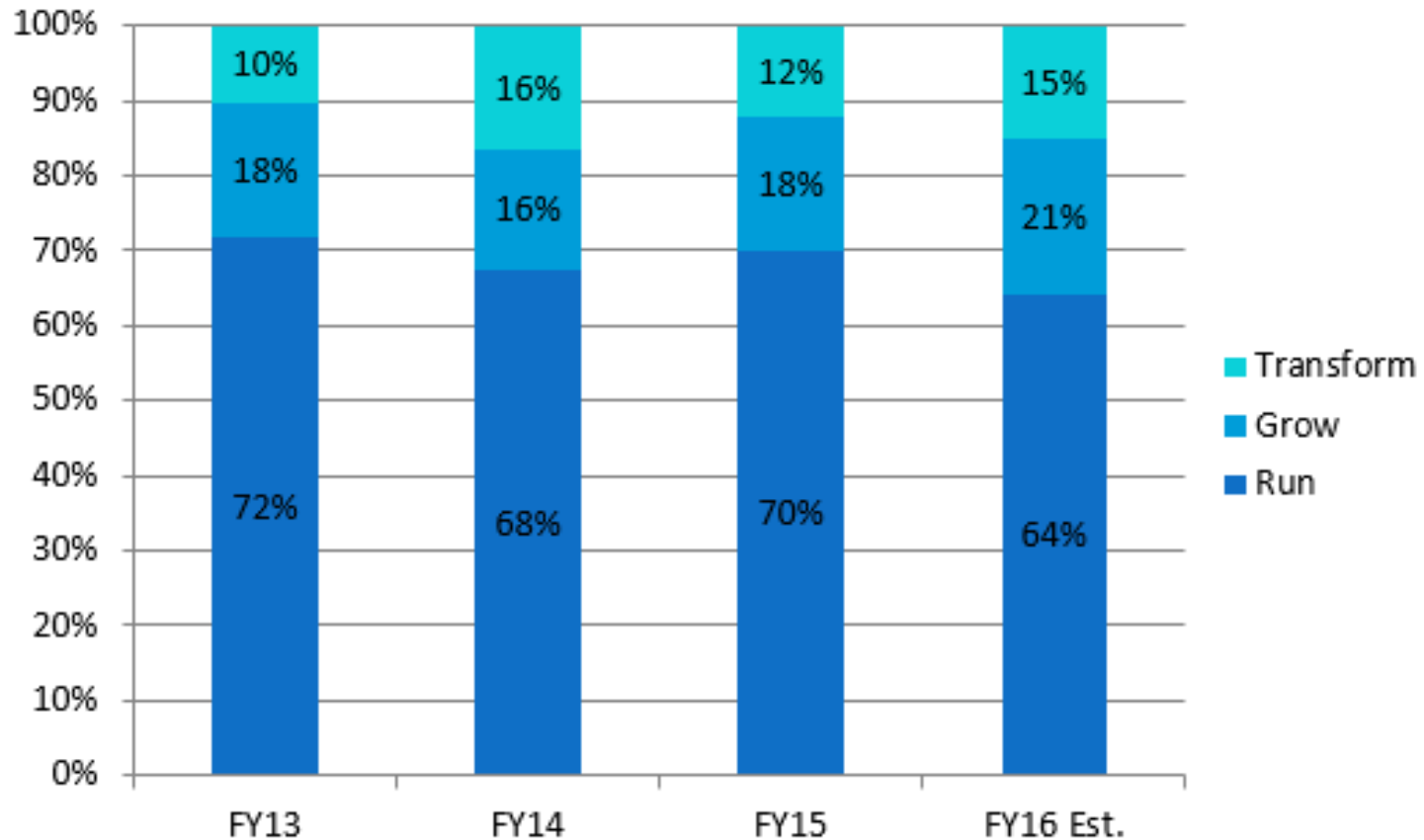
## Challenges

- Recruiting and retaining talent
- Minimizing cybersecurity risks
- Preparing for the digital future!

