

Technology Services

2021-2022 BUDGET PRESENTATION



2020 Major Accomplishments

| AREA | DESCRIPTION |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| County Telecommuting | Quickly converted County to offsite Telecommuting utilizing current resources to provide communications, security, phones, equipment, video conferencing and support to County employees to effectively work remotely. Maintained onsite support. |
| Fire / Ice Storm COOP | During recent Fires and Ice Storm, County services were maintained and COOP plans utilized – only downtime was when all power (primary & backup) was lost or external communications were down. Maintained onsite support. |
| M365 Phase 1 | Procured required licensing to move County to hybrid on premise and Microsoft 365 environment. Completed initial install and configuration. Rolling components out in phases. Teams in progress and Sharepoint in pilot, Office in planning phase. |
| CBX Business Plan | Procured professional services of Uptown Consulting to develop comprehensive Business Plan for CBX to include ISP options and finance plan. Business Plan and recommendations completed for presentation to BCC. |
| CBX Partner Project | Successful completion of first CBX Private-Public Partnership with a local ISP Service (SandyNet) to provide Internet services to under-served areas. The Kiwanis project connected 133 homes with 18 currently receiving internet services.& growing. |
| Business Analyst | Identified as a major MFR Goal, TS hired a professional business analyst to assist TS in improving communications and project management with County Departments and projects. Coordinating several critical projects to be more successful. |
| Network Phase 1 | Major multi-year, multi-phase capital project to replace all County network infrastructure to be more modern, efficient, high performance & CJIS compliant. Phase 1 operations centers is complete & being tested, phase 2 building switches in progress |
| Policy | Installed PowerDMS Policy Management System for County. Started rollout of TS Policy Manual with technology related policies and procedures. Several key policies completed with more in development. Will help resolve some audit issues. |
| Security | Responding to increased security requirements and risk due to telecommuting, cloud services and M365. Includes enhanced communication security, Multi-Factor Authentication, new SPAM and Firewalls etc, Also new policies and monitoring. |
| Messaging | Due to increasing messaging utilization especially for mobile and team communications, TS rolling out new messaging systems such as MS Teams. Also meeting compliance requirements and retention with use of SMARSH. |

Performance Clackamas

Results Measures (Examples)

| Line of Business/Program | Results Measure | FY 19-20 Actual | FY 20-21 Target | FY 20-21 Projected Performance | FY 21-22 Target |
|--------------------------|---------------------------------------------------------|-----------------|-----------------|--------------------------------|-----------------|
| Office of Director | Technology Strategic Plan / Policies for County | ~50% | 100% | ~60% | 100% |
| Business Applications | % of days where core systems are available | 99.65% | 100% | 99.03% | 99+% |
| County Applications | Average costs per supported application w/o maintenance | \$25,144 | \$24,500 | \$22,154 | \$24,000 |
| Department Apps | Average costs per major application w/o maintenance | \$28,418 | \$29,000 | \$27,940 | \$28,557 |
| GIS Applications | Estimated # of GIS Data Layers Supported | 98 | 98 | 100 | 102 |
| Telecommunications | Estimated savings to County using Telecomm vs Industry | \$254,020 | \$250,000 | \$343,980 | \$273,000 |
| CBX | Estimated annual savings for public agencies using CBX | \$1,375,000 | \$1,550,000 | \$1,650,000 | \$1,678,000 |
| Network | # allocated supported connected devices | 4,347 | 4,400 | 4,865 | 5,070 |
| Technical Services | \$ annual allocated costs per PC | \$2,186 | \$2,295 | \$2,079 | \$1,849 |
| | # of Call Center Requests | 11,424 | 11,000 | 16,749 | 14,000 |

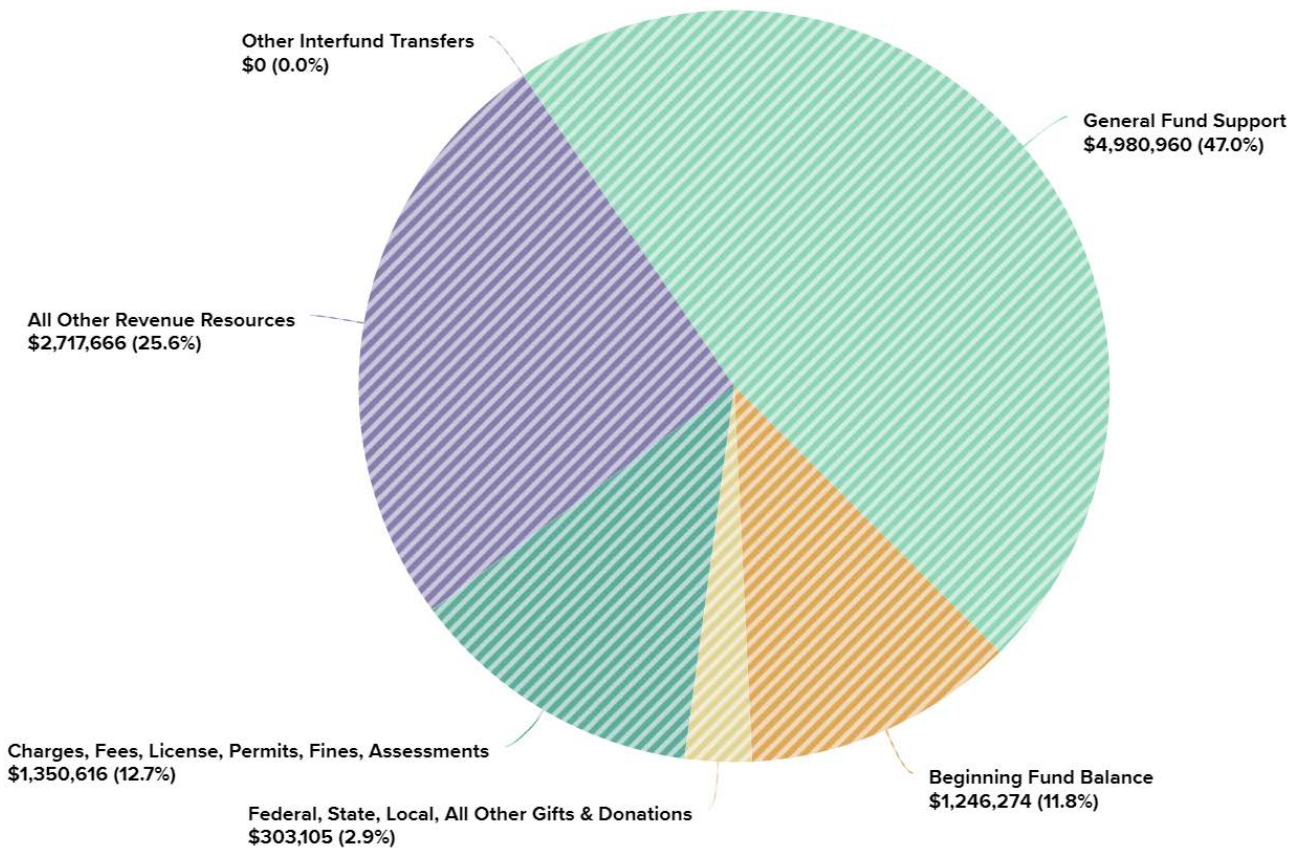
Program Profiles: 2021-22 Summary

| Line of Business | Program | Total Funds (\$ millions) | % County General Funds (NON-DEPT) | % Restricted Funds | Mandate: Fed/State/Cty /IGA/None | % Program Operated by County | Metrics: % Target Meet/Exceed or Improve |
|------------------|--------------------------|---------------------------|-----------------------------------|--------------------|----------------------------------|------------------------------|------------------------------------------|
| Administration | Office of the Director | \$1,477,179 | 0 | 0 | N | 100 % | 23 % * |
| Applications | County Wide Applications | \$1,885,579 | 91.7 % | 0 | N | 100 % | 67 % * |
| | Department Applications | \$582,491 | 0 | 0 | N | 100 % | 80 % * |
| | Business Systems | \$1,545,731 | 86.3 % | 0 | F / S / C | 100 % | 100 % * |
| | GIS | \$1,142,956 | 48.9 % | 28.0 % | N | 100 % | 75 % * |
| Technical Serv | Technical Services | \$6,781,235 | 3.4 % | 0 | N | 100 % | 70 % * |
| | Network | \$1,465,072 | 0 | 0 | N | 100 % | 90 % * |
| Communication | Telecomm Services | \$3,836,695 | 0 | 0 | N | 100 % | 80 % * |
| | CBX | \$2,625,434 | 0 | 0 | I | 100 % | 80 % * |

