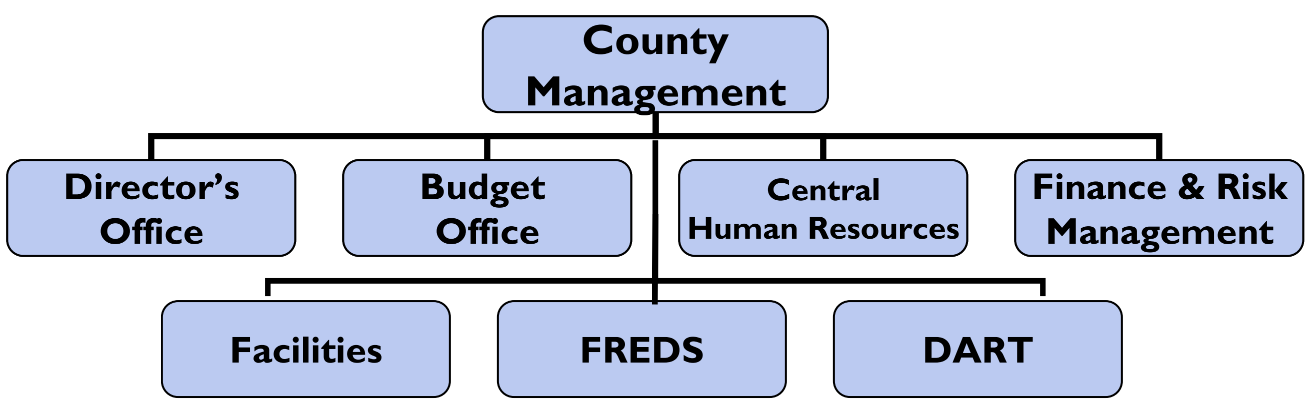
Department Overview

The Department of County Management (DCM) provides the essential infrastructure that supports all County operations and services. DCM manages human and financial resources and physical assets countywide, and provides regulatory oversight for finance, human resources, and County operations. DCM collects property and business income taxes; pays the County's bills; develops and implements policies and programs for effective human resources management; and manages buildings, vehicles, equipment, and other assets that County employees need to do their jobs.

In addition to managing assets and providing finance, risk management, and human resources services to County programs, the department supports the Board of County Commissioners and other elected officials by providing strategic leadership, policy analysis, and recommendations for developing and operating County programs and services. The department provides regular revenue and expenditure forecasts, ongoing management of labor and employee relations, recommendations for efficient and effective use of buildings, vehicles, and other County assets, and support for economic and physical sustainability initiatives.



Budget Overview

The Department of County Management provides essential infrastructure that supports all County operations and services. The FY 2011 budget in all funds is $230 million, with 381.30 FTE.

Structural changes to DCM include:

- Transfer in of the Tax Title program, from the Department of Community Services, adding $537,486 and 1.00 FTE
- Transfer out of the Sustainability program to Nondepartmental, reducing $282,644 and 2.00 FTE.
- Transfer out of the Office of Diversity and Equity to Nondepartmental, reducing $276,526 and 2.00 FTE.
- Creation of a department-wide Business Services unit, with $525,748 and 4.50 FTE transferred in from other DCM programs.

Significant expenditure changes include:

- Cost increases for employee benefits and for many insurance coverages increased for FY 2011, bringing total Risk Fund expenditures to $87.3 million, a 16% increase over FY 2010.
- The $3.5 million drop in General Fund support for DCM programs is almost entirely due to elimination of one-time-only programs in FY 2010: $1.1 million for space optimization efforts in Facilities; and $2.4 million for operation of the SAP system. SAP is now charged out through the Information Technology rates.

One-time-only programs for FY 2011 include:

- $4.5 million of General Fund for DART's computer system replacement. $1 million of this amount is carryforward of department underspending in FY 2010.
- $31,000 in the Risk Fund for an employee wellness pilot program.

Budget Trends	**FY 2009 Actual**	**FY 2010 Current Estimate**	**FY 2010 Adopted Budget**	**FY 2011 Adopted Budget**	**Difference**
Staffing FTE	411.50	374.26	381.90	381.30	(0.60)
Personal Services	$38,057,487	$35,886,876	$36,249,370	$38,221,550	$1,972,180
Contractual Services	10,147,835	10,936,806	11,047,279	13,749,977	2,702,698
Materials & Supplies	101,961,701	113,529,777	114,676,542	124,660,224	9,983,682
Capital Outlay	5,313,907	50,505,635	51,015,793	53,324,147	2,308,354
Total Costs	**$155,480,930**	**$210,859,094**	**$212,988,984**	**$229,955,898**	**$16,966,914**

Successes and Challenges

The FY 2010 budget reductions presented numerous challenges. In order to maintain the highest possible level of support for administrative infrastructure and to preserve the County's compliance with external regulatory requirements, the department reviewed numerous areas for efficiency improvements. Particular successes were achieved in the following areas:

- Budget - overall process and tools were redesigned to provide departments more time and to address Chair and Board requests;
- Finance - significant increases in the use of electronic payment methods and related rebates;
- Human Resources - implementation of Performance Planning and Review system for performance management;
- FREDS - implementation of online shopping cart for ordering goods and supplies from Central Stores.

The Department faces a number of challenges in the coming years:

- Business Process Re-engineering - this project (part of the Administrative Review) is expected to restructure the delivery of internal services. The current focus is Facilities.
- Implementation of the new Property Tax and Assessment system.
- The contracts System Redesign project, to improve the County's ability to effectively manage professional services contracts.
- Budget System redesign to replace the existing antiquated systems.
- Human Resources - FY 2011 contract negotiations with labor unions.
- Revenue/Debt Management - DCM provides financial management or oversight of a variety of County projects when other agencies are involved or when external borrowing is required.

Budget by Division

Division Name	FY 2011 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	$982,680	$0	$982,680	7.45
Budget Office	1,264,105	0	1,264,105	8.00
Central Human Resources	3,992,136	1,411,167	5,403,303	24.50
Finance and Risk Mgmt	6,873,198	85,989,652	92,862,850	67.35
Facilities	0	96,915,759	96,915,759	86.50
Fleet, Records, Electronics, Distribution & Stores	0	19,443,447	19,443,447	50.00
Division of Assessment, Recording & Taxation	16,372,793	5,124,641	21,497,434	137.50
Total County Mgmt.	**$29,484,912**	**$208,884,666**	**$238,369,578**	**381.30**

The above includes cash transfers, contingencies and un-appropriated budgets which is why the total is different than the Budget Trends table on page 2.

Significant Changes

The following table describes the significant changes made in each division. Significant is defined as expenditures that have increased/decreased by more than 5% or where FTE have increased or decreased by 1.00 or more from the FY 2010 adopted budget. Additional information can be found in the division narrative and in individual program offers.

Prog #	Program Name	FTE Changes (+/-) All Funds	Estimated $ Change-GF	Estimated $ Change-Other Funds
Director's Office				
72004	DCM Business Services	-	125,701	-
Finance & Risk Management				
72006	FRM - Bus Pass Program	-	-	223,747
72007	FRM - Chief Financial Officer	1.00	167,720	-
72012	FRM - Employee Benefits	0.12	(14,073)	11,459,031
72015	FRM - Liability Risk Mgmt	0.03	(14,072)	446,637
72018	FRM - Property Risk Mgmt	-	-	96,958
72019	FRM - Safety	-	-	49,674
72021	FRM - ITAX	(1.00)	(220,028)	-
72024	FRM - Worker's Compensation	-	-	245,096
72027B	Wellness Initiative - ODS Flourish Active + Retired Employees	-	-	31,000
72028	FRM - Recreation Fund Payment to Metro	-	-	(21,564)
Budget Office				
72029	Budget Office	-	(154,926)	-
Division of Assessment, Recording, & Taxation (DART)				
72036	DCM - Div of Assessment, Recording & Taxation Administration	-	53,372	-
72037	DCM - DART Customer Service	-	116,431	-
72038	DCM - DART County Clerk Functions	-	93,209	-
72039	DCM - DART Ownership	-	34,460	-
72042	DCM - DART Assessment Performance Analysis	-	37,238	-
72045	DCM - DART Property Assessment - Industrial	-	44,485	-
72046	DCM - DART Commercial Property Appraisal	-	154,635	-
72048	DCM - DART Assessment & Taxation System Upgrade	-	-	(1,445,000)
72051	DCM - DART Tax Title	(0.50)	-	(121,978)

Prog #	Program Name	FTE Changes (+/-) All Funds	Estimated $ Change-GF	Estimated $ Change-Other Funds
Facilities & Property Management				
72066	Facilities Administration and Business Services	6.50	-	1,693,585
72068	Facilities Operations and Maintenance	-	(1,100,000)	153,484
72070	Facilities Capital Operating Costs	1.00	-	178,642
72071	Facilities Capital Improvement Program (CIP)	-	-	4,279,049
72072	Facilities Capital Asset Preservation (AP)	-	-	772,059
72074	Facilities Operations of Buildings	-	-	(986,696)
Fleet, Records, Electronics, Distribution, and Stores (FREDS)				
72081A	FREDS Fleet Services	(0.10)	-	(416,185)
72081B	FREDS Fleet Services - State Fleet IGA	1.00	-	75,000
72082A	FREDS Fleet Vehicle Replacement	-	-	2,157,406
72083	FREDS Records Section	0.40	-	115,081
72084	FREDS Distribution Services	-	-	(633,335)
72085	FREDS Materiel Management	(0.40)	-	923,419
72086	FREDS Motor Pool	0.41	-	336,410
72087	FREDS Electronic Services	0.10	-	543,599
72088	FREDS Administration	0.59	-	30,818

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Division Overview

The Director's Office for the Department of County Management is responsible for the administrative infrastructure and financial health of the overall County organization. The Director's office develops and presents policy analysis and provides corporate leadership in the areas of financial, human resource, internal service and administrative management. The Director's office works with DCM divisions, elected officials and staff, and departments to establish priorities and guidelines to ensure that policies and operations are aligned with priorities. The Director's office provides project management and direction for county-wide projects identified and prioritized by the Chair's office, and works with elected officials and departments on infrastructure policy and delivery for the entire County.

The Director's office also provides internal administrative support for DCM. The Director's Business Services unit provides support for a complex array of internal services and department fiscal and operational functions, including finance operations, contracts and purchasing, and budget management. This allows the divisions to remain focused on delivering core services at the highest possible level.

Director's Office

- 72000A Director's Office
- 72004 Business Services

Significant Changes

The following describes the significant budget changes that impacted the division. More information can be found in the program offers.

In FY 2011, the Director's office will work with DCM divisions to establish a Business Services unit. Administrative staff in divisions will be reassigned to Business Services to provide central administrative support. This will allow division staff to focus on delivering services in their respective lines of business. Four FTE will be transferred from divisions to Business Services. The Business Services unit is more fully described in Program 72004.

The budget for professional services in the Director's office has been eliminated. This has been a resource for a variety of projects and initiatives that arise throughout the year at both the Countywide and departmental levels. Examples include project management for the Contracts Action Team and Vital Aging Network, and staff support for employee network groups.

The County's Office of Diversity and Equity and Sustainability programs are transferred to Nondepartmental. The ODE is responsible for Affirmative Action, Equal Employment Opportunity, and American Disability Act compliance, as well as equity and inclusion efforts across the County to develop organizational cultural competency, diversity the County workforce, and work with the community to promote equity, fairness and inclusion. The Sustainability program leads internal efforts to adopt sustainable government business operations, and works with the community on policies, programs and projects to ensure a thriving environment and economy.

Measuring Success

The Director's office requires that all departmental employees receive performance evaluations at least annually to allow measurements of success at individual levels, which naturally extends to overall departmental performance. The Director's Office measures the department's progress towards overall County priorities, specifically reduction in paper usage, new policies/programs enacted as a result of board directives, and level of participation in diversity initiatives. The Director's Office has previously used departmental employee satisfaction as a measure of success, although measurement efforts were discontinued in FY 2010 due to budget reductions.

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
72000A	Director's Office	$456,932	$0	$456,932	2.95
72004	Business Services	525,748	0	525,748	4.50
	Total	**$982,680**	**$0**	**$982,680**	**7.45**

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Program # 72000A - DCM Director's Office   Version 4/22/2010 s

Lead Agency: County Management   **Program Contact:** Mindy Harris
Program Offer Type: Administration
Related Programs:
Program Characteristics:

Executive Summary

The Director's Office manages the administrative infrastructure and financial health of the entire county and sets administrative policy. The responsibilities include Budget, Finance, Tax Collection, Human Resources, Facilities, Fleet, Records, Electronics, Distribution, and Central Stores.

Program Description

The Director develops and presents administrative, financial, human resource, and infrastructure guidelines and policy to executive level staff, County Chair, Chief Operating Officer, and Board of County Commissioners (BCC). The Director works with DCM Division Managers, Chair, BCC and departments to establish priorities and guidelines and assure policies are aligned with these priorities. Works with Departments and human resource personnel to recruit, train and retain a high quality diverse work force. Provides project management for county-wide projects identified by the Chair's Office. Works with Board and departments on the infrastructure policy of the County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Performance reviews for all DCM employees.	0.0%	0.0%	100.0%	100.0%
Outcome	DCM Employee Job Satisfaction (scale 10 to 70)	55	55	0	0
Output	Probationary reviews completed.	0.0%	0.0%	100.0%	100.0%
Outcome	Reduction in paper usage over 5 year period.	33.0%	0.0%	34.0%	34.0%

Performance Measure - Description   ✓ Measure Changed

The performance review measure is new in FY2011 and is aligned with the goals in the Administrative Review report. Providing employees with regular feedback allows them to enhance their demonstrated skills and improve in areas where needed. It also increases productivity. The maximization of employee performance is a principal contributor to organizational success.