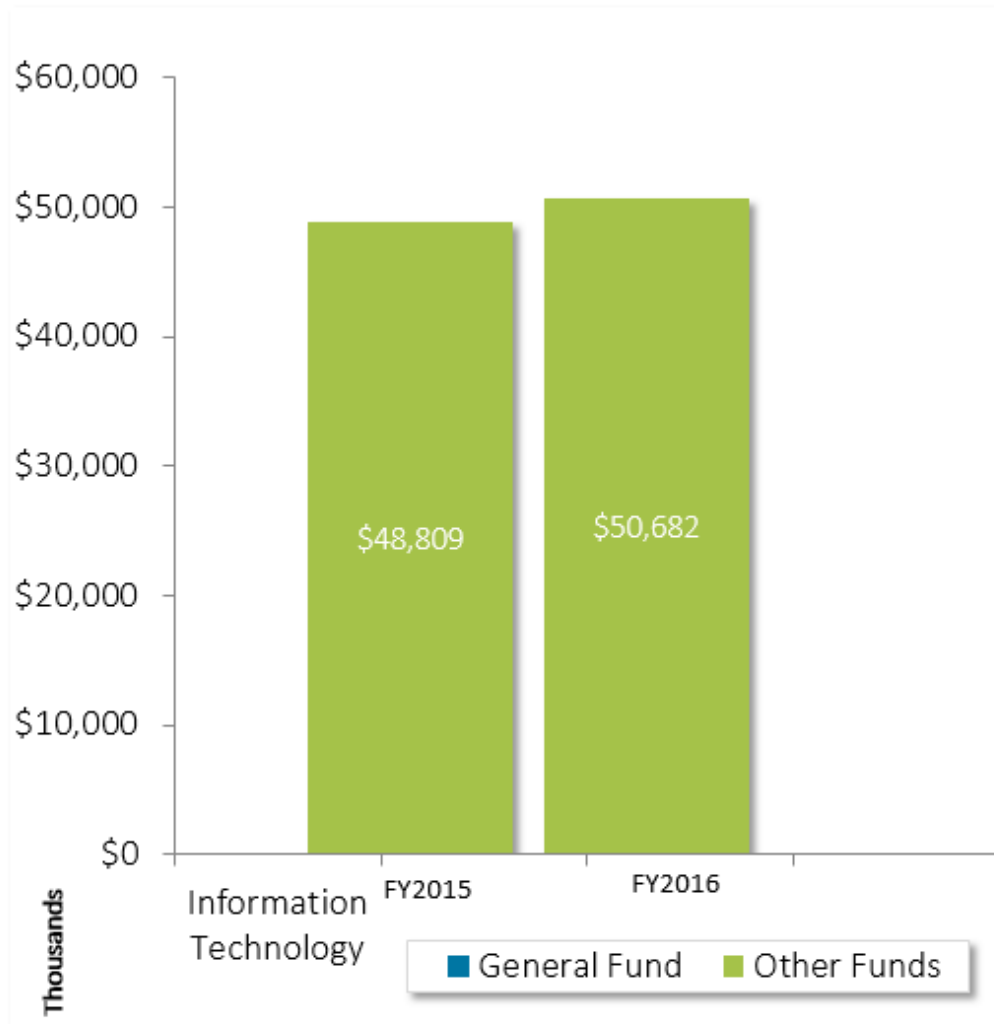


# Service Trends // Information Technology

## IT Work Trend: Projects vs. Running Operations



# Budget by Division // Information Technology



- Other Funds increased by \$1.87M and 0.5 FTE to address increases in personnel costs and add capacity per DCHS request.
- Added new program offers 78020C-E\*, 78037\*, and 78058\* to complete Network Convergence/VoIP project, manage cybersecurity risks, and replace an aging public safety system.

\*78020C Network Convergence – Courthouse  
78020D Network Convergence – Justice Center  
78020E Network Convergence – Hansen  
78037 Cybersecurity  
78058 Crimes Replacement Assessment



# Strategic Direction // FRDSS

## Priorities

- Aging equipment and systems replacements
  - Records Management System
  - Fleet and Fuel Management Systems
  - Mail sorting equipment
- Morrison Bridgehead transition
  - Pilot/implement alternative motor pool solutions
  - Decommission fuel tanks
- County-wide strategic sourcing initiatives