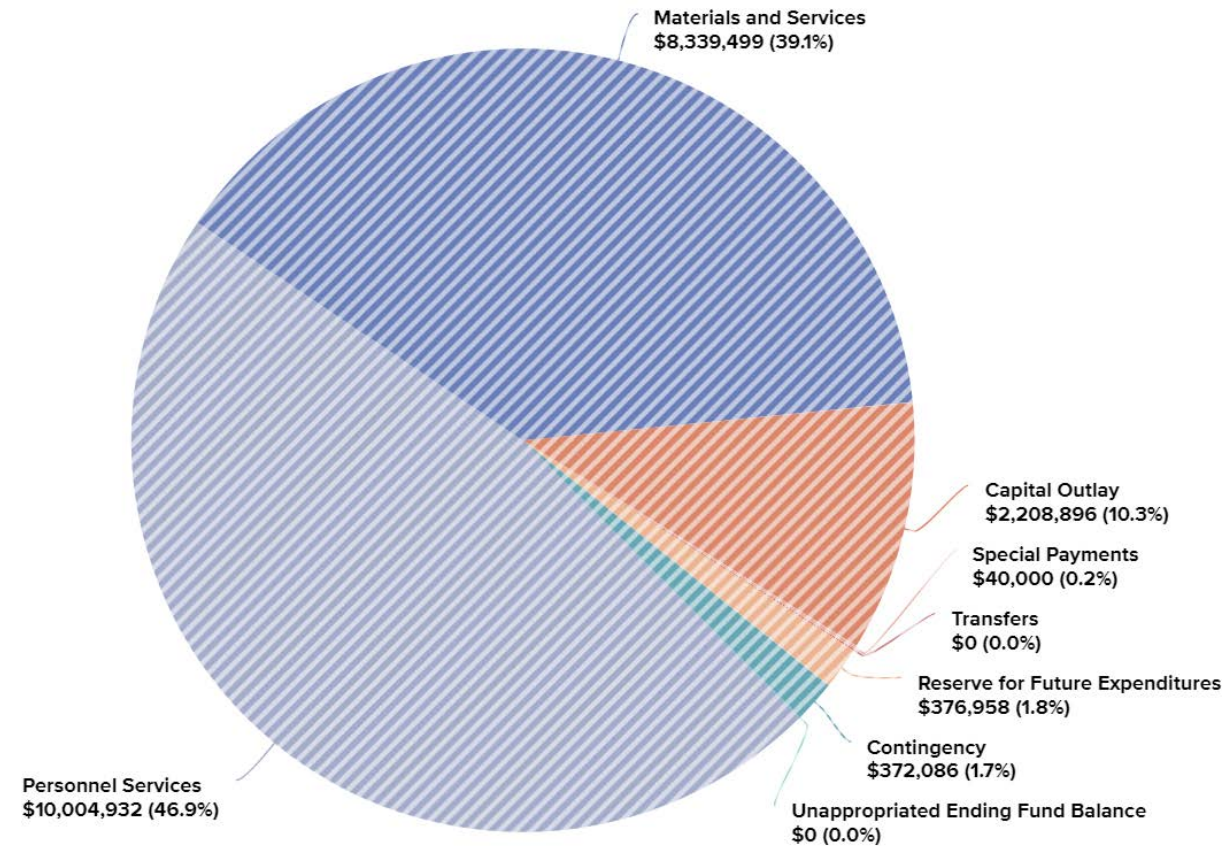
* Due to COVID and recent emergencies, several MFR metrics on hold or adjusted, also several metrics being updated to be more accurate & effective. Therefore sufficient data or change values may not be available to measure % impact on results or less results able to exceed target. Results shown are estimates.

2021/22 Revenue and Expenses

Revenue



Expenditures



Summary of Revenue & Expenses

Technology Services (18) Summary of Revenue and Expense

| | FY 18-19 Actuals | FY 19-20 Actuals | FY 20-21 Amended Budget | FY 20-21 Projected Year End | FY 21-22 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|-----------------------------------------------------|---------------------|---------------------|-------------------------------|-----------------------------------|--------------------------------|--------------------------------|----------------------------------|
| Beginning Fund Balance | 5,652,700 | 6,982,608 | 7,982,066 | 7,793,612 | 2,323,373 | (5,658,693) | -70.9% |
| Federal, State, Local, All Other Gifts & Donations | 89,000 | 185,549 | 35,000 | 3,200 | 35,000 | - | 0% |
| Charges, Fees, License, Permits, Fines, Assessment: | 17,371,923 | 19,058,848 | 18,314,964 | 18,352,372 | 18,856,999 | 542,035 | 3.0% |
| Revenue from Bonds & Other Debts | - | 2,363 | - | 2,880 | - | - | - |
| All Other Revenue Resources | 309,496 | 207,869 | 122,200 | 171,409 | 127,000 | 4,800 | 3.9% |
| Other Interfund Transfers | 35,000 | - | - | - | - | - | - |
| Operating Revenue | 17,805,419 | 19,454,629 | 18,472,164 | 18,529,861 | 19,018,999 | 546,835 | 3.0% |
| Total Revenue | 23,458,119 | 26,437,237 | 26,454,230 | 26,323,473 | 21,342,372 | (5,111,858) | -19.3% |
| Personnel Services | 9,072,829 | 9,207,146 | 9,771,561 | 10,259,037 | 10,004,932 | 233,371 | 2.4% |
| Materials & Services | 6,347,086 | 6,621,387 | 10,214,162 | 8,947,732 | 8,339,499 | (1,874,663) | -18.4% |
| Capital Outlay | 1,011,015 | 2,783,508 | 4,977,927 | 4,009,709 | 2,208,896 | (2,769,031) | -55.6% |
| Operating Expense | 16,430,930 | 18,612,041 | 24,963,650 | 23,216,478 | 20,553,327 | (4,410,323) | -17.7% |
| Transfers | - | - | 744,622 | 744,622 | - | (744,622) | -100.0% |
| Reserve for Future Expenditures | - | - | 306,958 | - | 376,958 | 70,000 | 22.8% |
| Special Payments | 44,582 | 31,578 | 39,000 | 39,000 | 40,000 | 1,000 | 2.6% |
| Contingency | - | - | 400,000 | - | 372,087 | (27,913) | -7.0% |
| Total Expense | 16,475,512 | 18,643,619 | 26,454,230 | 24,000,100 | 21,342,372 | (5,111,858) | -19.3% |
| Revenues Less Expenses | 6,982,607 | 7,793,618 | - | 2,323,373 | - | - | - |
| Full Time Equiv Positions (FTE) Budgeted | 55.5 | 55.0 | 56.0 | 56.0 | 55.0 | -1.0 | -1.8% |

Department Summary by Fund



Technology Services (18)