The department did not issue its annual DCM Employee Job Satisfaction survey this year due to FY2010 budget cuts. DCM first surveyed employees in early 2006; this measure is a composite of four specific questions regarding various aspects of an employee's view of their position. DCM hopes to reinstate the survey and this performance measure in the future.

The probationary review measure is new in FY2011 and is aligned with the goals in the Administrative Review report. The Probationary Review (PR) is the final stage of the recruitment and selection process. The PR is a critical opportunity for the department to evaluate the performance, skills, and compatibility between the new employee and the business needs of the department, and more importantly, to ensure two-way communication between the supervisor and the employee.

The reduction in paper usage is a new measure in FY2011. Due to the innovation in DCM processes the department has seen a significant reduction in its purchase of paper and continues to look for processes that can implemented electronically. The reduction in paper usage does not take into account other forms of electronic documents that used to be printed through outside vendors, such as the Comprehensive Annual Financial Report and the Budget documents. Also to be noted is an increase from 27% to 80% use of 100% recycled content.

Legal/Contractual Obligation

ORS 208, 238, 288, 294, 295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9, 11 and 12 and County Charter requires the County to maintain appropriate personnel, infrastructure, taxation and financial system
operations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$373,892	$0	$391,616	$0
Contracts	$7,500	$0	$0	$0
Materials & Supplies	$6,525	$0	$5,707	$0
Internal Services	$70,771	$0	$59,609	$0
Total GF/non-GF:	**$458,688**	**$0**	**$456,932**	**$0**
Program Total:	**$458,688**		**$456,932**	
Program FTE	2.95	0.00	2.95	0.00
Program Revenues				
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last year this program was: #72000A, DCM Director's Office
The change to this program offer includes the transfer of a Program Manager Sr, 1.0 FTE, to the DCM Business Services Unit. The creation of the Business Services Unit will centralize several general fund business functions such as budgeting, accounts receivable, accounts payable, purchasing and contract administration.

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Program # 72004 - DCM - Business Services

Version 4/23/2010 s

Lead Agency: County Management

Program Contact: Mike Waddell

Program Offer Type: Program Alternative /

Related Programs:

Program Characteristics:

Executive Summary

The Department of County Management (DCM) Business Services provides administrative and business support to the department. Business Services supports a complex array of internal service programs and county-wide fiscal functions allowing DCM program leadership to remain focused on delivering their core services.

Program Description

The establishment of this program aligns DCM with business services programs in other departments allowing departmental programs to better utilize their resources. Business Services reports to the DCM Director and supports the administrative and operational needs of the department by providing budget, financial and general administrative support which complies with relevant regulatory standards and with County Administrative Procedures, policies and best practices. Services include development, analysis and monitoring of a complex budget as well as other department-wide administrative functions. Business Services will serve as the liaison to all internal services coordinating the provision of Information Technology, Facilities and FREDS. It will also responsible for management oversite of the County's Sustainability Program and will function as the liaison to the DCM Citizen Budget Advisory Committee (CBAC) and represents the department on several county-wide workgroups and committees including Emergency Management and County Operating Council.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output		0	0	0	0
Outcome	Percent of invoices paid on time	0.0%	0.0%	0.0%	85.0%
Outcome	Percent spending within legal appropriation(total budget)	0.0%	0.0%	0.0%	100.0%

Performance Measure - Description

✓ Measure Changed

Invoices Paid on Time is the percentage of invoices paid within 30 days of the invoice date and measures the effectiveness of the accounts payable process. The county-wide performance has historically been 85%. This is a conservative target and should be achievable; it is more likely that this target will be exceeded despite being a new program.

Percent of spending within legal appropriation is a percentage of total obligations as compared to the adopted/revised budget. This measure should never exceed 100%.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$329,506	$0	$475,929	$0
Contracts	$14,520	$0	$0	$0
Materials & Supplies	$9,147	$0	$12,129	$0
Internal Services	$46,879	$0	$37,690	$0
Total GF/non-GF:	**$400,052**	**$0**	**$525,748**	**$0**
Program Total:	**$400,052**		**$525,748**	
Program FTE	4.50	0.00	4.50	0.00
Program Revenues				
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

This program is supported by County General Funds and originated by shifting existing resources and general fund budget from other programs across DCM divisions.

Significant Program Changes

✓ Significantly Changed

Last year this program was:
This is a new program offer which is budget-neutral (in target) since the resources have been contributed by other DCM divisions. The program manager was formerly budgeted in the Director's Office; the Finance & Risk Management and Human Resources Divisions contributed 1.0 and .50 FTE respectively. The Division of Assessment, Recording and Taxation contributed 2.0 FTE in addition to materials and supplies.

Division Overview

The Finance and Risk Management Division is responsible for providing central financial functions in an accurate and timely manner, paying the County's bills, maintaining and recording accounting transactions, collecting all money due in a timely manner, managing cash, the investment portfolio and debt issues, issuing payroll checks, providing tax and other required reports to all internal and external users, and ensuring that fiduciary money is safeguarded.

The division makes payments to vendors, bills and collects for services, prepares grant and monthly financial reports, procures goods and services for all departments/offices, and manages the contract process for the County. It produces and publishes the Comprehensive Annual Financial Report (CAFR), develops and maintains financial internal control policies and procedures and ensures adherence to all relevant federal and IRS regulations, state statutes and County resolutions and orders. Finance staff train and provide support in all areas of fiduciary responsibility including financial services and management, cash handling, time entry and employee information. The division actively seeks ways in which efficiencies can be implemented throughout the County.

Risk Management provides full-service performance consulting in workplace safety and health, insurance, liability, property and work-related injuries to protect the assets of Multnomah County. Risk Management adjusts claims for property, liability and workers' compensation losses, negotiates insurance coverage for the buildings owned by the County and provides safety training and loss prevention consulting services to all County departments.

Employee Benefits is responsible for the management of the benefit and wellness programs for eligible Multnomah County employees and their families.

Finance

- 72007 Chief Financial Officer
- 72005 Accounts Payable
- 72009 General Ledger
- 72010 Purchasing
- 72011A Purchasing MWESB Program
- 72017 Payroll/Retirement Services
- 72021 ITAX
- 72023A Treasury & Tax Admin
- 72028 Recreation Fund Payment to Metro

Risk Management

- 72015 Liability Risk Management
- 72018 Property Risk Management
- 72019 Safety

Risk Management - Employee Benefits

- 72006 Bus Pass Program
- 72012 Employee Benefits
- 72013 Employee Wellness
- 72024 Workers Compensation
- 72027B Wellness Initiative - ODS Flourish

Significant Changes

The following describes the significant budget changes that impacted the division. More information can be found in the program offers.

In FY 2011, the Finance and Risk Management Division proposes eliminating one position in the Central Procurement and Contracting Administration unit (72010). The position is responsible for MWESB community outreach and training for vendors who want to do business with the County. Eliminating this position diminishes the County's ability to directly provide workforce training and hiring for high profile construction projects. In addition to eliminating this position, the division proposes to reduce professional services by 44%, which eliminates funding for a contract with the City of Portland for the Sheltered Market Program, and support for the Metropolitan Contractor Improvement Partnership, thereby reducing the County's overall direct assistance to MWESB vendors.

The General Ledger unit (72009) is being reduced by 1.00 FTE Senior Fiscal Specialist due to workload redesign. This position can now be found in DCM Business Services (72004).

The Accounts Payable unit has continues to generate revenue for electronic payment rebates. This revenue is expected to increase by 75% in FY 2011, or $51,000.

Measuring Success

The Finance and Risk Management Division measures success in a variety of ways, primarily centered around business process efficiency and compliance. These are measured through our ability to pay bills within standard terms and conditions; increase our use of electronic payment methods; benchmark against peers to gauge relative cost of doing business, primarily in the treasury, benefits and risk management areas; complete and file numerous regulatory reports and requirements; and implement regulatory changes, auditor recommendations, and board initiatives as they arise.

Examples of measured successes in the Division include the increase in use of electronic payments and related rebates; the ability to hold the cost of employee benefits at a peer median level; reduction of the cost of worker's compensation to a level that is 30% below the peer average; accurate and timely completion of annual financial and tax reporting requirements; implementation of a comprehensive fiscal compliance review system for County vendors; and increases in the number of and amounts paid to MWESB contractors.

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
72005	Accounts Payable	$664,240	$0	$664,240	6.10
72006	Bus Pass Program	0	1,305,967	1,305,967	0.00
72007	Chief Financial Officer	519,907	0	519,907	3.50
72009	General Ledger	1,071,562	0	1,071,562	9.78
72010	Purchasing	2,104,288	0	2,104,288	18.00
72011A	Purchasing - MWESB Program	151,202	0	151,202	1.00
72012	Employee Benefits	0	77,702,369	77,702,369	8.12
72013	Employee Wellness	0	306,149	306,149	1.00
72015	Liability Risk Mgmt	0	2,245,695	2,245,695	1.68
72017	Payroll/Retirement Services	842,532	0	842,532	7.62
72018	Property Risk Mgmt	0	1,160,782	1,160,782	0.55
72019	Safety	0	429,943	429,943	3.00
72021	ITAX	70,000	0	70,000	0.00
72023A	Treasury and Tax Administration	1,449,467	0	1,449,467	4.50
72024	Worker's Compensation	0	2,706,047	2,706,047	2.50
72027B	Wellness Initiative - ODS Flourish Active + Retired Employees	0	31,000	31,000	0.00
72028	Recreation Fund Payment to Metro	0	101,700	101,700	0.00
	Total	**$6,873,198**	**$85,989,652**	**$92,862,850**	**67.35**

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Program # 72005 - FRM - Accounts Payable — Version 3/09/2010 s

Lead Agency: County Management
Program Contact: Susie Cameron
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

Central Accounts Payable (AP) supports County programs in the areas of vendor payment processing, auditing & data integrity, travel & training consultation, procurement card administration, SAP vendor record management and compliance with County Administrative Procedures, policies and other external regulatory requirements.

Program Description

AP processes approximately 115,000 vendor invoice payments and refunds annually; this includes check payments, electronic payments and intergovernmental funds transfers. AP administers the procurement and travel card programs and facilitates the establishment and monitoring of petty cash accounts countywide; furthermore, it coordinates the fiscal year-end expenditure accruals; conducts internal audits of AP functions ensuring that vendor payments are paid in an accurate and timely manner and are compliant with applicable internal controls, administrative procedures and government accounting practices; coordinates/prepares documentation for external audits and is responsible for maintaining accurate vendor records for payment and tax reporting purposes.

AP also establishes and communicates clear and uniform county administrative practices and procedures related to AP functions. In addition, AP provides one-on-one technical assistance/training and also hosts information forums and periodic finance related user-group meetings for the purpose of informational updates, group training, and peer/professional support which ultimately contribute to staff competencies. AP prides itself on fostering continuous process improvement by exploring/adopting AP best practices while leveraging technology to evolve the payables function from a paper intensive process to a more sustainable, electronic process. This single objective has reduced the cost of government—providing operating efficiencies while maintaining internal controls.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Invoice Payments Processed	114,217	115,700	110,494	112,704
Outcome	Percent of Invoices paid on-time within Std Net30	84.0%	85.0%	85.0%	86.0%
Outcome	Percent of Total Payments that are Electronic	34.0%	38.0%	42.0%	44.0%
Outcome	Procurement Card Program Rebates as a result of e-payment growth	50,670	74,670	71,725	126,000

Performance Measure - Description

Invoice payments processed increased from previous year due to growth of electronic payments which are processed daily as compared to weekly check payment processing.

Percent of total payments that are electronic is quantifying all paperless disbursements made via ACH (Automated Clearing House), wire transfer, government funds transfer or credit card purchase--growth correlates with more cost effective electronic payment methods.

Procurement Card Rebates are directly associated with the total amount spent in the P-Card system; the County experienced significant growth largely due to expanded use of credit card solutions combined with improved rebate rates negotiated with Bank of America.

Legal/Contractual Obligation

Tax Information Returns (ie. 1099 MISC, 1099 INT, etc) are mandated by the Internal Revenue Service code as described in Sections 1.6001-1 through 1.6091-4. Failure to comply could result in the County being assessed penalties and fines.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$523,294	$0	$555,356	$0
Materials & Supplies	$11,045	$0	$12,410	$0
Internal Services	$105,023	$0	$96,474	$0
Total GF/non-GF:	**$639,362**	**$0**	**$664,240**	**$0**
Program Total:	**$639,362**		**$664,240**	
Program FTE	6.10	0.00	6.10	0.00
Program Revenues				
Other / Miscellaneous	$74,670	$0	$126,149	$0
Total Revenue:	**$74,670**	**$0**	**$126,149**	**$0**

Explanation of Revenues

This program is supported by General Fund revenues.
Rebates are the only external source of revenue for Central AP. Rebates are received from U.S. Bank and Bank of America (BOA). Rebates are based on the annual spend in each of the banks' credit card programs, the majority of which is from Bank of America's procurement card program. Multnomah County is part of the BOA Procurement Card Consortium of local governments which, as a group, has leveraged competitive rebate terms. 2010 rebates reflect an increase in Pcard spend volume due to a new card payment solution which replaces traditional vendor payment processing via check. The growth of this new payment solution, coupled with a new BOA Consortium contract with higher rebate rates will augment reciepts by more than 65% over previous year.

Significant Program Changes

Last year this program was: #72005A, FRM - Accounts Payable
AP and Payroll share some FTE for vendor maintenance and 1099 reporting. For FY2011 .20 FTE was reprogrammed from AP to Payroll (Program Offer 72017)due to a relative shift in workload. This will not negatively affect AP productivity.