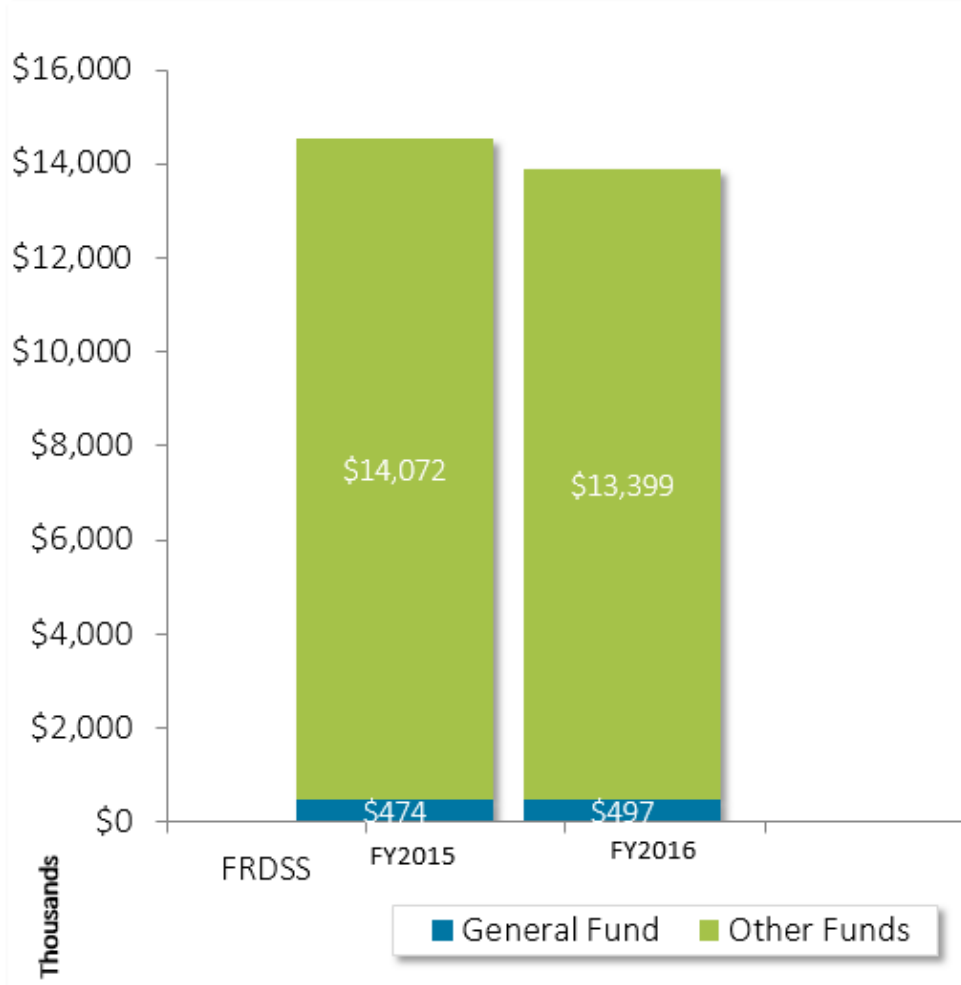


## Challenges

- Managing the diversity of the portfolio
- Managing customer expectations, resource capacity and risk



# Budget by Division // FRDSS



- GF increased by \$0.02M and 1.0 FTE in Program 78043\*
- Other Funds decreased by \$0.67M.
- Purchased and outfitted 20 vehicles per FY 2014 OTO request. Cumulative total equals 60 with 20 planned for FY 2016.
- Added new program offer 78053\* to address audit issues.

\*78043 Records Management  
78053 Yeon - Fleet Fuel Management System





# Strategic Direction // Administrative Services Hub

## Priorities

- Optimizing and streamlining processes
  - Internal service rate development
  - Employee on-boarding
  - Telecom expense management
- Developing customer service program