Department Budget Summary by Fund

| <i>Line of Business</i> | FY 21/22 | FY 21/22 | FY 21/22 | FY 21/22 | FY 21/22 |
|---------------------------------------|--------------|--------------------------------|----------------------------------------|-----------------------|----------------------------------------------------|
| <i>Program</i> | FTE | Technology Services Fund (747) | Clackamas Broadband Utility Fund (602) | Total Proposed Budget | General Fund Support Included in Proposed Budget** |
| Administration | | | | | |
| Executive Leadership & Administration | 5.0 | 1,477,179 | | 1,477,179 | |
| Applications | | | | | |
| Business Systems | 4.0 | 1,545,731 | | 1,545,731 | |
| County Wide Applications | 8.0 | 1,885,579 | | 1,885,579 | |
| Departmental Applications | 3.0 | 582,491 | | 582,491 | |
| Geographic Information (GIS) | 5.0 | 1,142,956 | | 1,142,956 | |
| Technical Services | | | | | |
| Network Services | 3.0 | 1,465,072 | | 1,465,072 | |
| Technical Operations | 16.0 | 6,781,235 | | 6,781,235 | |
| Communication Services | | | | | |
| Telecommunication Services | 6.0 | 3,836,695 | | 3,836,695 | |
| Clackamas Broadband eXchange | 5.0 | | 2,625,434 | 2,625,434 | |
| TOTAL | 55.0 | \$ 18,716,938 | \$ 2,625,434 | \$ 21,342,372 | |
| FY 20/21 Budget (Amended) | 56.0 | \$ 23,553,244 | \$ 2,900,986 | \$ 26,454,230 | |
| \$ Increase (Decrease) | -1.0 | \$ (4,836,306) | \$ (275,552) | \$ (5,111,858) | |
| % Increase (Decrease) | -1.8% | -20.5% | -9.5% | -19.3% | |

** General Fund Support is the subsidy, net of any other revenue received by the department.

Significant Policy and/or Financial Issues

| DESCRIPTION | IMPACT |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reduction of Manager Position | Reduction in General Fund appropriation, restructured to promote internal staff to distribute project load. |
| Several unplanned expenses (Capital and on-going maintenance) (SMARSH, ZOOM, Adobe, telecommuting equipment etc) | Due to COVID & emergencies, several required unbudgeted expenses <ul style="list-style-type: none"> - New utilities for required telecommuting support & communications - Additional communications equipment and licensing - Reduction in capital reserves and funding for maintenance contracts |
| Increase in number / costs of Maintenance Contracts <ul style="list-style-type: none"> - Number of maintenance contracts increasing - Annual contract cost increasing faster than budgeted - Increasing use of subscription services with higher costs - Greater use of cloud based services (Azure, Web services, video etc) | The cost and number of contracts has risen, as well as cost to manage. <ul style="list-style-type: none"> - Requires increase in allocations and General Fund appropriation. - Additional Vendor Management - Maintenance / Subscription costs above funding levels or CPI - Sophisticated data integration and validation at increased costs - Additional products & services to support within current resources |
| Security / Compliance Requirements <ul style="list-style-type: none"> - Additional security levels and systems - Increasing remote access requirements, especially mobile services - Increasing compliance and audit regulations - Greater and more sophisticated threats - Additional security protocols and policies | Additional funding, resources and support for enhanced security: <ul style="list-style-type: none"> - Additional activity, compliance monitoring and reporting systems - Staff time for supporting new systems, audits, threat analysis, etc - Upgraded equipment like Firewalls, SPAM filters, Authentication etc - Enhanced and secure communication options and services - Increasing ongoing maintenance and subscription costs |
| <i>Above is currently supported within the FY21-22 budget and resources, however not sustainable in future budgets at current funding / service levels.</i> | |

End of Presentation

Thank you



Department Mission

PURPOSE STATEMENT: The mission of the Technology Services Department is to provide high quality, innovative and cost-effective technology to the public, County staff, and County Commissioners so they can provide and receive County services.

Technology Services (18)

Dave Cummings - Director
FTE 55
Total Proposed \$21,342,372
General Fund Support \$ -

| | | | |
|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Administration Dave Cummings - Dir Total Proposed \$1,477,179 Gen Fund \$ - | Applications Andrea Morrill - Mgr Mike Marvin - Mgr Total Proposed \$5,156,757 Gen Fund \$ - | Technical Services Chris Fricke - Mgr Total Proposed \$8,246,307 Gen Fund \$ - | Communication Services Ron Sandner - Mgr Total Proposed \$6,462,129 Gen Fund \$ - |
| Executive Leadership & Administration FTE 5.0 Total Proposed \$1,477,179 Gen Fund \$ - | Business Systems FTE 4.0 Total Proposed \$1,545,731 Gen Fund \$ - | Network Services FTE 3.0 Total Proposed \$1,465,072 Gen Fund \$ - | Telecommunication Services FTE 6.0 Total Proposed \$3,836,695 Gen Fund \$ - |
| | County Wide Applications FTE 8.0 Total Proposed \$1,885,579 Gen Fund \$ - | Technical Services FTE 16.0 Total Proposed \$6,781,235 Gen Fund \$ - | Clackamas Broadband eXchange FTE 5.00 Total Proposed \$2,625,434 Gen Fund \$ - |
| | Departmental Applications FTE 3.0 Total Proposed \$582,491 Gen Fund \$ - | | |
| | Geographic Information (GIS) FTE 5.0 Total Proposed \$1,142,956 Gen Fund \$ - | | |



Technology Services (18)

Department Budget Summary by Fund

| Line of Business | | FY 21/22 | FY 21/22 | FY 21/22 | FY 21/22 | FY 21/22 |
|---------------------------------------|--------|-------------|--------------------------------|----------------------------------------|-----------------------|----------------------------------------------------|
| Program | Prog# | FTE | Technology Services Fund (747) | Clackamas Broadband Utility Fund (602) | Total Proposed Budget | General Fund Support Included in Proposed Budget** |
| Administration | | | | | | |
| Executive Leadership & Administration | 180101 | 5.0 | 1,477,179 | | 1,477,179 | |
| Applications | | | | | | |
| Business Systems | 180202 | 4.0 | 1,545,731 | | 1,545,731 | |
| County Wide Applications | 180203 | 8.0 | 1,885,579 | | 1,885,579 | |
| Departmental Applications | 180204 | 3.0 | 582,491 | | 582,491 | |
| Geographic Information (GIS) | 180205 | 5.0 | 1,142,956 | | 1,142,956 | |
| Technical Services | | | | | | |
| Network Services | 180402 | 3.0 | 1,465,072 | | 1,465,072 | |
| Technical Operations | 180403 | 16.0 | 6,781,235 | | 6,781,235 | |
| Communication Services | | | | | | |
| Telecommunication Services | 180302 | 6.0 | 3,836,695 | | 3,836,695 | |
| Clackamas Broadband eXchange | 180303 | 5.0 | | 2,625,434 | 2,625,434 | |
| TOTAL | | 55.0 | \$ 18,716,938 | \$ 2,625,434 | \$ 21,342,372 | |
| FY 20/21 Budget (Amended) | | | | | | |
| | | 56.0 | \$ 23,553,244 | \$ 2,900,986 | \$ 26,454,230 | |
| \$ Increase (Decrease) | | | | | | |
| | | -1.0 | \$ (4,836,306) | \$ (275,552) | \$ (5,111,858) | |
| % Increase (Decrease) | | | | | | |
| | | -1.8% | -20.5% | -9.5% | -19.3% | |

** General Fund Support is the subsidy, net of any other revenue received by the department.



Administration

Executive Leadership & Administration

Purpose Statement

The purpose of the Technology Services Office (TS) of the Director Program is to provide administrative, leadership, finance, budget, policy and planning services to Technology Services staff so they can make well informed and cost effective strategic decisions.

The Office of the Director Program proposes a budget of \$1,756,830, a decrease of \$97,826 from current funding levels (mainly due to a supplemental adjustment in FY18-19 that is not carried forward into FY19-20). These resources will provide a continuation of management oversight and direction in the utilization of technology and technical resources for the County. This results in providing efficient and reliable technical solutions and support to meet the business needs of the County.