Multnomah County
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Program # 72006 - FRM - Bus Pass Program — Version 2/22/2010 s

Lead Agency: County Management
Program Contact: Caren Cox
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The Bus Pass Program assists the County with satisfaction of Oregon's Department of Environmental Quality (DEQ) Employee Commute Option (ECO) mandate via the TriMet Universal Program. The program encourages employee use of alternative transportation for daily commuting and workday travel between work locations. Eligible County employees receive an annual transit pass subsidized by the County for bus, light rail, and streetcar transit in the TriMet service areas including limited use on C-Tran vehicles in Clark County Washington. This transit subsidy program is Multnomah County's primary contribution toward satisfaction of DEQ's Employee Commute Options trip reduction goals. Other County supported options include compressed work week and secure bicycle parking. Combined, employer incentives must have the potential to reduce commute trips to the worksite by 10% within 3 years. The bi-annual DEQ employee transportation survey measures progress toward this goal.

Program Description

The Bus Pass Program supports County's sustainability goals to protect the environment, reduce air/noise pollution, and conserve natural resources by supporting the use of mass transit for both daily work commute and workday travel between worksites. Since motor vehicles are the largest single source of air pollution in Portland area, DEQ requires local employers to provide transportation alternatives designed to reduce the number of cars driven to work. Staff provides management of County's transit pass program, including coordination of a required bi-annual DEQ transportation survey of employees, oversight of inter-governmental contract with TriMet, administration/distribution of individual annual transit passes to eligible County employees (all regular full/part time employees are eligible for a transit pass), and collection of passes from terminating or ineligible employees throughout the year.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Percent of purchased passes distributed	76.0%	85.0%	84.0%	85.0%
Outcome	Cost savings (in dollars per ee compared to purchasing retail Trimet Annual Pass	640	670	619	670

Performance Measure - Description

Output: New bus pass year begins 9/1. Participation historically increases through the bus pass year. Allocation is based on TriMet's interpretation of data gathered during bi-annual DEQ Transportation survey.

Outcome: The County's per bus pass cost using this program is significantly less than the current retail cost of a Tri-Met pass $946. Annual pass cost savings are determined at the end of the bus pass year. Our current annual per pass savings is $670.

DEQ transportation survey is performed once every 24 months. Updated statistics will not be available until the survey is completed in June 2010. County's participation in the DEQ survey is required to qualify for the Trimet Universal Pass Program. Trimet uses DEQ transportation survey results to set the cost of the Transit Passes for for employers using the Universal Pass program.

Legal/Contractual Obligation

Labor contracts require transit pass provided by employer. OAR Chapter 340, Div 12 requires employers to make a good faith effort to provide incentives for employees to potentially reduce commute trips to worksites by 10% within 3 years. To meet this requirement, County assists DEQ with their bi-annual survey to determine current commute methods, then follows DEQ approved plan to meet target reductions. Compliance is based on submission/implementation of a sufficient plan and on whether employer has made good faith effort to achieve the target. Failure to comply is a Class II environmental violation carrying penalties ranging from $500-$2000 per day of violation.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2010	2010	2011	2011
Materials & Supplies	$0	$1,082,220	$0	$1,305,967
Total GF/non-GF:	**$0**	**$1,082,220**	**$0**	**$1,305,967**
Program Total:	**$1,082,220**		**$1,305,967**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$782,220	$0	$1,030,967
Other / Miscellaneous	$0	$260,000	$0	$275,000
Total Revenue:	**$0**	**$1,042,220**	**$0**	**$1,305,967**

Explanation of Revenues

Program is funded via the benefits administration charge to departments. County pays for cost of program at onset of transit pass year (September) in order to receive a 5% discount on the annual program cost. In FY09 and FY10 County was able to "sell" energy tax credits to a taxable entity through the Oregon Business Energy Tax Credit program. The program requires annual application and is not guaranteed, but is being budgeted in the event the County is approved again in FY11 and recorded as revenue under this program offer.

Significant Program Changes

Last year this program was: #72006, FRM - Bus Pass Program

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Program # 72007 - FRM - Chief Financial Officer — Version 4/23/2010 s

Lead Agency: County Management
Program Contact: Mindy Harris
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The Chief Financial Officer manages the financial health of the entire county and sets administrative policy related to financial management. Direct responsibilities include Finance, Risk Management, Employee Benefits, Retirement Programs, Tax Administration, Central Purchasing, and Contract Administration.

Program Description

The CFO develops and presents financial guidelines and policy to executive level staff, County Chair, Chief Operating Officer, and Board of County Commissioners (BCC). The CFO presents recommendations related to public financial policy to County Chair, BCC, and communicates with CEOs and CFOs of other jurisdictions, Oregon Legislature, the general public, and the business community. The CFO also develops and/or suggests financing alternatives to executive level staff and jurisdiction partners.

The CFO monitors the Public Employees Retirement System (PERS), works with partner jurisdictions to develop and present legislative policy to BCC for approval and to Oregon Legislature and/or PERS Board and communicates impact of actions taken to employees. The CFO works with the Budget Office, Chair, BCC and departments to establish priorities and guidelines and assure policies are aligned with these priorities. The CFO works with finance sections, DCM divisions, and department stakeholders on all administrative policies and procedures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Comprehensive Annual Financial Report is issued according to legal requirements	1	1	1	1
Outcome	Maintain County's high bond rating of Aa1	1	1	1	1

Performance Measure - Description

Output: The Comprehensive Annual Financial Report is a primary product of the Finance Division. Statutes require that it is issued within six months of the close the fiscal year.
1=achieved; 0=not achieved.

Outcome: County maintains high bond rating of Aa1 on general obligation debt. This is achieved by continuing to demonstrate prudent financial management.
1=achieved; 0=not achieved.

Legal/Contractual Obligation

ORS 208, 288,294,295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9,11 and 12 and County Charter requires the County to maintain appropriate personnel, infrastructure, taxation and financial system operations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$313,283	$0	$460,671	$0
Contracts	$13,890	$0	$20,000	$0
Materials & Supplies	$3,982	$0	$5,938	$0
Internal Services	$21,032	$0	$33,298	$0
Total GF/non-GF:	**$352,187**	**$0**	**$519,907**	**$0**
Program Total:	**$352,187**		**$519,907**	
Program FTE	2.50	0.00	3.50	0.00
Program Revenues				
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

Last year this program was: #72007, FRM - Chief Financial Officer

Multnomah County
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Program # 72009 - FRM - General Ledger   Version 2/22/2010 s

Lead Agency: County Management
Program Contact: Cara Fitzpatrick
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The General Ledger (GL) program manages central financial accounting and reporting, including the annual external financial audit, audit of the County's expenditures of Federal awards, Federal cost allocation plan, contract fiscal compliance over grants as well as general accounting support and assistance Countywide.

Program Description

The GL program supports and monitors the County's financial accounting activity by performing regular accounting functions,including account reconciliations, review / approval of accounting transactions and preparing required financial reports. The primary product is the County's Comprehensive Annual Financial Report (CAFR), which includes all activities associated with the required annual external financial audits. The CAFR earns the Government Finance Officer's Association(GFOA)award annually for excellence in financial reporting. This award indicates management has prepared financials meeting the reporting standards and requirements noted by GFOA. Approximately 3% of government entities in the US receive this award annually. The program's fiscal compliance(FC)unit performs site reviews and financial statement analyses on County human service contracts in order to maintain compliance with Federal, State and County laws and regulations. GL also prepares the County's cost allocation plans needed to recover central and departmental overhead and administrative costs. Maintaining internal controls and the chart of accounts are also performed by GL.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	# of properly stated balance sheet accounts per review of external auditors	191	181	187	187
Outcome	% of properly stated balance sheet accounts per review of external auditors	100.0%	95.0%	98.0%	98.0%
Output	# of Human Service providers actively monitored by Fiscal Compliance	125	80	130	140
Outcome	% of external auditor recommendations successfully implemented in a fiscal year	76.0%	60.0%	75.0%	75.0%

Performance Measure - Description

Output: In the County's external financial audit, the auditors will analyze and audit our general ledger accounts. Fewer general ledger accounts identified with misstatements will indicate a high degree of accuracy in the financial statements.
Outcome: In the annual external audit, the auditors review and analyze the general ledger. A higher % of accurately stated accounts indicates fewer misstatements in the CAFR.
Output: FC unit performs financial reviews and issues reports primarily on County funded human services (HS) contracts. Central FC is a newer but growing program. In FY2010 two additional staff were added to the FC work unit.
Outcome: In the County's external financial audit, the auditors provide recommendations to management on noted areas of improvement. A high percent of auditor recommendations successfully addressed indicates a greater degree of internal control and management review over the County's financial data.

Legal/Contractual Obligation

Oregon Revised Statutes(ORS), Ch. 297~Audits of Public Funds and Financial Records requires governments to have an external audit and submitted to the Secretary of State - Audits Division. The Office of Management and Budget (OMB) Circular A-133 (Audits of States, Local Governments & Non-Profit Organizations) requires entities expending Federal funds over $500,000 in a fiscal year to have a single audit of Federal awards. Also per A-133, Federal funds that are passed on to other organizations (such as non-profits) must perform subrecipient monitoring on those contracts funded with pass-through dollars. OMB A-87 (Cost Principles for State, Local & Indian Tribal Governments) requires organizations to publish an approved indirect cost allocation plan for any indirect or administrative costs allocated to Federal awards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$919,383	$0	$925,158	$0
Contracts	$0	$0	$1,100	$0
Materials & Supplies	$22,971	$0	$24,100	$0
Internal Services	$112,074	$0	$121,204	$0
Total GF/non-GF:	**$1,054,428**	**$0**	**$1,071,562**	**$0**
Program Total:	**$1,054,428**		**$1,071,562**	
Program FTE	9.78	0.00	9.78	0.00
Program Revenues				
Intergovernmental	$0	$0	$14,842	$0
Total Revenue:	**$0**	**$0**	**$14,842**	**$0**

Explanation of Revenues

Program is supported by General Fund revenues. Personnel costs for this program are included in the County's indirect cost allocation plan.

Significant Program Changes

✓ Significantly Changed

Last year this program was: #72009A, FRM - General Ledger

The GL program offer has changed from the prior year with the addition of two finance specialist seniors to the Fiscal Compliance Unit. These two positions were presented in the FY2010 budget as a separate program offer - 72025. This program offer was approved and adopted with the FY2010 budget and therefore added two staff to the Fiscal Compliance unit.

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Program # 72010 - FRM - Purchasing — Version 4/16/2010 s

Lead Agency: County Management
Program Contact: Brian Smith
Program Offer Type: Existing Operating
Related Programs: 72011A
Program Characteristics:

Executive Summary

Purchasing (formerly Central Procurement and Contract Administration)oversees the County's purchasing activities and provides leadership, expertise, and training to departments and employees who perform purchasing functions. Purchasing supports departments to purchase products and services in human services, construction, materials, and non-professional and professional services. Purchasing ensures appropriate and cost-efficient public procurement and contracting practices, including evaluating the economic, social and environmental impacts of purchases.

Program Description

Purchasing provides leadership, policy oversight and monitoring, contract procurement, compliance, staff training, support services and overall accountability for thousands of contracts and millions of dollars awarded each year. Key efforts include: (1) safeguard the County from potential contractual risk and liability exposure; (2) ensure products and services are purchased in accordance with federal and state laws, procedures and regulations including County Administrative Procedures and rules established by Multnomah County's Public Contract Review Board (PCRB); (3) review and approve contract documents, review and approve contract changes and/or amendments and maintain official contract records; (4) research, analyze, recommend, and implement best practices; (5) provide on-going guidance, support, training and consulting to departments and employees; (6) track, monitor, analyze and annually report on contract data and performance measures; (7) maximize efforts to include and ensure participation of Minority, Women and Emerging Small Businesses (MWESB); (8) participate in community events, meetings and conduct outreach to the MWESB vendor community, and (9) develop and implement sustainable purchasing policies, procedures and training.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Percent of contracts awarded to MWESB and QRF businesses	33.0%	29.0%	33.0%	30.0%
Outcome	Minimize the number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	45	45	60	50
Output	Number of contracts processed	1,137	1,000	1,223	1,100

Performance Measure - Description

These are the same performance measures as in FY10.

Purchasing manages formal (i.e. >$150,000) RFP and bid solicitations for the County because they represent the greatest risk in the County's purchasing activity. Minimizing the number of sustained protests is an indicator of how well Purchasing is managing the risks associated with formal procurement processes. The output measure of the number of formal RFP and bid solicitations is a good indicator of the volume of formal procurements we conduct across all county departments. Likewise, the number of contracts processed is a good indicator of the volume of contracts we review, process and store for county departments.

Legal/Contractual Obligation

Oregon Revised Statues (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$1,685,314	$0	$1,680,007	$0
Contracts	$124,398	$0	$10,000	$0
Materials & Supplies	$56,030	$0	$54,505	$0
Internal Services	$265,512	$0	$359,776	$0
Total GF/non-GF:	**$2,131,254**	**$0**	**$2,104,288**	**$0**
Program Total:	**$2,131,254**		**$2,104,288**	
Program FTE	19.00	0.00	18.00	0.00
Program Revenues				
Fees, Permits & Charges	$8,000	$0	$8,000	$0
Total Revenue:	**$8,000**	**$0**	**$8,000**	**$0**

Explanation of Revenues

Revenues are generated when Solicitation Plans and Specifications are sold or fees are collected for services performed in response to public records requests.

