

**Lead Agency:** County Management

**Program Contact:** Bob Thomas

**Program Offer Type:** Innovative/New Program

**Related Programs:**

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

### Executive Summary

Economic and demographic shifts, changing missions and workplace values, as well as emerging technologies are triggering dramatic transformations in the way County programs perform and deliver their work. The County's building assets are integral to its service delivery and must also transform. This program aims to produce a County Building Assets Strategic Plan that delivers financially and environmentally sustainable workplaces that anticipate and address evolving work practices in the County.

### Program Description

Multnomah County currently maintains and operates over 3 million square feet of building space. The building portfolio supports a vast array of County programs and services including: libraries; corrections; health clinics; courthouses; and offices. This highly diverse portfolio consists of 131 buildings with an average age of 50 years. Many of the oldest buildings, such as, the Downtown Courthouse have the highest usage rates, most expensive ongoing operating costs and largest potential risk of closure. The costs to maintain these building assets continually increases, while the County's capacity to invest needed resources dwindles. This program is an innovative approach to creating and maintaining a sustainable work environment.

This program lays the groundwork to transform the current aged and inefficient building portfolio into high performing assets that provide exemplary value to County programs and the public. This is vitally important to the bottom line and to achieve the goals of the 2009 Climate Action Plan and Architecture 2030 Challenge. This program partners with the Board of County Commissioners, the Chair's Office, and County Departments to develop a building assets strategic plan that provides the blueprints to transform the portfolio.

This program takes a holistic approach to determining the County's space needs, incorporating trends such as, demographic changes, organizational changes (potential library district), energy efficiency, greenhouse gas emissions, changing technology, and health and wellness. These trends impact program needs, locations and space usage. Internal county workforce trends can reduce overall need for space due to increased teleworking or other work strategies.

This program consists of a three pronged approach that ensures the linking of County values to building assets:

1. Incorporate the Facilities related Coraggio findings and the Facilities division services with the expertise of a public asset management firm that identifies the primary objectives of County assets based on local and national trends that impact the financial balance sheet.
2. Establish a Strategic Team of critical decision makers in each department to evaluate and prioritize operating assumptions, trends and objectives within and between departments, build consensus, establish benchmarks and present recommendations to the Board.
3. Develop a Building Asset Strategic Plan reviewed by the Strategic Team and approved by the Board to include disposition, efficiency measures, capital funding mechanisms, and a qualitative/quantitative approach for evaluating all future asset decisions.

This results in a County-wide transparent process that affects service rates, evaluates ongoing capital investments, and operations & maintenance strategies supported by the Board and across departments.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Facility Asset Strategic Plan	0	0	0	1
Outcome		0	0	0	0

### Performance Measure - Description

This program develops a Strategic Plan that identifies and aligns the County's objectives, priorities, action steps and benchmarks with its building assets.

- Provides departments with a transparent process that clarifies evaluation standards for annual rates and capital investments
- Increases portfolio flexibility to respond to internal and external trends
- Reduces operating footprint and increases efficiencies while supporting sustainability goals
- Recommends potential financing options to support long term portfolio requirements

**Legal/Contractual Obligation**

None

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Contracts	\$0	\$0	\$0	\$150,000
Cash Transfer	\$0	\$0	\$150,000	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$150,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$300,000</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$0	\$0	\$150,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>

**Explanation of Revenues**

General fund One Time Only

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

Not offered.