Performance Narrative


The Executive Leadership & Administration Program proposed a budget of \$1,477,179.

These resources will provide a continuation of management oversight and direction in the utilization of technology and technical resources for the County. This results in providing efficient and reliable technical solutions and support to meet the business needs of the County.

Some FY21-22 planned priority projects include:

- Continue implementing Technology Services 2019 Performance Clackamas Plan including key objectives:
 - Completion of Technology Services Strategic Plan, help develop and integrate Departments' Strategic Plans
 - Continue to expand utilization of TS Business Analyst and Department Business Teams
 - Automate and track new Technology Services MFR Metrics including analytics in OpenGov
 - Expand the role of TS in Departmental Business design and decision making for use of technology
 - Implement County Wide initiative to create efficient business workflows to resolve business requirements.
- Coordinate with County Administration on the Red Soils Master Plan for required facilities and services
- Continue to move Technology services into hybrid services models with combination on premise and hosted services including Microsoft 365, Applications, Data Storage and COOP services.
- Implement new and advanced security measures, monitoring, training, policy, data governance and enforcement
- Adapt the TS Funding model as required to utilize Outcome based budgeting and utilization models.

** Key Performance Measures

| | | FY 19-20 Actual | FY 20-21 Target | FY 20-21 Actuals as of 03/01/21 | FY 21-22 Target |
|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|---------------------------------|-----------------|
|  Result | Technology Services will develop, and maintain, a County Technology Strategic Plan that covers Technology Services and Initiatives. | ~50 % *1 | 100% | ~ 60% | 100% |
| Result | % of staff with documented professional and technical training plan | 98% *2 | 100% | ~ 50% | 100% |
| Efficiency | Total estimated annual donated actual value for Technology for Teaching | \$20,200 *3 | \$30,000 | \$19,510 | \$35,000 |

Program includes:

Mandated Services ☐ No

Shared Services ☐ No

Grant Funding ☐ No

Explanation ** Technology Services recently updated Performance Clackamas Plan that includes new / updated metrics. These metrics vary from some older to new metrics which are still being developed. These metrics will continue to be integrated into the Budget / Business Plan over the next year.

*1 Due to events of 2020/21, delays have occurred in the Strategic Plan and working with departments, process is scaling up for end of FY20-21 into beginning of FY21-22.

*2 Due to events of 2020/21, Performance Reviews are behind but almost caught up.

*3 Due to COVID, T2 was temporarily put on hold as most of the gear was repurposed to County remote use, as gear comes back the program is ramping up again.



Administration

Executive Leadership & Administration

Budget Summary

| | FY 18-19 Actual | FY 19-20 Actual | FY 20-21 Amended Budget | FY 20-21 Projected Year End | FY 21-22 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|-----------------------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------|--------------------------------|----------------------------------|
| Beginning Fund Balance | 856,054 | 725,486 | 371,000 | 398,063 | 77,000 | (294,000) | -79.2% |
| Federal, State, Local, All Other Gifts & Donations | - | 119 | - | - | - | - | - |
| Charges, Fees, License, Permits, Fines, Assessments | 1,288,110 | 1,476,832 | 1,490,668 | 1,490,668 | 1,400,179 | (90,489) | -6.1% |
| All Other Revenue Resources | 73,864 | 70,305 | - | 60,000 | - | - | - |
| Operating Revenue | 1,361,974 | 1,547,256 | 1,490,668 | 1,550,668 | 1,400,179 | (90,489) | -6.1% |
| Total Revenue | 2,218,028 | 2,272,742 | 1,861,668 | 1,948,731 | 1,477,179 | (384,489) | -20.7% |
| Personnel Services | 991,433 | 970,537 | 1,002,636 | 1,045,466 | 951,115 | (51,521) | -5.1% |
| Materials & Services | 611,040 | 433,011 | 1,248,849 | 596,265 | 526,064 | (722,785) | -57.9% |
| Operating Expense | 1,602,473 | 1,403,548 | 2,251,485 | 1,641,731 | 1,477,179 | (774,306) | -34.4% |
| Transfers | - | - | - | 230,000 | - | - | - |
| Contingency | - | - | 230,000 | - | - | (230,000) | -100.0% |
| Total Expense | 1,602,473 | 1,403,548 | 2,481,485 | 1,871,731 | 1,477,179 | (1,004,306) | -40.5% |
| Revenues Less Expenses | 615,555 | 869,194 | (619,817) | 77,000 | - | 619,817 | |

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*In FY 19-20, this program had a supplemental budget adjust increase of \$275,486. This was to complete carry over projects (such as Alertus beta install, CBX Business Plan development, replacement of aging TS desktops and office furniture. This was not part of the FY20-21 budget request.

*For FY 20-21 The \$230,000 TS Unrestricted Contingency was transferred to General Fund.



Applications

Business Systems

Purpose Statement

The purpose of the Business Systems Program is to provide development, maintenance, integration, and support services for County human resources management, finance, payroll, and budget systems to Board of County Commissioners, County leadership and County staff so they can plan and manage their financial and human resource assets.


Performance Narrative

The Business Services Program proposed a budget of \$1,545,731. These resources will continue to provide analysis, upgrades and reliable support of the County business systems to efficiently meet the business and operational requirements of the County departments.

Some priority project include:

- Complete the PeopleSoft Finance & HRIS Upgrades including Time & Labor, AR / AP and Cost Accounting.
- Complete migration of Finance Systems (~ 400+) to new restructured Chart of Accounts
- Conversion to new Benefits Model and associated systems.
- Assist as required in the implementation of Equal Pay Act and required reporting,
- Continue to implement new OpenGov Budget System including MFR Measures and Outcome Based Budgeting

Key Performance Measures

| | | FY 19-20 Actual | FY 20-21 Target | FY 20-21 Actuals as of 03/01/21 | FY 21-22 Target |
|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------|---------------------------------------|--------------------------------|
|  Result | % of County respondents who rate business systems' services as good or excellent | 95.00% | 100% | 100% (Survey) | 100% |
| Result | % of days where core systems are operational (during normal business hours / excluding scheduled maintenance) | 99.65% | 100% | 99.03% | 99+% |
| Efficiency | \$ Estimated program Proposed expenditure per power user per system w/o maintenance costs. - Finance System @ 695 users (*1) - HR System @ 176 users - HR ESS Self Service @ 2472 users (*2) | 4,832.43 7,141.26 457.45 | 4,600.00 7,000.00 450.00 | 3,858.98 5,702.72 365.30 | 1,387.79 5,480.20 390.18 |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation FY18-19 & FY19-20 had PeopleSoft true up adjustments to the annual licensing agreement FY20-21 Transferred 1 FTE (MFR Coordinator) to Administration. This transfer will not be reflected in the Program Budget as a reduction until FY21-22.
 *1 - Due to change in Finance usage workflow, user count went up from 266 to 695 causing calculated reduction in cost per user.
 *2 - Due to cleanup of old account, HR ESS access counts went down from 2810 causing calculated increase in cost per user.