Significant Program Changes

Last year this program was: #72010A, FRM - CPCA
and #72027 - FRM - Contracts System Redesign Project Management

This program offer includes a total of $93,803 in cuts:

Eliminate vacant Sr. Procurement Analyst ($87,278)
This position was slated for reclassification as the Workforce Training and Hiring (WTH) Program Coordinator with the intent of reducing or eliminating WTH compliance consulting costs. These costs are approximately $25,000 per year and provide WTH compliance services for a limited number (4-6) of projects. By eliminating this position, WTH compliance services on both the East County Courthouse and Sellwood Bridge projects will not have funding, estimated at $30,000 to $50,000. Elimination of this position will also reduce MWESB community outreach and training for vendors who want to do business with the County. This position was also responsible for building and maintaining effective working relationships across County departments, researching WTH best practices, and providing training to internal stakeholders.

Printing- reduced 20%. ($1,000)
Supplies- reduced by 15% ($2,000)
Local Travel- reduced by 80% ($800)
Dues & Subscriptions- reduction in membership rates to local chapter of National Institute of Governmental Purchasing (NIGP), 15% discount for pre-pay of National NIGP memberships to cover 49 procurement staff across County Departments, ($2,725)

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Program # 72011A - FRM - Purchasing - MWESB Program — Version 4/16/2010 s

Lead Agency: County Management
Program Contact: Brian Smith
Program Offer Type: Existing Operating
Related Programs: 72010
Program Characteristics:

Executive Summary

The MWESB program supports the utilization and participation of State Certified Minority, Women and Emerging Small Businesses (MWESB) on County contracts. For over 14 years, the MWESB Program has been dedicated to building the capacity, sustainability and prosperity of MWESB vendors.

Program Description

The MWESB Program directly supports MWESB vendors and their employees through the following activities:

1) Conducting project-specific outreach to MWESB vendors; 2) Enforcing Good Faith Effort (GFE) requirements for construction projects expected to total more than $200,000. For these projects, prime contract bidders must afford equitable subcontracting opportunities for MWESB contractors and submit documentation demonstrating their GFE to award contracts to MWESB vendors; 3) Workforce Hiring and Training compliance efforts to increase the number of women and minorities in the construction trades through apprenticeship opportunities on Multnomah County projects; 4) Technical Assistance across a wide-range of services that provide MWESB owners and their employees with various opportunities to acquire new knowledge and skills. The goal of these services is to ensure the longevity and success of MWESB vendors in the regional construction industry; and 5) Community Partnerships, MWESB staff serves on numerous boards and committees and participates in a variety of Chambers of Commerce and construction trade groups to advocate for greater inclusion of MWESB vendors in regional contracting opportunities.

During the last three years, the County has made significant progress and improvements in awarding contracts to MWESB vendors. MWESB participation increased from 14% of contract awards in 2007 to 29% of contract awards in 2008 to 33% of contract awards in 2009. Annually, The County does business with approximately 100 MWESB vendors.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Percent of contracts awarded to MWESB and QRF businesses.	33.0%	29.0%	33.0%	30.0%
Outcome		0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$88,432	$0	$93,702	$0
Contracts	$32,468	$0	$39,000	$0
Materials & Supplies	$26,000	$0	$18,500	$0
Internal Services	$3,100	$0	$0	$0
Total GF/non-GF:	**$150,000**	**$0**	**$151,202**	**$0**
Program Total:	**$150,000**		**$151,202**	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

✓ Significantly Changed

Last year this program was: #72010B, FRM - CPCA MWESB Program
This program offer includes a total of $143,778 in cuts from Professional Services.

In FY10, the program reduced the cost of WTH compliance services 54%($37,000) by contracting with a MBE certified firm instead of the City of Portland. The program targeted these savings for increased direct assistance to MWESB vendors in FY11; eliminating these funds will reduce direct assistance to MWESB vendors. In FY10 the County was a founding sponsor of new local business development program. The founding sponsorship level of $30,000 will be continued in FY11 at $3,000 ($27,000).

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Program # 72012 - FRM - Employee Benefits — Version 7/01/2010 s

Lead Agency: County Management
Program Contact: Caren Cox
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The Employee Benefits program manages a full range of affordable, comprehensive health, life, disability and retiree benefits for County employees, retirees, and dependents. The program oversees administration of a complex array of benefit plans ensuring County remains compliant with labor contracts, federal, state and local laws/mandates. The program provides sound fiscal management of the plans offered, researches and recommends plan enhancements or additions, assists with strategic planning, develops/implements administrative enhancements to existing programs, develops/implements new programs as directed by County Management, while obtaining the best benefit value for employees and the County. Internal administration allows for tailoring administrative needs to the County's individual needs. For example bringing in COBRA administration to better serve County population and launching new Long Term Care plan in response to requests from bargaining teams, creating best practices model and consolidating administration of FMLA activity.

Program Description

Program coordinates/consults with all County departments/employees to ensure timely enrollment in the benefit plans,complete accurate payroll deductions, production of user friendly benefit communication/educational materials, and liaison between employees and benefit providers for problem resolution. We work with County labor and management to structure benefit components providing desirable benefit options within budgetary constraints. Administration is standardized to ensure all employees receive the maximum value of their benefit plans. Plans regularly reviewed for compliance with federal, state, and local laws governing plan administration. Vendors and internal records are regularly audited to verify County funds are being spent appropriately and in compliance with plan requirements. Remittances are made regularly and on time to take advantage of discounts and avoid penalties. Service contracts include performance guarantees to ensure service levels.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of new hire enrollments processed	396	500	325	400
Outcome	Percent of new members needing assistance	25.0%	15.0%	18.0%	15.0%
Quality	Customer satisfaction: new employee benefit enrollment survey results	0.0%	95.0%	96.0%	95.0%
Efficiency	County's monthly per employee benefit cost - rate of increase	9.0%	3.0%	5.0%	3.0%

Performance Measure - Description

Efficiency: Actual dollar costs per FT employee: 08/09 Rate $912, 09/10 purchased rate $942, Current 09/10 Est $965, 10/11 Offer $989

National annual % change in total health benefit cost per employee increase each year 2007 = 6.1% 2008 = 6.3% 2009 = 5.5% 2010 = 5.6% *quote from MERCER National Survey of Employer-Sponsored Health Plans.

County change of 9% in FY09 due to 18-month plan year following dissolution of Employee Benefits Board.

Legal/Contractual Obligation

County labor contract contain benefit mandates for active and retired members. Benefits are governed by variety of federal/state/local laws, including Internal Revenue Service, Dept of Labor, COBRA, Working Families Tax Relief Act, Older Workers Benefit Protection Act, American Recovery and Reinvestment Act, as well as civil rights and Equal Employment Opportunity laws.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$12,518	$828,957	$0	$855,691
Contracts	$555	$132,376	$0	$1,067,279
Materials & Supplies	$160	$64,742,053	$0	$75,615,367
Internal Services	$840	$153,209	$0	$164,032
Total GF/non-GF:	**$14,073**	**$65,856,595**	**$0**	**$77,702,369**
Program Total:	**$65,870,668**		**$77,702,369**	
Program FTE	0.00	8.00	0.00	8.12
Program Revenues				
Fees, Permits & Charges	$0	$58,327,276	$0	$70,738,138
Other / Miscellaneous	$0	$7,600,000	$0	$6,887,681
Total Revenue:	**$0**	**$65,927,276**	**$0**	**$77,625,819**

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan and bus pass program funding, employee payroll deductions (both pre and post tax) for benefit plan participation, premium payments from retirees and COBRA participants, operational refunds/rebates from vendors, tax credits due to ARRA subsidies, Business Energy Tax Credit for the bus pass program.

Significant Program Changes

Last year this program was: #72012, FRM - Employee Benefits

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Program # 72013 - FRM - Employee Wellness | Version 3/05/2010 s

Lead Agency: County Management

Program Contact: Caren Cox

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Multnomah County Wellness Program provides employees, their eligible family members, and retirees with opportunities to improve their health and well being through education, experience, exercise, prevention training, and wellness intervention all designed to cultivate a healthier workforce and population covered by County sponsored health plans. This County wide program focuses on broad spectrum wellness, which includes proper nutrition, weight control, fitness, and stress management. In general, wellness programs can contribute to a reduction in employee absenteeism, lower health plan costs, increased employee productivity, enhanced employee retention, and improved employee morale.

Program Description

The program provides the County's stable and aging workforce with opportunities to make healthy life choices that will enhance their commitment to the County, increase productivity, and encourage employee retention. Program offerings can be tailored to address the specific health needs of our population as targeted by health plan statistics: weight reduction, stress management, women's health, and cardiovascular health. Available work site wellness programs/initiatives demonstrate the County's commitment to support employees, encourage a health workforce, improve employee morale, and attract/retain highly qualified workforce. The program offers a broad range of services to employees including convenient access to commercial grade fitness equipment, affordable on-site fitness classes tailored to work schedules and employee mix (class costs are below market rates and shared by participants), workshops targeting stress management, work-life balance, and other medical concerns for our population, wellness information, information about community resources/activities, a library of related subject matter, the breast pump loan program, incentive programs for weight loss, work site wellness activities, assistance to senior management with development of countywide wellness policy, guidance to the Peer Support Network, Employee Assistance Program coordination for individuals/departments, assistance with County's Drug/Alcohol training, coordination of health fairs, and assistance with other ad-hoc projects supporting program goals.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of employees requesting access to Fitness Centers	118	150	125	150
Outcome	Number of individual visits to fitness sites	17,777	18,000	16,200	18,000
Outcome	Enrollment in Wellness sponsored activity	18,558	18,000	16,800	19,000

Performance Measure - Description

Output: Measures number of new requests for access to fitness centers. Numbers decrease as population shrinks and fewer newly hired employees.

Outcome #1: Reports the number of individual visits to a County fitness site tracking usage of the centers.
Outcome #2: Reports the number of: individual visits to County fitness site, distinct classes offered by County, and participation in other miscellaneous offered programs (mini-grants, weight loss subsidy, breast pump loan, etc) tracking use of program offerings.

Legal/Contractual Obligation

Offering wellness activities is not mandated by labor contract or regulation. However, employers offering programs must ensure the programs are non-discriminatory and equally available to all employees.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$104,650	$0	$105,730
Contracts	$0	$51,000	$0	$65,000
Materials & Supplies	$0	$63,023	$0	$49,023
Internal Services	$0	$85,052	$0	$86,396
Total GF/non-GF:	**$0**	**$303,725**	**$0**	**$306,149**
Program Total:	**$303,725**		**$306,149**	
Program FTE	0.00	1.00	0.00	1.00
Program Revenues				
Fees, Permits & Charges	$0	$303,725	$0	$306,149
Total Revenue:	**$0**	**$303,725**	**$0**	**$306,149**

Explanation of Revenues

Revenues include fees paid by fitness class participants ($35,000), revenues from parking garage fees ($12,000) and internal service reimbursements.

Significant Program Changes

Last year this program was: #72013, FRM - Employee Wellness

Multnomah County
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Program # 72015 - FRM - Liability Risk Mgmt

Version 3/05/2010 s

Lead Agency: County Management

Program Contact: Marc R Anderson

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Liability Risk Program (LRP) manages the County liability program in accordance with all legal requirements and County policies/procedures. It focuses on County-wide risk exposures, liability/subrogation claims, insurance, loss control/prevention, and risk management. Our goal is to annually determine the County's "Cost of Risk" benchmark against other entities and continually improve our program by implementing best practices.

Program Description

The Liability Risk Program (LRP) purchases Crime, Excess Liability, Bonds, and specialized insurance for the County. The LRP recommends the types/limits of insurance for contracts, recommends the purchase of specialized insurance, and develops County-wide policies/procedures. The LRP designs and implements risk management strategies for the prevention of risk exposure and liability losses County-wide. This program adjusts claims with a contracted adjuster and the County Attorney's Office. The County chooses to "self-insure" (retain a certain amount of financial exposure to loss and purchase excess coverage for large claims). This controls the loss adjustment process, minimizes our "total cost of risk" (uninsured claims costs + insurance costs + administrative costs), and motivates internal loss control behavior. A department's internal liability rates are based on their past losses.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of policies for liability ins.,bond,crime coverages purchased/renewed	16	16	16	16
Outcome	Annual premium rate for liability ins/bond-cent per $1,000 in budget	2	2	2	2
Quality		0	0	0	0

Performance Measure - Description

Output: Appropriate types of insurance coverage indicates strong safeguarding of the County's assets.
Outcome: This year's average premium rate per $1,000 in budget for self-insured Oregon public entities is 6 cents. The County's rate is 2 cents, indicating that the cost of the Liability Risk Program is well below the average premium rate for self-insured Oregon public entities.

Legal/Contractual Obligation

The Liability Risk Program is mandated by County Code 7.100-7.104. The County is required by the State to have specific insurance and bond coverage. The County is self-insured for liability in accordance with the provisions of the Oregon Tort Claims Act, ORS 30.270, and purchases Excess Liability insurance above the self-insured retention of $1,000,000. The required Public Official Bonds, DEQ Bonds, and Pharmacy Bond are purchased in accordance with State requirements. The LRP manages the County's compliance with numerous OSHA requirements to promote employee safety, including driver's license verification and inspections by regulatory and insurance carrier representatives.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2010	2010	2011	2011
Personnel	$12,517	$229,436	$0	$239,765
Contracts	$555	$236,200	$0	$226,948
Materials & Supplies	$160	$1,304,700	$0	$1,754,700
Internal Services	$840	$28,722	$0	$24,282
Total GF/non-GF:	**$14,072**	**$1,799,058**	**$0**	**$2,245,695**
Program Total:	**$1,813,130**		**$2,245,695**	
Program FTE	0.00	1.65	0.00	1.68
Program Revenues				
Fees, Permits & Charges	$0	$1,795,058	$0	$2,241,695
Other / Miscellaneous	$0	$4,000	$0	$4,000
Total Revenue:	**$0**	**$1,799,058**	**$0**	**$2,245,695**

Explanation of Revenues

Departments are charged a liability rate based on claims experience and an actuarial valuation performed every three years. The Liability Risk Program also receives subrogation money and reimbursement related to liability claims.