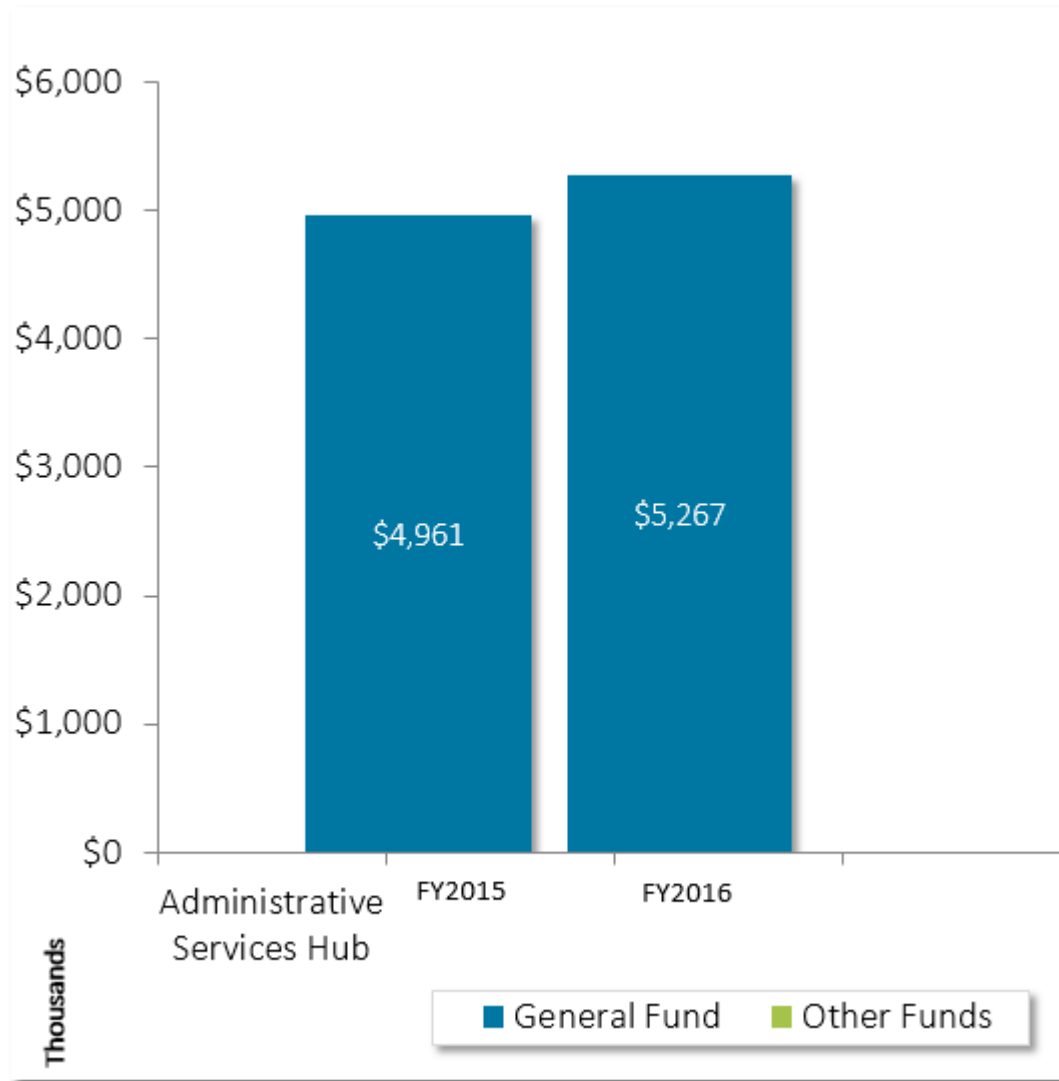


## Challenges

- Building infrastructure, bench strength, and succession
- Managing expectations and unpredictable volumes



# Budget by Division // Administrative Services Hub



- GF increased by \$0.31M and .5 FTE (net). Increased 2 FTE in IT contracting to reduce backlog and increase capacity, shifted 2 FTE to DCM to increase efficiency and improve customer service, and converted Finance LDA to permanent.
- Implementing County's first telecom expense management system to recover disputed charges and drive cost savings through rate analysis.



# New, OTO, GF Backfill Program Offers

Prog. Name/#	FY 2016 General Fund	GF Backfill	FY 2016 Other Funds	Total	OTO	NEW
78014 Facilities Downtown Courthouse	\$28.12M	N/A	\$26.21M	\$54.33M	X	
78020C-E Network Convergence	\$1.42M	N/A		\$1.42M	X	X
78037 Cybersecurity	\$1.72M	N/A		\$1.72M	X	X
78052 Yeon – AG Fuel Tanks Installation	\$0.45M	N/A		\$0.45M	X	X
78053 Yeon- Fleet Fuel Management System	\$0.25M	N/A		\$0.25M	X	X
78054 Yeon Annex – Reception & Lobby Redesign	\$0.17M	N/A		\$0.17M	X	X
78055 Energy Savings Performance Contract (ESPC) Juvenile Justice Complex Lighting	\$0.81M	N/A		\$.81M	X	X
78056 ESPC- Inverness Jail – Water	\$1.49M	N/A		\$1.49M	X	X
78057 MCSO Suicide Prevention Projects – Vent Covers	\$0.56M	N/A		\$0.56M	X	X
78058 Crimes Replacement Assessment	\$0.10M	N/A		\$0.10M	X	X
<b>Department Total</b>	<b>\$35.09M</b>	<b>N/A</b>	<b>\$26.21M</b>	<b>\$61.30M</b>		



# Legislative Impacts

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## State Impacts

- Impacted via departmental changes
- State bond funding for \$15M match secured

Pending Issues/Unknowns—N/A

Federal Impacts—N/A



# Summary



# Questions

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