Applications

Business Systems

Budget Summary

| | FY 18-19 Actual | FY 19-20 Actual | FY 20-21 Amended Budget | FY 20-21 Projected Year End | FY 21-22 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|-----------------------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------|--------------------------------|-------------------------------------|
| Beginning Fund Balance | 1,000 | 245,603 | 341,325 | 677,183 | 6,000 | (335,325) | -98.2% |
| Charges, Fees, License, Permits, Fines, Assessments | 2,136,959 | 1,842,331 | 1,604,561 | 1,604,561 | 1,539,731 | (64,830) | -4.0% |
| Operating Revenue | 2,136,959 | 1,842,331 | 1,604,561 | 1,604,561 | 1,539,731 | (64,830) | -4.0% |
| Total Revenue | 2,137,959 | 2,087,934 | 1,945,886 | 2,281,744 | 1,545,731 | (400,155) | -20.6% |
| Personnel Services | 899,142 | 789,211 | 692,661 | 732,500 | 712,660 | 19,999 | 2.9% |
| Materials & Services | 975,237 | 671,360 | 1,118,425 | 1,028,622 | 833,071 | (285,354) | -25.5% |
| Capital Outlay | 1,174 | - | - | - | - | - | - |
| Operating Expense | 1,875,553 | 1,460,571 | 1,811,086 | 1,761,122 | 1,545,731 | (265,355) | -14.7% |
| Transfer | - | - | 514,622 | 514,622 | - | (514,622) | -100.0% |
| Total Expense | 1,875,553 | 1,460,571 | 2,325,708 | 2,275,744 | 1,545,731 | (779,977) | -33.5% |
| Revenues Less Expenses | 262,406 | 627,363 | (379,822) | 6,000 | - | 379,822 | |

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*FY20-21 Transfer of MFR Coordinator to Administration. Will be reflected as a reduction in FY21-22



Applications

County Wide Applications

Purpose Statement

The purpose of the County Wide Applications Program is to provide database, document management, business analysis, web and application development, integration and applications management services to County staff, the public, businesses and other public agencies so they can enhance services, utilize web and mobile delivery, share information, maximize the use of evolving technologies and achieve their business requirements.

Performance Narrative

The County Wide Applications Program proposed a budget of \$1,885,579. These resources will provide a continuation of analysis, development and support of applications and data systems to meet the business requirements of the County staff. This results in providing the public and businesses the important services they require in an efficient, accessible and reliable format (especially mobile and GIS).

Performance Metrics utilized are a mix from the TS 2015 & 2019 Performance Clackamas Plans as well as several surveys. This program will be adjusting the performance metrics are under review as the future of applications development is evolving to meet the changing needs of the County.

Some priority projects include :

- Coordinate with Public & Government Affairs on the continued expansion / upgrades to the County Internet and Intranet sites to provide additional functionality, information and services.
- Expanding development technologies to include hybrid services integration with 365 and SharePoint
- Re-form data analytics team to help promote analytic services and availability for the County, especially in the use of performance metrics for departments and governance compliance.
- Replace the aging Application Extender system with Alfresco / SharePoint. Includes the development of new workflow solutions and e-signatures to move the County to a more efficient paperless environment.

Key Performance Measures

| | | FY 19-20 Actual | FY 20-21 Target | FY 20-21 Actuals as of 03/01/21 | FY 21-22 Target |
|-------------------|------------------------------------------------------------------------------------------------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % of developed applications that meet customer requirements. (Survey) | 94% | 95% | 98.00% | 95% |
| Demand | # of Software Evaluation Group (SEG) requests for evaluation | 25 | 30 | 32 | 30 |
| Efficiency | \$ Average program expenditure per supported application w/o maintenance or Prof Services (~ 75 apps) (*1) | \$25,144 | \$24,500 | \$22,154 | \$24,000 |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation > For FY20-21, Staff was reduced by 1 FTE for a Web Developer.
> For FY21-22, additional professional services to assist in AX Migration
*1 Estimated 75 large supported applications, may adjust this to better define service level



Applications

County Wide Applications

Budget Summary

| | FY 18-19 Actual | FY 19-20 Actual | FY 20-21 Amended Budget | FY 20-21 Projected Year End | FY 21-22 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|-----------------------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------|--------------------------------|----------------------------------|
| Beginning Fund Balance | 131,000 | 51,900 | 1,120,817 | 973 | 1,000 | (1,119,817) | -99.9% |
| Federal, State, Local, All Other Gifts & Donations | | 9,498 | - | - | - | - | - |
| Charges, Fees, License, Permits, Fines, Assessments | 1,874,009 | 2,141,810 | 1,754,529 | 1,803,851 | 1,884,579 | 130,050 | 7.4% |
| All Other Revenue Resources | 70,470 | - | - | - | - | - | - |
| Operating Revenue | 1,944,479 | 2,151,308 | 1,754,529 | 1,803,851 | 1,884,579 | 130,050 | 7.4% |
| Total Revenue | 2,075,479 | 2,203,208 | 2,875,346 | 1,804,824 | 1,885,579 | (989,767) | -34.4% |
| Personnel Services | 1,366,918 | 1,210,919 | 1,319,856 | 1,280,067 | 1,468,159 | 148,303 | 11.2% |
| Materials & Services | 433,678 | 394,097 | 496,673 | 523,757 | 417,420 | (79,253) | -16.0% |
| Operating Expense | 1,800,596 | 1,605,016 | 1,816,529 | 1,803,824 | 1,885,579 | 69,050 | 3.8% |
| Total Expense | 1,800,596 | 1,605,016 | 1,816,529 | 1,803,824 | 1,885,579 | 69,050 | 3.8% |
| Revenues Less Expenses | 274,883 | 598,192 | 1,058,817 | 1,000 | - | (1,058,817) | |

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*In FY19-20, a senior developer retired. In line with the 2019 TS Performance Clackamas Plan, the position was reclassified to the first TS Business Analyst with the task of facilitating communications between TS/Departments and integrating the TS/Departmental Strategic Plans.

*In FY20-21, 1 FTE was cut from the Web Development Team

*For FY21-22, additional professional services to assist in AX Migration



Applications

Departmental Applications

Purpose Statement

The Purpose of the Department Applications Program is to provide specialized business analysis, application development, maintenance, integration, customizations, and support services to County departments so they can have timely, reliable and cost effective use of their department business systems in support of their customers.

Performance Narrative

The Department Applications Program proposed a budget of \$582,491. These resources will continue to provide analysis, development and support of critical department data and applications to meet the business requirements of the County departments.

Some priority projects include :

- Utilizing DTD Coordinator position, continue to work with DTD to implement new E-Permitting applications to create new online permitting services and capability. Expand online services to customers and agencies.
- Continue to work with Health Department on phase out of Cerner and additional e-Medicine options for clients.

Key Performance Measures

| | | FY 19-20 Actual | FY 20-21 Target | FY 20-21 Actuals as of 03/01/21 | FY 21-22 Target |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | Estimated % Uptime for major supported systems (w/o upgrades or emergencies) | 99.50% | 99.80% | 99.50% | 99.80% |
| Output | # Major supported departmental applications / Reports with dedicated technical staff | 25 | 25 | 26 | 28 |
| Efficiency | Estimated annual adopted support costs per major departmental application (*1) (w/o Capital / Reserves / Maintenance costs) | \$28,418 | \$29,000 | \$27,940 | \$28,557 |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation *1 Estimated # of larger supported (Non-Enterprise, Non-ERP) departmental applications.
May adjust this to better define service levels.



Applications

Departmental Applications

Budget Summary

| | FY 18-19 Actual | FY 19-20 Actual | FY 20-21 Amended Budget | FY 20-21 Projected Year End | FY 21-22 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|-----------------------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------|--------------------------------|----------------------------------|
| Beginning Fund Balance | 3,000 | 1,000 | 1,000 | 20,973 | 1,000 | - | 0.0% |
| Federal, State, Local, All Other Gifts & Donations | - | 91,643 | - | - | 581,491 | 581,491 | - |
| Charges, Fees, License, Permits, Fines, Assessments | 775,429 | 1,136,674 | 565,456 | 565,456 | - | (565,456) | -100.0% |
| Operating Revenue | 775,429 | 1,228,317 | 565,456 | 565,456 | 581,491 | 16,035 | 2.8% |
| Total Revenue | 778,429 | 1,229,317 | 566,456 | 586,429 | 582,491 | 16,035 | 2.8% |
| Personnel Services | 313,574 | 412,266 | 450,812 | 468,700 | 470,333 | 19,521 | 4.3% |
| Materials & Services | 92,554 | 198,257 | 265,644 | 116,729 | 112,158 | (153,486) | -57.8% |
| Capital Outlay | 133,435 | 683,000 | 200,000 | - | - | (200,000) | -100.0% |
| Operating Expense | 539,563 | 1,293,523 | 916,456 | 585,429 | 582,491 | (333,965) | -36.4% |
| Total Expense | 539,563 | 1,293,523 | 916,456 | 585,429 | 582,491 | (333,965) | -36.4% |
| Revenues Less Expenses | 238,866 | (64,206) | (350,000) | 1,000 | - | 350,000 | |

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*In FY18-19, a new dedicated FTE for DTD was created paid via allocation directly to DTD. This is a high level coordinator position.