Significant Program Changes

Last year this program was: #72015A, FRM - Liability Risk Mgmt

Multnomah County
www.co.multnomah.or.us

Program # 72017 - FRM - Payroll/Retirement Svcs — Version 4/26/2010 s

Lead Agency: County Management
Program Contact: Susie Cameron
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

Central Payroll is responsible for paying the employees of Multnomah County, ensuring compliance with Federal, State, and local wage and hour laws, withholding and remitting employment taxes and other deductions, issuing wage and tax reporting statements and administering the pension and deferred compensation programs.

Program Description

Payroll produces 24 payrolls per year for regular and on-call employees and is responsible for withholding, reporting, and remitting employment taxes to Federal, State and Local taxing authorities; reporting and remitting pension contributions to the Public Employees Retirement System; administering the County's IRC §457 deferred compensation program; and ensuring that payroll expenditures are in compliance with Federal and State wage and hour laws, labor contracts, and County Administrative guidelines. Payroll processes, reconciles and remits mandated deductions for creditor garnishments, child support, bankruptcies, tax levies, and union dues. Payroll protects County funds by ensuring that employment taxes, wage and tax statements, and pension payments are processed and remitted timely to avoid assessment of fines for non-compliance.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Average number of payments issued per period.	6,775	6,800	6,618	6,800
Outcome	Percent issued without errors.	99.0%	99.0%	99.0%	99.0%
Output	Percent of employees participating in Deferred Comp program.	38.0%	48.0%	38.0%	48.0%
Quality	Average deferred comp account balance.	42,625	39,000	50,276	40,000

Performance Measure - Description

Output: Number of payments per pay period exceeds number of employees due to many employees having multiple direct deposits.
Output: The percent of employees participating in the deferred comp plan will measure the effectiveness and quality of the educational opportunities offered. The national average for participation is 29%. The national average account balance is $9,500. The average account balance and participation rate are measures of the quality of the investment options and overall attractiveness of the plan as a voluntary employee benefit. Account balances and participation rate are expected to decline due to financial markets and overall economy.

Legal/Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws and by 10 union contracts. Withholding and remitting employment taxes is mandated by the Internal Revenue Service. Pension contributions are mandated by union contracts and the Oregon Revised Statutes. Failure to comply with these laws and regulations could result in the County being assessed penalties and fines.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$662,335	$0	$712,074	$0
Contracts	$10,100	$0	$10,100	$0
Materials & Supplies	$13,392	$0	$13,038	$0
Internal Services	$139,065	$0	$107,320	$0
Total GF/non-GF:	**$824,892**	**$0**	**$842,532**	**$0**
Program Total:	**$824,892**		**$842,532**	
Program FTE	7.67	0.00	7.62	0.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$0	$0
Other / Miscellaneous	$130,000	$0	$112,000	$0
Total Revenue:	**$130,000**	**$0**	**$112,000**	**$0**

Explanation of Revenues

Payroll is funded by the general fund, revenue sharing with deferred compensation providers and nominal revenue through assessment of fees for manual checks.

Significant Program Changes

Last year this program was: #72017A, FRM - Payroll/Retirement Svcs
No significant changes.

Multnomah County
www.co.multnomah.or.us

Program # 72018 - FRM - Property Risk Mgmt — Version 3/05/2010 s

Lead Agency: County Management
Program Contact: Marc R Anderson
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The Property Risk Program (PRP) manages the County property and insurance programs in accordance with related legal requirements and County policies and procedures. It focuses on property insurance for County-owned property, loss control/prevention, and risk management-related issues.

Program Description

The Property Risk Program (PRP) negotiates and purchases property insurance for 79 County-owned buildings and their contents, County-owned contents in leased facilities, County vehicle/fleet coverage, marine coverage, and other specialized insurance coverage for the County. The PRP analyzes the County's property risk exposure and consults with departments and elected officials on the County's property risk profile making recommendations on the purchase of specialized coverage options. The PRP develops risk reduction procedures and policies and then works with departments to implement these risk management strategies to prevent property losses. This program adjusts property loss claims up to the County's self-insured retention of $100,000 and for losses over the retention, works with a contracted insurance broker/risk consultant for claim resolution.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Annual number of property insurance policies	7	7	7	7
Outcome	Annual premium rate for property ins. coverage-cents per $100 in prop. value	8	8	8	8
Quality	Number of active claims managed	10	10	10	11

Performance Measure - Description

Output: Number of property policies, 7, including primary property, Justice Center, Boiler & Machinery, Vehicle, Marine, Terrorism, Flood & Earthquake coverage.

Outcome: The average premium rate per $100 in property value for Oregon public entities this year is 9 cents. The County's rate is 8 cents, indicating that we have kept our property premium costs lower than other Oregon public entities.

Quality: This is a measure of the number of active property claims managed. This indicates the ongoing management of this program and the interaction with the departments and insurance carriers for a successful outcome on the claim.

Legal/Contractual Obligation

The Property Risk Program is mandated by County Code 7.100-7.104. The County is required by its debt financing agreements to have specific property insurance in place. The level of expenditures is based on market value of insurance to cover the County's property risk.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2010	2010	2011	2011
Personnel	$0	$82,016	$0	$71,792
Contracts	$0	$91,000	$0	$75,000
Materials & Supplies	$0	$885,405	$0	$1,007,405
Internal Services	$0	$5,403	$0	$6,585
Total GF/non-GF:	**$0**	**$1,063,824**	**$0**	**$1,160,782**
Program Total:	**$1,063,824**		**$1,160,782**	
Program FTE	0.00	0.55	0.00	0.55
Program Revenues				
Fees, Permits & Charges	$0	$1,015,483	$0	$1,160,782
Total Revenue:	**$0**	**$1,015,483**	**$0**	**$1,160,782**

Explanation of Revenues

Revenues for this program are recovered through Internal Service reimbursements from departments to the Risk Management Fund.

Significant Program Changes

Last year this program was: #72018A, FRM - Property Risk Mgmt

Multnomah County
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Program # 72019 - FRM - Safety — Version 3/09/2010 s

Lead Agency: County Management
Program Contact: Marc R Anderson
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The Safety and Health Section (SHS) oversees the loss prevention efforts of Multnomah County. The section assists each department in meeting the loss prevention requirements for workers' compensation self-insured employer and Oregon OSHA compliance.

Program Description

The SHS work is aimed at reducing employee on-the-job injuries and employer liability. The SHS consults with County departments to assist them in providing a safe environment for both employees and the public. It helps identify and abate deficiencies related to workplace safety and health regulations. All loss prevention activity needed to maintain the workers' compensation self-inured status is managed from the SHS.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of site safety visits designed to meet loss prevention requirements	22	20	25	30
Outcome	Overall loss incident rate lower than industry standard (currently 5.4%)	4.8%	4.8%	5.0%	5.0%

Performance Measure - Description

1)Perform site safety visits per year and assist departments in abatement efforts for identified deficiencies.
2)A key industry measurement of safety program effectiveness is the number of claims per 100 full-time employees, known as an incident rate. Using the Oregon average incident rate for local government as a benchmark, the goal is to be below that benchmark on an annual basis. Activities positively impacting the incident rate include training, risk assessments, exposure monitoring, ergonomic evaluations, and various other tasks.

Legal/Contractual Obligation

Multnomah County Code 7.102 and 7.103 establishes the safety program in the County. Oregon Safe Employment Act, Div.1 and 2 establishes minimum safety standards for employers. OAR 437-001-1055 and 1060 requires each self-insured employer to have a written loss prevention plan for each locations, and to provide safety and health loss prevention services for each work-site.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$287,433	$0	$342,316
Contracts	$0	$41,000	$0	$35,000
Materials & Supplies	$0	$16,350	$0	$12,050
Internal Services	$0	$35,486	$0	$40,577
Total GF/non-GF:	**$0**	**$380,269**	**$0**	**$429,943**
Program Total:	**$380,269**		**$429,943**	
Program FTE	0.00	3.00	0.00	3.00
Program Revenues				
Fees, Permits & Charges	$0	$380,269	$0	$429,943
Total Revenue:	**$0**	**$380,269**	**$0**	**$429,943**

Explanation of Revenues

The Safety and Health section receives its revenues through internal service reimbursements from each county department.

Significant Program Changes

Last year this program was:
Last year this program offer was #72019A FRM-Safety.

Program # 72021 - FRM - ITAX — Version 4/30/2010 s

Lead Agency: County Management
Program Contact: Mark Campbell
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The ITAX Administration Program manages the administrative functions for the Multnomah County three year temporary personal income tax (ITAX) for the tax years 2003, 2004 and 2005 in accordance with Ballot Measure 26-48 approved by the voters in May 2003. The ITAX was sunset on December 31 2005; however the program continues to collect delinquent taxes and is accountable for compliance and regular audits. This is a joint offer with the County Attorney's Office.

Program Description

This program assures that the county is collecting this tax appropriately, fairly and effectively, providing leadership, collection analysis, distribution, legal process and accountability for the County's ITAX. Key efforts include: (1) managing the administrative functions of ITAX, (2) managing the Inter Governmental Agreements with various school districts that receive ITAX funds, and, (3) taking legal actions against non-payment of ITAX. The ITAX program is also responsible for maintaining a complete and accurate county resident database and communicating all relevant issues to taxpayers. The program has collected over $375 million of which about 70% was distributed to schools. Currently, approximately $13 million is projected to be outstanding as delinquent and non-filers representing about 79,000 accounts. For FY 2011 the ITAX program expects to collect about 250,000, of which $200,000 will be distributed to schools and county programs. Administrative and collection expenses are expected to be about $50,000. This program offer provides funding for .75 FTE in County Attorney's office through March 2011 and collection service charges to collection Attorney Smith & Greaves LLP.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Cumulative ITAX Collected	375,920,413	376,920,413	376,920,413	377,170,413
Outcome	Percent of compliance by dollar collected	97.6%	97.6%	97.6%	97.6%

Performance Measure - Description

Results are achieved by taxes collected. The goal was to have 90% of the tax collected within 12 months of the due date and 97% collected within three years of the tax due date. According to Internal Revenue Service, about 87% of federal income tax is collected. For tax years 2003, 2004 and 2005, we have collected 97% of the tax dollars due.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$142,293	$0	$57,000	$0
Contracts	$75,000	$0	$10,000	$0
Materials & Supplies	$26,000	$0	$1,500	$0
Internal Services	$46,735	$0	$1,500	$0
Total GF/non-GF:	**$290,028**	**$0**	**$70,000**	**$0**
Program Total:	**$290,028**		**$70,000**	
Program FTE	1.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Multnomah County Personal Income Tax consists of 1.25% on Oregon Taxable Income less County expemtions, interest on late payments, penalties on late filings and fees generated by checks returned for insufficient funds (NSF).

Significant Program Changes

Last year this program was: #72014, FRM - ITAX www.co.multnomah.or.us

Program # 72023A - FRM - Treasury and Tax Administration | Version 3/09/2010 s

Lead Agency: County Management
Program Contact: Mark Campbell
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

Treasury manages the County's cash assets, investment portfolio, debt, banking services and relationships, and broker/dealer relationships. Treasury also provides responsive and pro-active customer support, training, and advice to department staff who handle cash in the course of providing services to county residents.

In FY 2011 the Treasury program includes the functions formerly budgeted in the Excise Tax Administration program. This includes the management of revenue collections for Motor Vehicle Rental Tax (MVRT), Transient Lodgings Tax (TLT) and Business Income Tax (BIT) in accordance with Multnomah County Code, the County's fiduciary responsibilities, and revenue & taxation policies and procedures.

Program Description

Treasury invests the County's financial assets to ensure that funds are available to meet anticipated cash flow needs. Investment earnings are measured against specific benchmarks outlined in the Investment Policy. Treasury complies with all applicable laws, policies and best practices in the management of County funds.

Treasury supports the CFO in the issuance of debt, including opportunities to refinance existing debt, and maintains contact with rating agencies. It ensures timely and accurate debt service payments and generates arbitrage rebate calculations and reports. Treasury regularly analyzes cash flow. From time to time it is necessary to issue short term Tax and Revenue Anticipation Notes (TRANs) to provide liquidity prior to the collection of property taxes in November.

The County collects and administers three excise taxes. A Business Income Tax (BIT) is assessed against businesses with income generated within the county. It is set at a rate of 1.45% of net income. BIT is the second largest revenue source in the General Fund, generating approximately 15% of General Fund revenues.

A Motor Vehicle Rental Tax (MVRT) is charged on the rental of cars and light trucks within the county. It is currently set at a rate of 17% of rental fees. In 2009, the Board of County Commissioners increased the tax from 12.5% to 17% to help offset revenue losses due to the downturn in the regional economy. A portion of the tax (2.5%) is passed through to the Visitor's Development Fund to support tourist activities.

A Transient Lodging Tax (TLT) is charged on the rental of hotel/motel rooms within the county. It is currently set at a rate of 11.5% of rental fees. Most of the revenue generated by the TLT is passed through to other entities. Cities retain 5%, another 3% is dedicated to operating the Oregon Convention Center, and 2.5% is passed through to the Visitor's Development Fund.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Compliance w/ Investment Policy	1	1	1	1
Outcome	Tax Returns Filed	96.0%	98.0%	96.0%	97.0%
Output	Ensure County's Cash Flow Needs Are Met	1	1	1	1
Output	# of Business Accounts in Multnomah County	60,000	60,000	61,250	61,500

Performance Measure - Description

Measurement Key: 1 = Goal Achieved
0 = Not Achieved

The % of tax returns filed is a measure of compliance with applicable code requirements. Compliance has remained high despite the impacts of the recession.