Applications

Geographic Information (GIS)

Purpose Statement

The Purpose of the Geographic Information System (GIS) Program is to provide spatially integrated data and mapping services to residents, businesses, County staff and other public agencies so they can make informed, location-based decisions using necessary geographic information.


Performance Narrative

The GIS Program proposed a budget of \$1,142,956. These resources will provide a continuation of analysis, development and support of GIS data and mapping applications to meet the business requirements of the County staff and public while maintaining flat rates on printed maps. This program also provides extensive mapping and aerial photo solutions for the County Departments and citizens.

Some priority projects include:

- Update the County aerial and lidar photo sets, enhance the online mapping applications CMAP & PlanMap.
- Phased rollout of new ESRI Desktop User Portal tools to increase services directly available to staff
- Cleanup of the 20 year ORMAP Project with State of Oregon to cleanup and align tax lots
- Expanded utilization and availability of GIS / Tax lot information for public use and services

Key Performance Measures

| | | FY 19-20 Actual | FY 20-21 Target | FY 20-21 Actuals as of 03/01/21 | FY 21-22 Target |
|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Output | Estimated # GIS Data Layers Supported | 98 | 98 | 100 | 102 |
|  Result | % of GIS projects completed that meet customer requirements (survey) | 99% | 99% | 100% | 99% |
| Efficiency | \$ Program expenditure per GIS data layer supported w/o maintenance (Proposed) | \$12,704 | \$13,000 | \$13,073 | \$10,911 |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation > For FY21-22 Dropped a retired TS manager position from the GIS Funding



Applications

Geographic Information (GIS)

Budget Summary

| | FY 18-19 Actual | FY 19-20 Actual | FY 20-21 Amended Budget | FY 20-21 Projected Year End | FY 21-22 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|-----------------------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------|--------------------------------|-------------------------------------|
| Beginning Fund Balance | 90,000 | 10,000 | 1,839,521 | 425,254 | 51,000 | (1,788,521) | -97.2% |
| Federal, State, Local, All Other Gifts & Donations | 89,000 | 83,060 | 35,000 | 3,200 | 35,000 | - | 0% |
| Charges, Fees, License, Permits, Fines, Assessments | 1,148,941 | 1,318,310 | 1,219,389 | 1,259,389 | 1,023,956 | (195,433) | -16.0% |
| All Other Revenue Resources | 50,100 | 24,894 | 33,000 | 5,000 | 33,000 | - | 0% |
| Other Interfund Transfers | 35,000 | - | - | - | - | - | - |
| Operating Revenue | 1,323,041 | 1,426,264 | 1,287,389 | 1,267,589 | 1,091,956 | (195,433) | -15.2% |
| Total Revenue | 1,413,041 | 1,436,264 | 3,126,910 | 1,692,843 | 1,142,956 | (1,983,954) | -63.4% |
| Personnel Services | 996,100 | 1,163,269 | 1,055,078 | 1,347,748 | 844,651 | (210,427) | -19.9% |
| Materials & Services | 227,831 | 267,872 | 341,031 | 294,095 | 298,305 | (42,726) | -12.5% |
| Operating Expense | 1,223,931 | 1,431,141 | 1,396,109 | 1,641,843 | 1,142,956 | (253,153) | -18.1% |
| Total Expense | 1,223,931 | 1,431,141 | 1,396,109 | 1,641,843 | 1,142,956 | (253,153) | -18.1% |
| Revenues Less Expenses | 189,110 | 5,123 | 1,730,801 | 51,000 | - | (1,730,801) | |

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*Due to a increase in data management requirements for the County, in FY19-20 a new GIS Analyst FTE was added. Most of the cost was covered by savings, reduction in capital expenses and shared expense with other County Departments.

*In FY21-22 the GIS / Applications Manager retired and the position was dropped. Internal staff were promoted to fill the role.



Technical Services

Network Services

Purpose Statement

The purpose of the Network Services program is to provide network architecture, infrastructure, wireless, internet, security and networking related support services to staff, outside agencies and visitors so they can conduct business and achieve their business results utilizing a reliable, high performance, 24/7 secure network infrastructure.

Performance Narrative

The Network Services Program proposed a budget of \$1,465,072. These resources will continue to provide analysis, installation and reliable support of critical County network communications and security to efficiently meet the business requirements of the County departments while containing annual allocations rate to an average of 5% or less.

Some of the priority projects include:

- Completion of new County network for increased performance, replace aging equipment, and new CJIS regulations.
- Continue to deploy new / enhanced security measures to protect County data and crucial services.
- Installation of new building and relocations networks as required.
- Implement new more advanced Web filter / SPAM / Firewall equipment and services.
- Enhance mobile / remote services including new options and cloud services.

Key Performance Measures

| | | FY 19-20 Actual | FY 20-21 Target | FY 20-21 Actuals as of 03/01/21 | FY 21-22 Target |
|-----------------------|--------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % of days where all core networking infrastructure is operational (excluding scheduled maintenance) | 99.90% | 99.90% | 99.90% | 99.90% |
| Output (*1) | # Allocated supported connected devices (PC / Printers / Scanners / Laptops / CCTV) (w/o Smart phones or switches) | 4,347 | 4,400 | 4,865 | 5,070 |
| Efficiency | Estimated annual Proposed program expenditure per allocated device (w/o Capital / Communications / Maint costs) | \$174.56 | ~ \$190.00 | \$186.08 | ~\$200 |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

- > The amended budget of FY19-20 included an increase of \$322,684 as roll from prior year to complete projects; beta-test of switches, multi-year maintenance agreements, new internet routers
- > The amended budget of FY20-21 included an increase of \$75,800 for funding of new network equipment maintenance.
- > The budget increase for FY21-22 included coverage of new maintenance contracts for Web filter, new SPAM filter, additional core router maintenance and network monitoring.

*1 - Due to COVID and large number of telecommuting devices, the FY20-21 and FY21-22 counts went up more than planned, it is expected they will come back down by FY22-23.



Technical Services

Network Services

Budget Summary

| | FY 18-19 Actual | FY 19-20 Actual | FY 20-21 Amended Budget | FY 20-21 Projected Year End | FY 21-22 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|----------------------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------|--------------------------------|----------------------------------|
| Beginning Fund Balance | 177,000 | 367,684 | 482,622 | 122,521 | 42,000 | (440,622) | -91.3% |
| Federal, State, Local, All Other Gifts & Donations | 1,024,783 | 957,317 | 1,126,053 | 1,126,053 | 1,373,072 | 247,019 | 21.9% |
| All Other Revenue Resources | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | - | 0% |
| Operating Revenue | 1,074,783 | 1,007,317 | 1,176,053 | 1,176,053 | 1,423,072 | 247,019 | 21.0% |
| Total Revenue | 1,251,783 | 1,375,001 | 1,658,675 | 1,298,574 | 1,465,072 | (193,603) | -11.7% |
| Personnel Services | 584,955 | 506,748 | 610,792 | 616,000 | 623,888 | 13,096 | 2.1% |
| Materials & Services | 207,657 | 378,766 | 747,061 | 640,574 | 841,184 | 94,123 | 12.6% |
| Operating Expense | 792,612 | 885,514 | 1,357,853 | 1,256,574 | 1,465,072 | 107,219 | 7.9% |
| Total Expense | 792,612 | 885,514 | 1,357,853 | 1,256,574 | 1,465,072 | 107,219 | 7.9% |
| Revenues Less Expenses | 459,171 | 489,487 | 300,822 | 42,000 | - | (300,822) | |
| Significant Issues and Changes | | | | | | | |

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Technical Services

Technical Services

Purpose Statement

The purpose of the Technical Services Line of Business is to provide technology support, network, system and storage administration, security, mobility, technology procurement, overall infrastructure support and call center services to County staff to effectively utilize County technology in support of their business requirements and services.

Performance Narrative

The Technical Services Program proposed a budget of \$6,781,235.

The allocation is flat and allocation rates reduced due to the roll of remaining capital into fund balance for FY21-22.

These resources will continue to provide design, procurement, implementation and support of expanding critical technical services to meet the business requirements of the County departments while containing allocation growth to an annual average of 5% or less. (not including FY carry over of capital reserves or projects that are not completed within the initial budgeted fiscal year)

Some of the priority projects include:

- Complete implementation of the major network remodel to include new performance and CJIS Security standards
- Expand Virtual Services / Server Farms to be more fault tolerant, enhanced performance capabilities.
- Complete implementation and rollout of Microsoft 365 Cloud services including Teams & SharePoint
- Implement Enterprise wide Multi-Factor Authentication and security model
- Implement and enhance the technical support for County Telecommuting Policy and services
- Expand County hybrid services model, review options to leverage cloud services where appropriate
- Integrate enhanced and automated MFR metrics to align with County Outcome based budgeting initiatives.

Key Performance Measures

| | | FY 19-20 Actual | FY 20-21 Target | FY 20-21 Actuals as of 03/01/21 | FY 21-22 Target |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------|---------------------------------------|---------------------------------|
| Output | # of Call Center Resolutions (Technical / Systems / Network Support) | 11,424 | 11,000 | 16749 (*3) | 14,000 |
| Efficiency | Estimated annual Call Center / Systems adopted operating costs per allocated user (w/o Capital / Reserves / Maintenance costs) | 2,815 @ \$1,330.34 | \$1,396 | 2,795 @ \$1,332.04 | 2,678 @ \$1,423.74 (*1) |
| Efficiency | \$ allocated costs per PC (tier 1) (Goal <= 5% increase) | \$2,185.92 1.79 % | < \$2,295.21 < 5% | \$2,079.04 - 4.89 % | \$1,848.54 - 11.09 % (*2) |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation The large fund balance roll each FY are to carry forward the build up of capital reserves to fund the replacement of equipment on a scheduled basis without cyclic adjustments to allocation. Reserves are spend as scheduled to replace planned equipment.

*1 - The projected increase per user cost is due to increased / additional maintenance costs and cleanup of old accounts resulting in account count reduction.

*2 - The large cost reduction in the PC allocation is a temporary reaction to COVID with a large increase in PC counts and the one time waving of many COVID PC allocations.

*3 - The increase in call tickets is due to COVID & Telecommute support, the expected actual total will be higher, still high in 21-22 but expected to be less that FY20-21.



Technical Services

Technical Operations

Budget Summary

| | FY 18-19 Actual | FY 19-20 Actual | FY 20-21 Amended Budget | FY 20-21 Projected Year End | FY 21-22 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|-----------------------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------|--------------------------------|----------------------------------|
| Beginning Fund Balance | 2,588,958 | 3,392,096 | 1,406,994 | 3,769,310 | 1,292,958 | -114,036 | -8.1% |
| Charges, Fees, License, Permits, Fines, Assessments | 4,971,782 | 5,261,202 | 5,530,198 | 5,531,958 | 5,488,277 | (41,921) | -0.8% |
| Operating Revenue | 4,971,782 | 5,261,202 | 5,530,198 | 5,531,958 | 5,488,277 | (41,921) | -0.8% |
| Total Revenue | 7,560,740 | 8,653,298 | 6,937,192 | 9,301,268 | 6,781,235 | (155,957) | -2.2% |
| Personnel Services | 2,730,718 | 2,832,326 | 2,958,202 | 3,083,770 | 3,035,353 | 77,151 | 2.6% |
| Materials & Services | 1,782,863 | 2,026,567 | 2,953,312 | 2,740,391 | 2,523,924 | (429,388) | -14.5% |
| Capital Outlay | 293,383 | 905,276 | 2,159,521 | 2,184,149 | 545,000 | (1,614,521) | -74.8% |
| Operating Expense | 4,806,964 | 5,764,169 | 8,071,035 | 8,008,310 | 6,104,277 | (1,966,758) | -24.4% |
| Reserve for Future Expenditures | - | - | 306,958 | - | 376,958 | 70,000 | 22.8% |
| Contingency | - | - | 300,000 | - | 300,000 | - | 0% |
| Total Expense | 4,806,964 | 5,764,169 | 8,677,993 | 8,008,310 | 6,781,235 | (1,896,758) | -21.9% |
| Revenues Less Expenses | 2,753,776 | 2,889,129 | -1,740,801 | 1,292,958 | - | 1,740,801 | |

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*Starting in FY14-15, Technical Support implemented a new Capital Replacement Program that allowed projected capital expenses for large infrastructure items (such as network, servers, storage etc.) to be built into the allocation and "reserved" each year as part of the fund balance roll to build up capital until required for large equipment replacement. This allowed funds to be built up to maintain / expand County infrastructure without potential failure of aging equipment nor the need to request large general fund infusions and/or unstable allocation rates.

*The FY19-20 Amended budget was an increase of \$2,571,549. This was primarily as part of the capital reserve build for the network and systems replacement as planned for the TS Data Centers. The Capital reserve buildup will continue but with a smaller roll in FY21-22.



Communication Services

Telecommunication Services

Purpose Statement

The purpose of Telecommunication Services is to provide phone, radio, security systems, audio visual, wiring and communications technical support services to County staff and other agencies so they can be secure in the work place and communicate reliably across unified leading edge systems with 24/7 support.

Performance Narrative

The Telecommunications Services Program proposed a budget of \$3,836,695. These resources will continue to provide analysis, installation and reliable support of critical County communications, security systems and wiring to efficiently meet the business requirements of the County departments while maintaining flat rates.

Some priority projects include:

- Continue to upgrade the County phone switches to latest version to enhance performance and capabilities.
- Introduce new / enhanced Unified Communication Services such as integrated voice mail, Video Conferencing, Smart Call Centers, smart messaging etc.
- Complete the install of the Alertus Alert System in DSB / PSB and begin design for rest of the County.
- Assist in the planning and implementation of the County Telecommuting Plan to ensure reliability, cost control and effective communications regardless of staff location
- Assist with the technology design of the new County buildings such as the Courthouse.

Key Performance Measures

| | | FY 19-20 Actual | FY 20-21 Target | FY 20-21 Actuals as of 03/01/21 | FY 21-22 Target |
|-------------------|----------------------------------------------------------------------------------------------------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % of days where there are no service interruptions to core telecomm services (excluding scheduled maintenance) | 100.00% | 99.50% | 100.00% | 99.99% |
| Result | Average response time for work orders (during scheduled business hours) in hours | 2.12 | 2.00 | 4.83 (*1) | 2.00 (*2) |
| Efficiency | Estimated annual \$ savings for County by utilizing Telecom work orders versus industry average | \$254,020 | \$250,000 | 343980 (*3) | \$273,000 |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

- > The FY19-20 amended budget increase (\$828,978) is due to an supplemental increase with Operating Fund balance from FY18-19 planned for voice server upgrades.
- > The FY20-21 amended budget increase (\$746,786) as capital reserve roll to procure planned new CCTV video storage and phone switch upgrades.
- *1 - The increased response time is due to large increase in COVID related requests, the wildfire and weather issues. Also the disperse support area with most staff offsite.
- *2 - It is expected that once the COVID emergency is over and telecommuting is more onsite, the response times should become back to more normal times.
- *3 - The large savings increase is due to the large increase of COVID related requests and other work orders for this period.