The # of business accounts is used as a workload measure and serves as an indicator of economic activity within the county.

Legal/Contractual Obligation

Oregon Revised Statutes (primarily ORS 294.035), Multnomah County Code Chapter 11 (BIT) and Chapter 12 (MVRT and TLT), the Business Income Tax is administered by the City of Portland through an intergovernmental agreement (IGA) that expires in FY 2013.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$469,345	$0	$444,480	$0
Contracts	$870,660	$0	$951,000	$0
Materials & Supplies	$5,760	$0	$7,300	$0
Internal Services	$43,796	$0	$46,687	$0
Total GF/non-GF:	**$1,389,561**	**$0**	**$1,449,467**	**$0**
Program Total:	**$1,389,561**		**$1,449,467**	
Program FTE	4.50	0.00	4.50	0.00
Program Revenues				
Fees, Permits & Charges	$70,000	$0	$70,000	$0
Other / Miscellaneous	$70,000	$0	$0	$0
Total Revenue:	**$140,000**	**$0**	**$70,000**	**$0**

Explanation of Revenues

This program is supported largely by General Fund revenues with the exception of:

Administrative Fee from Visitor's Development Fund - $70,000
Under terms of the IGA that created the Visitor's Development Fund the County receives an administrative fee equal to .7% of MVRT and TLT revenues recorded in the fund.

Significant Program Changes

✓ Significantly Changed

Last year this program was: #72023A, FRM - Treasury
Excise Tax Administration (72022) has been incorporated into the Treasury program. The staffing levels for the combined program are the same as they were in FY 2010.

Multnomah County
www.co.multnomah.or.us

Program # 72024 - FRM - Worker's Compensation — Version 6/17/2010 s

Lead Agency: County Management

Program Contact: Marc R Anderson

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Workers' Compensation Section manages the work-related employee injury and illness aftercare process and assists employees in returning to their jobs after an injury or illness occurs.

Program Description

Provide workers' compensation benefits in accordance with state law. Multnomah County has been self-insured for this benefit since 1978. Claims are administered through a contract with a third-party claims administrator. Staff work with employees, supervisors, physicians, and managed care organizations to accurately and timely process claim benefits for the injured employee. Internal workers' compensation specialists focus on service, cost containment, and compliance efficiency. This section is responsible for the County return-to-work program and follows state requirements necessary to benefit from the Workers' Compensation Division's Employer-At-Injury reimbursement program.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Processing required notices and payments timely as measured by OR-WCD	91.0%	95.0%	92.0%	95.0%
Outcome	County Experience Modifier less than industry average	30.0%	30.0%	30.0%	30.0%

Performance Measure - Description

1)Quarterly claims processing performance as reported by the State Workers' Compensation Division. Self-insured employers must be above 90% for timely claim filing, timely first payment of time loss compensation, and compensability determinations. Staying above this level shows high quality of service.
2) A workers' compensation experience modifier below industry average demonstrates the County's ability to manage claims better than the insurance industry average, thus paying less in total premiums. Multnomah County pays 30% less in premiums than the industry average.

Legal/Contractual Obligation

Oregon Revised Statutes Section 656, Oregon Administrative Rules 436, requires workers' compensation coverage be in force for employees. Oregon Administrative Rules 437 outlines Occupational Safety and Health requirements and Multnomah County Code 7.101(5)also defines the functions and uses of the Risk Management Fund. Self-insured employers certify under ORS 656.430 and must meet the qualification described in ORS 656.407.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2010	2010	2011	2011
Personnel	$0	$262,546	$0	$661,758
Contracts	$0	$155,000	$0	$52,000
Materials & Supplies	$0	$1,794,448	$0	$1,946,900
Internal Services	$0	$23,957	$0	$45,389
Total GF/non-GF:	**$0**	**$2,235,951**	**$0**	**$2,706,047**
Program Total:	**$2,235,951**		**$2,706,047**	
Program FTE	0.00	2.50	0.00	2.50
Program Revenues				
Fees, Permits & Charges	$0	$2,085,901	$0	$2,531,047
Other / Miscellaneous	$0	$150,000	$0	$175,000
Total Revenue:	**$0**	**$2,235,901**	**$0**	**$2,706,047**

Explanation of Revenues

The Workers' Compensation section receives its revenues through internal service reimbursements assessed using historical data. All liabilities associated with workers' compensation claims are fully funded in a reserve account. External revenue is received from the Workers' Compensation Division Employer-At-Injury Program and from recoveries from third parties.

Significant Program Changes

Last year this program was:
Last year this program was #72024A-FRM-Workers' Compensation

Multnomah County
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Program # 72027B - Wellness Initiative - ODS Flourish Active + Retired Employees — Version 4/23/2010 s

Lead Agency: County Management

Program Contact: Caren Cox

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics:

Executive Summary

Programs to improve employee wellness have proven to be a means for employers to enhance the employment relationship, improve job performance, and reduce health plan expenditures. The County Benefits Office has researched a number of options geared at targeting employee wellness from the perspective of being accessible to employees, provide real life results by improving the health and welfare of County employees and provide some relief to rising health care costs.

One option employers are using is to offer employees the opportunity to use a Health Risk Assessment (HRA). An HRA is a series of questions that identifies individual risk factors and helps to triage alternatives for addressing those risk factors. The County's health plan administrator, Oregon Dental Service (ODS) offers a flexible HRA tool employers can customize to fit their specific needs. The goal of an interactive HRA is to provide a science based intervention tool that moves a person through a change process, ultimately leading the individual to a new level of health and productivity.

Program Description

ODS offers a web-based, self directed wellness coaching platform that could be offered to all County employees, regardless of their health plan election. The FLOURISH program offers an integrated health and lifestyle coaching opportunity.

The content is designed to recognize Patient Activation Measure (PAM) benchmarks and provide coaching in a format that is individualized to the reader's PAM. Participants have unlimited access to lifestyle and health coaching on-line or by telephone. Aggregate data reporting is available to the employer. Industry standards indicate it takes 3-5 years before a return on investment can be realized. The County would need to commit to support such a program for at least 3 years in order to evaluate results.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Employee and Retiree participation in program	0.0%	0.0%	0.0%	15.0%
Outcome		0	0	0	0

Performance Measure - Description

Initial proposal for FLOURISH package for Multnomah County is $6 per employee per year (approximately $27,000 based on 4,500 employees). If retirees are eligible to participate in the program the cost would be about $4,000 more.

This cost is estimated based on a streamlined program. Enhancements to the program are available at additional cost.

Legal/Contractual Obligation

The program would need to be launched as a pilot and Memoranda of Agreement (MOA) negotiated with each union. We recommend the union agreements be fashioned similar to the Catastrophic Leave language which gives the County authority to operate the program and end it at will. Additional negotiations would be required if the County wanted to continue the program and include the cost of operating the program as part of the health plan's cost. Costs would be shared with employees.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	$0	$0	$0	$31,000
Total GF/non-GF:	**$0**	**$0**	**$0**	**$31,000**
Program Total:	**$0**		**$31,000**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	$0	$0	$0	$31,000
Total Revenue:	**$0**	**$0**	**$0**	**$31,000**

Explanation of Revenues

Significant Program Changes

Last year this program was:

Program # 72028 - FRM - Recreation Fund Payment to Metro   Version 3/09/2010 s

Lead Agency: County Management   **Program Contact:** Mark Campbell
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The Recreation Fund Payment to Metro program provides support funding to Metro for the operation and maintenance of community parks. The expenditures of the fund are pass-through payments to Metro under an Intergovernmental Agreement the County entered into in 1994. The transactions for this program are recorded in the Recreation Fund.

Program Description

This program's primary purpose is to provide funding to Metro to maintain and operate community parks which in turn build local communities and provide for recreational opportunities. The program's resources are driven by County Marine Fuel Tax and RV License Fee Sharing revenues. The expenditures of the fund are pass-through payments to Metro under an Intergovernmental Agreement the County entered into in 1994. These funds may be used to operate, administer and maintain the following Metro natural areas and regional facilities that were transferred from Multnomah County in 1994: Mason Hill Park, Sauvie Island Boat Ramp, Multnomah Channel Park, Bybee-Howell House and Park, Bell View Point, James Gleason Memorial Boat Ramp, Broughton Beach, Beggars Tick Marsh, Glendoveer Golf Course and Fitness Trail, Blue Lake Park, Gary and Flagg Islands, Oxbow Park, Indian John Island, Larch Mountain Corridor, Chinook Landing Marine Park, Sandy River Access Points, Smith & Bybee Lakes Addition, Phillipi Property, and the Expo Center. Each of these sites offers a different recreational benefit for all citizens.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Payment Remitted in a Timely Manner	1	1	1	1
Outcome		0	0	0	0

Performance Measure - Description

Under state law marine fuel taxes are allocated to counties based on the number of boat registrations and miles of waterway within the county. These revenues are turned over to METRO under terms of an IGA that transferred Multnomah County parks to METRO.

Measurement Key: 1 - Yes; 0 - No

Legal/Contractual Obligation

Pass through payment under terms of the IGA that transferred parks from the County to METRO.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	$0	$120,000	$0	$100,000
Internal Services	$0	$3,264	$0	$1,700
Total GF/non-GF:	**$0**	**$123,264**	**$0**	**$101,700**
Program Total:	**$123,264**		**$101,700**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Taxes	$0	$123,264	$0	$101,700
Total Revenue:	**$0**	**$123,264**	**$0**	**$101,700**

Explanation of Revenues

Revenues represent Multnomah County's share of state Marine Fuel Tax.

Significant Program Changes

Last year this program was: #72028, FRM - Recreation Fund Payment to Metro

Division Overview

The Budget Office guides the County's budget process, prepares the annual budget, and supports the Chair and the Board of County Commissioners in their budgeting decisions by helping align the County's annual spending plan with their priorities. It also serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program and management analysis.

The Budget Office leads the countywide budget process, evaluates County policies and operations, and recommends redirection of policy and/or resources.

The Budget Office prepares and presents the following:

- The annual budget, budget in brief and associated documents;
- Financial forecasts and budget projections;
- Ad hoc analyses for County Management and the Chair's Office;
- Cost control analyses; and
- Monthly expenditure and revenue monitoring.

Staff also assist departments by providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting.

Budget staff serve on countywide task forces related to budget, finance and other fiscal matters; identify and resolve financial problems; and support County Labor Relations in collective bargaining research and analysis.

Budget Office

- 72029 Budget Office

Significant Changes

The following describes the significant budget changes that impacted the division.

In FY 2011, the Budget Office reduced the last remaining piece of the research and evaluation unit 100%. This reduction significantly impacts the office's ability to complete special projects and fulfill data requests.

Due to a change in the internal service methodology and allocation, the internal service costs for this program have decreased by nearly 50%. Those costs have been reallocated elsewhere in the department.

Measuring Success

For nearly ten years, the Budget Office has been surveying budget participants-ranging from technical staff to policy makers- to see how satisfied they have been with the process and product and to get recommendations for improvement. The FY 2010 budget was marked by some particularly challenging events. Multnomah County, along with the rest of the nation, was in the midst of an economic recession. In addition, 3 of the 5 County Commissioners took office in January 2009, in the middle of the FY 2010 budget process, a steep learning curve for anyone. Amid the challenges, the Budget Office managed to increase the overall customer satisfaction from 85.2% in FY 2003, to a high of 95.6% in FY 2010.

The Budget Office also gauges our success based on the accuracy of the General Fund forecast. This measure is critical to the organization. Nearly 40% of the County's expenditures are funded by the General Fund representing the Board's most discretionary funds. If the forecast is too high, a midyear reduction is required; if it is too low the County unnecessarily cut services or employees. For the FY 2009, the General Fund forecast prepared in October 2007 (21 months before the end of the fiscal year), has been within 3.31 of actual revenues. This is greater than the goal of 2%; however, this period covers the worst and most rapid economic downturn since the Great Depression, and our forecasts were generally more accurate than other jurisdictions.

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
72029	Budget Office	$1,264,105	$0	$1,264,105	8.00
	Total	**$1,264,105**	**$0**	**$1,264,105**	**8.00**

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Program # 72029 - Budget Office | Version 2/25/2010 s

Lead Agency: County Management **Program Contact:** Karyne Kieta
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The Budget Office guides the development of the County's Budget Process, prepares the annual budget and supports the Chair and the Board of County Commissioners in their budgeting decisions by helping align the County's annual spending plan with their priorities. It also serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program and management analysis.

Program Description

The Budget Office leads the countywide budget process, evaluates County policies and operations, and recommends redirection of policy and/or resources.

The Budget Office prepares and presents the following:
• Prepares the annual budget, budget in brief and associated documents;
• Financial forecasting and budget projections;
• Ad hoc analysis for County Management and the Chair's Office;
• Cost control analyses; and
• Monthly expenditure and revenue monitoring.

Staff also assist departments in measuring performance of County programs; provide information and training on financial management, planning, budgets, and expenditure and revenue forecasting.

Budget staff serve on countywide task forces related to budget, finance and other fiscal matters; identify and resolve financial problems; and support County Labor Relations in collective bargaining research and analysis.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of budget modifications processed (includes internal)*	132	102	211	200
Outcome	Percentage of budget modifications entered into SAP within the financial period*	0.0%	0.0%	98.0%	99.0%
Quality	Percent error in the Budget Revenue Forecast	3.3%	2.0%	2.0%	2.0%
Quality	Percentage of customers satisfied with the Budget Office staff performance**	93.0%	92.0%	95.6%	95.0%

Performance Measure - Description

✓ Measure Changed

*This measure will change for FY 2011. In years past, we only tracked the budget modifications that required Board approval. For FY 2011, we will change the measure to include internal modifications.

**Because the budget process ends prior to the beginning of the fiscal year the FY 09-10 estimate is the "actual" customer satisfaction rating.

Legal/Contractual Obligation

The Budget Office is not mandated, but the County is subject to Oregon Budget Law, ORS Chapter 294 & sections of ORS Chapters 280 & 310 related to filing and ballot title wording. The office is responsible for producing a financially sound budget that complies with the law and communicates results achieved for public money entrusted to the County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$961,418	$0	$958,086	$0
Contracts	$22,500	$0	$30,000	$0
Materials & Supplies	$41,925	$0	$44,600	$0
Internal Services	$393,188	$0	$231,419	$0
Total GF/non-GF:	**$1,419,031**	**$0**	**$1,264,105**	**$0**
Program Total:	**$1,419,031**		**$1,264,105**	
Program FTE	8.00	0.00	8.00	0.00
Program Revenues				
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

Last year this program was: #72029A, Budget Office
Reduced the intern budget by 100% which significantly impacts the office's ability to do special projects and data requests.

Due to a change in the internal service methodology and allocation, our internal service costs for this program have decreased significantly. However, those costs have been reallocated elsewhere in the department.

Division Overview

The Central Human Resources Division is driven by the the Countywide Human Resources Strategic Plan's mission to "Lead the way with innovative and comprehensive human resource services to attract, develop, and sustain a diverse and talented workforce focused on service excellence," and guided by the vision of "People Matter and Results Count."

The Central Human Resources Division provides strategic leadership, recommends policy, develops human resource systems, and partners with the department human resource units to guide consistent, efficient and cost effective human resource processes and practices necessary to achieve results across the organization. The Human Resources Director is the primary liaison to senior leaders to ensure human resource processes are aligned with Countywide business goals and oversees evaluation of human resource contributions to organizational effectiveness.

The Central Human Resources Division manages the following services and systems to support employees, managers and the business needs of the County organization.

- Collective Bargaining and Labor Contract Interpretation
- Personnel Rules and County HR Policy Development and Interpretation
- Job Classification & Compensation
- Countywide Training and Organizational Development
- Human Resource Process Monitoring and Evaluation
- The department HR unit serving DCM, the Chair's Office the Board, Non-Departmental Units and the Office of Information Technology.

Central HR Administration

- 72056 Division Administration

Unemployment Insurance Program

- 72059 Unemployment Insurance

Central Services

- 72057 Central HR Services

Labor Relations

- 72058 Labor Relations

DCM/IT/Non-Departmental Human Resources Unit

- 72060 DCM/IT/Non-Dept HR Unit

Significant Changes

The following describes the significant budget changes that impacted the division.

In FY 2011, the Central Human Resources Division adds one permanent full-time position to Labor Relations (72058) funded within the budget constraint target of the Department of County Management.

The Department of County Management Human Resources Unit (72060) was previously budgeted in the DCM Director's Office, but is now included in the Central Human Resources Division.

Central HR Administration (72056) is reduced by 0.50 FTE HR Technician due to workload redesign.

Measuring Success

Central Human Resources Division performance measures reflect goals prioritized in the Countywide HR Strategic Plan. A common thread is that high-performing employees are essential to the delivery of excellent County services and achieving organizational effectiveness.

Effective labor-management relationships support both employee and organizational success. While the number of labor disputes has doubled in the past three years, settling these disputes collaboratively remains high at 96%-98% for the same time-period. Over 1,700 job positions updated for classification and compensation in the past three years means better alignment of County jobs to current competitive labor market factors, such as technology changes, new skill and knowledge requirements or regulatory updates. In response to the Countywide Employee Survey, more training and employee development opportunities occurred in FY 2010 resulting in 3,500 Countywide Training attendees, a three-fold increase from FY 2007. DCM HR processed 1,500 personnel transactions in FY 2010, a 50% increase from the previous year. Personnel transactions reflect customer service activities and other employment actions essential to maintain the formal electronic personnel record of each employee.

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
72056	Central HR Administration	$808,440	$0	$791,440	4.50
72057	Central HR Services	1,522,102	0	1,522,102	9.00
72058	Central HR - Labor Relations	964,361	38,108	1,002,469	5.85
72059	Unemployment Insurance	0	1,373,059	1,373,059	0.15
72060	Central HR - DCM/IT/ Non-Departmental HR Unit	697,233	0	697,233	5.00
	Total	**$3,992,136**	**$1,411,167**	**$5,403,303**	**24.50**

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Program # 72056 - Central Human Resources - Administration — Version 6/17/2010 s

Lead Agency: County Management
Program Contact: Travis Graves
Program Offer Type: Administration
Related Programs:
Program Characteristics:

Executive Summary

Central Human Resources (HR) Administration provides strategic leadership and partnership to department HR units to guide consistent, efficient and cost effective HR processes and practices across the County organization. It also provides administrative and business services management for Central HR programs, including Labor Relations, Classification and Compensation, Talent Development, DCM/IT/Non-Departmental HR, and the Unemployment Insurance Program.

Program Description

Central HR Administration sets direction, determines policy, develops process structures, and builds relationships to develop and sustain a diverse and talented workforce necessary to achieve results across the organization. Central HR Administration focuses on facilitating communication linkages, ensuring stakeholder input and engaging in collaborative problem resolution to implement plans and achieve results. The HR Director is the primary liaison to senior leaders to ensure HR processes are aligned with countywide business goals and oversees evaluation of HR contributions to organizational effectiveness. Central HR administration oversees countywide service program integration and performance measurement and reporting; leads HR technology development and process automation; provides budget and financial management; implements employee recognition programs; and ensures compliance with federal, state, local laws, rules, regulations and labor agreements.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Countywide employee turnover rate.	16.5%	11.5%	15.0%	13.0%
Outcome	Number of countywide job applications in the Neogov tracking system.	14,477	0	16,500	17,000

Performance Measure - Description

These measures will be among several reported on a annual basis to provide performance information for decision-making. Due to significant budget reductions for FY10, HR reporting capacity is limited.

Legal/Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act, and other employment related issues. Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$534,233	$0	$562,229	$0
Contracts	$108,180	$0	$56,400	$0
Materials & Supplies	$38,183	$0	$45,750	$0
Internal Services	$127,603	$0	$144,061	$0
Total GF/non-GF:	**$808,199**	**$0**	**$808,440**	**$0**
Program Total:	**$808,199**		**$808,440**	
Program FTE	4.50	0.00	4.50	0.00
Program Revenues				
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

✓ Significantly Changed

Last year this program was: #72056A, Central Human Resources Division Administration
Central HR Administration is reduced by .50 FTE HR Technician. Reduction reflects workload redesign for tracking and processing of employment applications to a new paperless process. Position will also transfer approximately mid-year to the new DCM administrative unit, established within department budget constraint.

Multnomah County
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Program # 72057 - Central Human Resources - Central HR Services — Version 2/18/2010 s

Lead Agency: County Management

Program Contact: Travis Graves

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Central Human Resources (HR) Services, comprised of the Classification and Compensation and the Talent Development units, provides critical infrastructure systems and tools to attract, train, and retain a diverse workforce at all levels of the organization. Classification & Compensation provides pay and classification structures necessary for the County to offer competitive pay and contemporary career paths. Talent Development provides countywide training for all employees and leads organizational development activities.

Program Description

Central HR Services implements strategies to address the Countywide Human Resources Strategic Plan key components to: attract and select diverse, high-performing employees; establish employee retention strategies that support the organization's job market competitiveness; implement programs to strengthen skills and build knowledge necessary for an effective, culturally competent workforce; and formalize an employee performance management system that fosters individual growth and accountability, and aligns performance goals with business requirements. Even in the current economic environment, a shrinking qualified workforce combined with future retirements requires a strategic focus on the county's ability to recruit and retain a highly-skilled workforce.

Classification and Compensation provides the pay and job classification frameworks that facilitate external competitiveness, ensure internal equity, promote employee retention and support career growth. Classification and Compensation leads the identification and analysis of job duties and qualifications that define the scope and complexity of work performed as documented in position descriptions, and guides the research of labor market pay range data for the most accurate indicator of prevailing wages for comparable jobs.

Talent Development provides or coordinates all countywide training including: employee, management and supervisory development, including the Multnomah Leadership Academy; diversity awareness and skills building; technology training and policy or process-focused learning opportunities. The May 2009 Training Needs Survey significantly informed the current countywide trainings. Talent Development uses the survey findings, core competencies and job skills aligned with the employee performance management system to develop training options. This comprehensive system is essential to build and monitor individual employee accountability and support the achievement of organizational program goals.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	# of positions reviewed as a result of class/comp studies.	308	375	206	300
Outcome	Percent of total positions reclassed, revised, updated.	14.1%	15.3%	10.0%	13.0%
Output	# of positions reviewed as a result of individual requests.	312	300	200	250
Output	Number of Countywide training class attendees.	3,272	2,500	3,500	3,500

Performance Measure - Description

The percentage of all positions re-classed, revised, or updated as a result of classification or compensation review indicates County positions better aligned to current competitive job market factors such as technology changes, regulatory requirements, high turnover, and the inability to fill vacancies and/or impact on essential public services. FY10 estimate of percentage of positions reviewed is less than FY10 purchased. Several factors impact outcomes: 1) multiple studies in FY10 affected a smaller number of positions than projected; 2) the Executive Management Study launched in FY10 has required a full time dedicated staff person to lead countywide planning, project design, resource coordination and communication management; and 3) significant focus was spent to research, develop and implement a pay philosophy and framework that had never been codified.
Despite significant budget reductions in FY10, the number of Countywide training classes is estimated to reach similar levels as the previous year.

Legal/Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act, and other employment related issues. Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$1,011,348	$0	$1,080,127	$0
Contracts	$529,649	$0	$176,000	$0
Materials & Supplies	$27,300	$0	$25,600	$0
Internal Services	$230,722	$0	$240,375	$0
Total GF/non-GF:	**$1,799,019**	**$0**	**$1,522,102**	**$0**
Program Total:	**$1,799,019**		**$1,522,102**	
Program FTE	9.00	0.00	9.00	0.00
Program Revenues				
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

✓ Significantly Changed

Last year this program was: #72057A, Central Human Resources Division - Central HR Services
In FY10, $33,000 was added to professional services in the Talent Development Unit specifically for the countywide Equity Council trainings on institutional racism. In FY11, Talent Development professional services dollars are reduced by $33,000 and this training series is reflected in another program offer.

Multnomah County
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Program # 72058 - Central Human Resources - Labor Relations

Version 3/05/2010 s

Lead Agency: County Management

Program Contact: Travis Graves

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Labor Relations provides leadership to ensure effective labor-management relationships, appropriate work conditions and legal compliance that balance the rights of employees with the business needs of the County. This program manages 10 labor contracts, representing 85% of the County workforce.

Program Description

Contract negotiations present one of the most significant opportunities to forge partnerships with labor unions that serve the needs of both the County and its employees. Labor Relations was successful during the last round of negotiations in achieving staggered dates for contract renewals, which provides the County a better opportunity to strategically plan and time proposals for contract changes. While this approach means contract negotiations have become a year round workload it allows Labor Relations and department management staff to focus and prepare for each labor agreement separately.

Forums such as Employee Relations Committee and Employee Benefits Team along with tools such as negotiated memoranda create the foundation of open communication, clear and accessible decision making, and collaborative problem solving needed to achieve uniform labor/management practices throughout the County.

Labor Relations key responsibilities include:

- Lead collective bargaining activities, including contract negotiations, interim negotiations, labor contract administration and interpretation;
- Guide development of employee relations programs to create and promote a positive organizational culture and advocate for fair, respectful treatment of employees;
- Ensure consistent application and enforcement of collective bargaining agreements, work rules, grievance and discipline policies;
- Provide internal expertise for dispute resolution, grievance handling, and cooperative problem-solving;
- Maintain and develop personnel rules and administer the county's drug and alcohol testing process;
- Coordinate countywide layoff activities and the merit council appeals process;
- Manage the Unemployment Claims process;
- Ensure compliance with federal, state, local laws, rules, regulations and labor agreements, and communicate, train, and coach supervisors, managers, and department human resources units on these requirements.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of labor disputes.	193	175	208	200
Outcome	Percentage of labor disputes settled cooperatively.	96.0%	90.0%	98.0%	95.0%

Performance Measure - Description

Disputes include formal and informal disagreements about the interpretation or application of labor contracts, Personnel Rules, practices or policies. The resolution of labor disputes collaboratively means all involved parties have agreed to the resolution without going to arbitration. The alternative is an external arbitrator imposing a decision binding on all parties.