Communications Services

Telecommunication Services

Budget Summary

| | FY 18-19 Actual | FY 19-20 Actual | FY 20-21 Amended Budget | FY 20-21 Projected Year End | FY 21-22 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|--------------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------|--------------------------------|----------------------------------|
| Beginning Fund Balance | 1,492,099 | 1,820,789 | 1,657,001 | 1,657,839 | 695,981 | (961,020) | -58.0% |
| Charges, Fees, License, Permits, Fines | 2,852,283 | 3,008,709 | 2,924,110 | 2,932,644 | 3,140,714 | 216,604 | 7.4% |
| Federal, State, Local, All other Donations | - | 1,228 | - | - | - | - | 0% |
| All other Revenue Resources | 24,590 | 23,394 | - | 16,289 | - | - | 0% |
| Operating Revenue | 2,876,873 | 3,033,331 | 2,924,110 | 2,948,933 | 3,140,714 | 216,604 | 7.4% |
| Total Revenue | 4,368,972 | 4,854,120 | 4,581,111 | 4,606,772 | 3,836,695 | (744,416) | -16.2% |
| Personnel Services | 836,687 | 932,412 | 1,067,730 | 1,075,567 | 1,126,493 | 58,763 | 5.5% |
| Materials & Services | 1,655,608 | 1,763,071 | 2,232,738 | 2,225,224 | 2,110,202 | (122,536) | -5.5% |
| Capital Outlay | 55,888 | 500,797 | 1,280,643 | 610,000 | 600,000 | (680,643) | -53.1% |
| Operating Expense | 2,548,183 | 3,196,280 | 4,581,111 | 3,910,791 | 3,836,695 | (744,416) | -16.2% |
| Total Expense | 2,548,183 | 3,196,280 | 4,581,111 | 3,910,791 | 3,836,695 | (744,416) | -16.2% |
| Revenues Less Expenses | 1,820,789 | 1,657,840 | - | 695,981 | - | - | |

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*As part of the phone systems infrastructure for the County, Telecommunications operates 4 large phone servers. These are replaced or upgraded on average 1 every 2 years for a 8 year rotation. In order to keep rates flat, and have sufficient capital for maintaining the equipment, Telecommunications maintains an equipment replacement program that builds a capital replacement fund. Every other year a new server is procured / upgraded reducing this fund while the following year the fund is built back up and rolled into the next year. This results in sufficient funding to maintain the infrastructure without impacting rates but does cause a cyclic balance in Fund Balance and Capital Outlay.

*As with the Voice Servers, Telecommunications supports the Video Storage Arrays for the County's CCTV System. These are several large storage arrays that need to be upgraded / replaced every 4-5 years. This replacement program also maintains a capital reserve that rolls / grows year to year as needed to maintain the storage requirements for the County.



Communication Services

Clackamas Broadband eXchange

Purpose Statement

The purpose of the Clackamas Broadband eXchange (CBX) program is to provide fiber optic design, allocation, installation and maintenance services to County departments, public institutions, bandwidth intensive businesses and ISP Providers so they can experience fast, reliable connectivity at a low cost while also providing business opportunities.


Performance Narrative

The CBX Program proposed a budget of \$2,625,434. These resources will continue to provide design, construction and reliable support of the fiber infrastructure to efficiently provide connectivity to public and private customers, maintain self sufficiency and managed growth while containing annual rate increases to an average of 5% or less. Continued expansion via construction to new customers is expected to continue. This program is fully self supportive.

Some priority projects include:

- Complete the enhanced Business Plan and obtain approval. Begin to implement recommendations of Business Plan.
- Continue to expand the fiber infrastructure and add additional customers.
- Complete connection and lease of fiber of the Denver connection as backup connectivity for ISP customers.
- Implement additional ISP Partnership projects as opportunities are available, especially in under-served areas.

Key Performance Measures

| | | FY 19-20 Actual | FY 20-21 Target | FY 20-21 Actuals as of 03/01/21 | FY 21-22 Target |
|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|---------------------------------------|--------------------------------|
|  Result | \$ Annual estimated savings for public institutions utilizing CBX (includes redundant connections) | \$1,375,000 | \$1,550,000 | \$1,650,000 | \$1,678,200 |
| Result | % Days (24/7) where no interruptions occur due to problems or issues with the fiber network. (Excludes maintenance or emergency repairs) | 99.90% | 99.90% | 99.99% | 100.00% |
| Efficiency | \$ Average estimated program expenditure per mile of fiber supported w/o construction costs. | 265 miles @ \$3,146 | 350 miles @ \$3,000 | 348 miles @ \$2,948 | 358 miles @ \$4,160 (*1) |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation *1 - Increase due to additional construction staff to do most of the repairs / builds. Since this metric does not include repair or constructing costs, savings of staff over contractors is not reflected. Additional metrics to track these savings will be added in FY21-22.



Communications Services

Clackamas Broadband eXchange

Budget Summary

| | FY 18-19 Actual | FY 19-20 Actual | FY 20-21 Amended Budget | FY 20-21 Projected Year End | FY 21-22 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|----------------------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------|--------------------------------|-------------------------------------|
| Beginning Fund Balance | 313,589 | 368,049 | 761,786 | 721,496 | 156,434 | (605,352) | -79.5% |
| Federal, State, Local, All Other Gifts & Donations | 1,299,627 | 1,915,663 | 2,100,000 | 2,037,792 | 2,425,000 | 325,000 | 15.5% |
| All Other Revenue Resources | 40,472 | 41,640 | 39,200 | 43,000 | 44,000 | 4,800 | 12.2% |
| Operating Revenue | 1,340,099 | 1,957,303 | 2,139,200 | 2,080,792 | 2,469,000 | 329,800 | 15.4% |
| Total Revenue | 1,653,688 | 2,325,352 | 2,900,986 | 2,802,288 | 2,625,434 | (275,552) | -9.5% |
| Personnel Services | 353,302 | 389,457 | 613,794 | 609,220 | 772,282 | 158,488 | 25.8% |
| Materials & Services | 360,619 | 488,386 | 810,429 | 782,074 | 677,170 | (133,259) | -16.4% |
| Capital Outlay | 527,136 | 694,435 | 1,337,763 | 1,215,560 | 1,063,896 | (273,867) | -20.5% |
| Operating Expense | 1,241,057 | 1,572,278 | 2,761,986 | 2,606,854 | 2,513,348 | (248,638) | -9.0% |
| Special Payments | 44,581 | 31,577 | 39,000 | 39,000 | 40,000 | 1,000 | 2.6% |
| Contingency | - | - | 100,000 | - | 72,086 | (27,914) | -27.9% |
| Total Expense | 1,285,638 | 1,603,855 | 2,900,986 | 2,645,854 | 2,625,434 | (275,552) | -9.5% |
| Revenues Less Expenses | 368,050 | 721,497 | - | 156,434 | - | - | |

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*Since FY13-14, CBX has been operating independently of the NTIA grant as a self-sustaining, self funded program.

*Many of the new fiber construction projects to extend the fiber plant out to new locations are actually funded by the customer being connected with CBX managing the project and after completion, assuming ownership and maintenance of the new fiber. The funding for these additional fiber projects is initially provided by CBX and then reimbursed back to CBX. This requires additional budget authority for CBX to both fund and receive reimbursement - this requires periodic supplemental budget adjustments to increase both the Charges for Services and Capital Outlay (Construction) budgets. This causes an "artificial" increase in expenses and revenues even though the projects are a net zero. This will occur through out the fiscal year as new projects are introduced and completed.