Legal/Contractual Obligation

Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits, and other matters pertaining to employment. Federal, State, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Reemployment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2010	2010	2011	2011
Personnel	$650,409	$0	$777,053	$38,108
Contracts	$20,000	$0	$20,000	$0
Materials & Supplies	$18,500	$0	$11,500	$0
Internal Services	$137,694	$0	$155,808	$0
Total GF/non-GF:	**$826,603**	**$0**	**$964,361**	**$38,108**
Program Total:	**$826,603**		**$1,002,469**	
Program FTE	4.85	0.00	5.60	0.25
Program Revenues				
Indirect for dep't Admin	$0	$0	$0	$0
Fees, Permits & Charges	$0	$0	$0	$38,108
Total Revenue:	**$0**	**$0**	**$0**	**$38,108**

Explanation of Revenues

Significant Program Changes

✓ **Significantly Changed**

Last year this program was: #72058, Central Human Resources Division - Labor Relations
The FY11 Labor Relations program offer changes from the previous year with the addition of a permanent 1.0 FTE Human Resources Manager 1 within department constraint. LR originally established a limited duration position in FY10 to gauge the increased workload. The FTE is funded within the DCM General Fund constraint. The additional FTE will respond to a significant workload increase due to:
•Passage of SB400 added safety and staffing issues to mandatory subjects of bargaining impacting MCCDA, MCDSA, FOPPO, JCSS and, effective January 1, 2010, the Prosecuting Attorneys Association.
•Dissolution of the Employee Benefits Board means negotiations occur with each Union individually. The complexity of benefits issues makes this area particularly critical and time consuming.
•Increased concerns from Chair’s Office, elected officials and senior leaders to address overtime costs and sick leave usage.
•Number of memoranda of agreement, understanding, or exception negotiated doubled, from 22 in calendar year 2008 to 44 in calendar year 2009. In the past eighteen months, LR has received 25 demands to bargain over County initiated changes or proposals.
•Increases in layoff and bumping, which also drive increased employee grievances and disciplinary actions. Between 2007 and late 2009, the number of grievances increased from 90 to 140; the number of disciplinary actions from 73 to 107; and the number of unemployment claims from 364 to 798.

Multnomah County
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Program # 72059 - Central Human Resources - Unemployment Insurance Version 3/05/2010 s

Lead Agency: County Management
Program Contact: Travis Graves
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The Unemployment Insurance Program provides unemployment benefits to eligible workers who are unemployed due to layoff or other discharge for reasons other than misconduct. Unemployment insurance replaces part of the income that employees lose when they become unemployed.

Program Description

The Unemployment Insurance Program ensures eligible workers secure financial assistance. The program provides accurate and timely monitoring and reporting, and participates in all hearings to decrease costs and liability due to fraudulent claims. A benefits claim decision will typically favor the applicant if reports are late, data is inaccurate or an employer fails to respond to requested clarification.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of employee claims.	598	700	652	650
Outcome	Percentage of claim appeals found in the County's favor.	27.0%	75.0%	71.0%	70.0%
Output	Number of appeals.	11	17	14	15

Performance Measure - Description

It is the County's goal to support maximum benefit claims for eligible applicants and minimize fraudulent claims. A higher percentage of claims appeals found in the County's favor means a lower expense and lower risk to the County.

Legal/Contractual Obligation

Unemployment Insurance benefits are mandated by federal and state laws. Oregon Employment Law, statues 657.005 and 657.010 Federal Unemployment Act Social Security Act.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$22,511	$0	$26,158
Contracts	$0	$0	$0	$0
Materials & Supplies	$0	$1,001,025	$0	$1,342,685
Internal Services	$0	$4,297	$0	$4,216
Total GF/non-GF:	**$0**	**$1,027,833**	**$0**	**$1,373,059**
Program Total:	**$1,027,833**		**$1,373,059**	
Program FTE	0.00	0.15	0.00	0.15
Program Revenues				
Indirect for dep't Admin	$0	$0	$0	$0
Fees, Permits & Charges	$0	$0	$0	$1,373,059
Total Revenue:	**$0**	**$0**	**$0**	**$1,373,059**

Explanation of Revenues

Unemployment claims are funded by assessing a rate based on .5% of monthly payroll for each department.

Significant Program Changes

Last year this program was: #72059, Central Human Resources Division - Unemployment

Multnomah County
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Program # 72060 - Central Human Resources - DCM/IT/Non-Departmental HR Unit — Version 3/09/2010 s

Lead Agency: County Management
Program Contact: Travis Graves
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The Department of County Management Human Resources Unit (DCM HR) provides a variety of direct HR services and support to managers, supervisors and employees, including recruitment and selection, HR administrative functions, consultation addressing management/employee labor relations issues, and leadership for department-wide initiatives such as succession planning and policy implementation. DCM HR customer groups include the Department of County Management, the Chair's Office, Non-Departmental Units and the Office of Information Technology.

Program Description

DCM HR supports 642 permanent and temporary/on-call employees with 3 union contracts, multiple elected officials and county corporate offices.

DCM HR key responsibilities include:

• Lead and advise customer groups to create and strengthen a positive work climate that values: diversity and cultural competency, effective communication between employees and managers, excellent customer service, staff development and growth, clear performance expectations and recognition of exceptional work performance;
• Manage the recruitment and selection processes;
• Coordinate new employee orientation and on-boarding programs; coordinate employee voluntary and involuntary termination activities and exit interviews;
• Administer FMLA, OFLA and other leave programs; coordinate with the Worker's Compensation Program;
• Maintain employee personnel records and provide HR data and reporting to support HR functions and organizational needs;
• Consult with managers and employees concerning employee and labor relations issues, including performance management, discipline and grievances processes, and dispute resolution;
• Manage the lay-off processes when necessary, including seniority/bumping activities and transition/replacement guidance to employees and supervisors;
• Advise managers and employees on interpretation and application of HR policies, collective bargaining agreements, and applicable labor laws and regulations governing public sector employment;
• Lead department-wide initiatives, such as Performance Planning & Review (PPR) and succession planning;
•Coordinate with other Central HR areas to implement countywide human resource initiatives.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of all recruitments.	50	0	85	85
Outcome	% of employees who successfully completed probation, except for layoff/bumping.	98.0%	0.0%	98.0%	98.0%
Output	Number of employee FMLA/OFLA leave requests.	232	0	260	260
Output	Number of personnel transactions in SAP.	910	0	1,500	1,500

Performance Measure - Description

✓ Measure Changed

"Number of all recruitments" is a revised measure to include all recruitments from all customer groups.
Previous outcome measure of "Overall customer satisfaction with DCM HR Team services" is discontinued. Significant responsibilities are of a consultative and advisory nature, often within less than positive circumstances such as discipline, grievances or lay-offs. Consequently, a reliable, accurate, repeatable method to measure customer satisfaction for consultative and advisory activities has been illusive.
New output measures for leave requests and personnel transactions are added to reflect significant program activities. Personnel transactions in SAP are essential to maintain the formal electronic personnel record of each employee, and include data pertinent to new hires, terminations, promotions, pay status, seniority and other employment actions and employee information. Increased personnel transactions reflects employee and organizational movement based on the County's continued efforts to manage services using best practices.

Legal/Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act, and other employment related issues. Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$521,697	$0	$546,524	$0
Contracts	$14,000	$0	$5,000	$0
Materials & Supplies	$13,792	$0	$10,500	$0
Internal Services	$91,177	$0	$135,209	$0
Total GF/non-GF:	**$640,666**	**$0**	**$697,233**	**$0**
Program Total:	**$640,666**		**$697,233**	
Program FTE	5.00	0.00	5.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

✓ Significantly Changed

Last year this program was: #72001A, DCM Departmental HR Unit
In FY10, the DCM Human Resources Unit was previously budgeted in the DCM Director's Office, but is now included in the Central Human Resources Division.

Division Overview

The mission of the Division of Assessment, Recording and Taxation (DART) is to serve the public by carrying out all mandated assessment and taxation functions with integrity, accountability, excellent customer service, accuracy and effectiveness, while strategically and prudently managing public resources. The Division provides judicious stewardship of public resources by exercising conscientious, efficient and cost effective management, and by strategically addressing emerging and evolving funding requirements for Multnomah County services.

The Division performs the Tax Assessor and Tax Collector functions required by statute, as well as certain County Clerk functions, including Recording, Marriage Licenses, Domestic Partnership Registrations, and Board of Property Tax Appeals. The Division is responsible for maintaining Real Market Value on over 340,000 real and personal property accounts, tax rate/levy calculation, certifying the property tax roll for collection, and tax distribution for over 60 taxing districts. The Division provides the leadership that ensures all property is valued accurately and taxed fairly, ensures the collection of property taxes in a manner that is fair and equitable to all taxpayers, collecting and distributing over $1.1 billion in property taxes. The Division partners and collaborates with internal and external customers and stakeholders to address the evolving needs of the Multnomah County community, meet mandated functions, and provide a leadership role to improve the efficiency and effectiveness of the property tax system.

The Division promotes an environment that focuses on excellent customer service and satisfaction, providing responsive, quality customer service to over 500,000 customers and taxpayers annually; issues over 6,200 marriage licenses and 380 state and county domestic partnership registrations; responds to 150,000 phone calls and serves 50,000 walk-in customers. The Division is responsible for recording over 180,000 documents annually, and maintains accurate and accessible property ownership records and property descriptions.

Tax Assessor Function

- 72039 Ownership
- 72041 GIS & Parcel Management
- 72042 Assessment Performance Mgmt
- 72043 Property Assess-Special Progs
- 72044 Personal Property Assessment
- 72045 Property Assessment -Industrial
- 72046 Commercial Property Appraisal
- 72047 Residential Property Appraisal
- 72049 Data Operations

Tax Collector Function

- 72040 Tax Revenue Mgmt
- 72051 Tax Title

County Clerk Function

- 72038 County Clerk Functions

Administration & Support

- 72036 Administration
- 72037 Customer Service
- 72048 Assessment/Taxation Sys. Upgrade
- 72050 Application Support

Significant Changes

The following describes the significant budget changes that impacted the division. More information can be found in the program offers.

The volume of recorded documents has risen during FY 2010, following an economic downturn in the real estate market in FY 2009. The revenue forecast for recording fees is projected to continue its recovery in FY 2011. Senate Bill 618 and House Bill 2339 signed into state law in 2009, restrict public disclosure and public access to military and public land records in the Public Research Room. Changes to records storage and retrieval systems included in the FY 2011 budget address these new access requirements.

A division reorganization begun in FY 2009 was completed in FY 2010 and is reflected in the FY 2011 program offers. The reorganization has allowed us to restore appraisal staffing in the Commercial and Industrial Appraisal areas to levels in existence prior to Measure 50 cuts, address evolving business requirements, and maintain compliance with Department of Revenue standards.

The Division transferred two vacant positions and associated materials and services to the new DCM Business Services Program. Tax Title was transferred from the Department of Community Services to the Division of Assessment, Recording and Taxation for FY 2011. This change is expected to achieve operational efficiencies, using Division expertise and resources.

Measuring Success

The Department of Revenue (DOR) annually reviews Multnomah County's compliance with established statutory standards and benchmarks related to the Assessment and Taxation functions, through three required reports: the Assessor's Certified Ratio Study, the Assessor's Appraisal Plan, and the County Assessment Function Funding Account (CAFFA) Grant Application. Failure to meet these standards can result in loss of CAFFA grant revenue. Annual reviews by the DOR have determined that Multnomah County complies with all standards, as indicated by 100% acceptance of the required compliance reports, and receipt of all CAFFA grant funds. This is an indicator of our success in meeting statutory benchmarks, and implies adequacy of operations and uniform taxation.

Other measures of success include the timely and accurate certification of property values, calculation of tax rates and levies, ownership records and property descriptions, issuance of tax bills, collection of 97% of current year property taxes, and distributions of all collected property taxes to taxing districts. Original recorded documents are returned to customers within the 10 days required by statute and marriage licenses are processed with 99% accuracy. The Board of Property Tax Appeals (BoPTA) each year allows taxpayers the opportunity to appeal the value of their property. BoPTA completes all appeals hearings within the statutory timeline.

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
72036	Assessment, Recording & Taxation Administration	$737,965	$0	$737,965	5.00
72037	Customer Service	998,867	0	998,867	9.50
72038	County Clerk Functions	1,593,660	0	1,593,660	12.35
72039	Ownership	559,093	0	559,093	6.15
72040	Tax Revenue Mgmt	1,368,186	0	1,368,186	11.00
72041	GIS & Parcel Mgmt	1,096,106	24,641	1,120,747	10.00
72042	Assessment Performance Analysis	401,384	0	401,384	3.40
72043	Property Assessment - Special Programs	836,352	0	836,352	7.95
72044	Personal Property Assessment & Collection	1,305,313	0	1,305,313	10.75
72045	Property Assessment - Industrial	602,962	0	602,962	5.60
72046	Commercial Property Appraisal	1,603,838	0	1,603,838	14.30
72047	Residential Property Appraisal	3,045,772	0	3,045,772	28.30
72048	Assessment & Taxation System Upgrade	0	5,100,000	5,100,000	1.00
72049	Data Operations	659,977	0	659,977	6.20
72050	Applications Support	1,025,832	0	1,025,832	5.00
72051	Tax Title	537,486	0	537,486	1.00
	Total	**$16,372,793**	**$5,124,641**	**$21,497,434**	**137.50**

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Multnomah County
www.co.multnomah.or.us

Program # 72036 - DCM - Div of Assessment, Recording & Taxation Administration — Version 2/12/2010 s

Lead Agency: County Management
Program Contact: Randy Walruff
Program Offer Type: Administration
Related Programs: 72037, 72038, 72039, 72040, 72041, 72042, 72043, 72044, 72045, 72046, 72047, 72048, 72049, 72050
Program Characteristics:

Executive Summary

The Division of Assessment Recording & Taxation (DART) Administration Program performs the Assessor and Tax Collector functions required by statute and manages all Property Tax Collection and Property Tax Assessment functions as well as certain County Clerk functions (Recording, Marriage Licenses, Domestic Partnerships, and Board of Property Tax Appeals), and monitors all processes for statutory compliance. Provides leadership, policy, program, fiscal and operational oversight.

Program Description

DART Administration program performs the duties of the County Assessor including certifying the property tax roll for collection, maintaining Real Market Value on over 380,000 real and personal property accounts, and capturing/calculating Measure 50 "exception value" defined as new construction, renovation or remodeling which increases total Assessed Value of taxing districts. It also performs the duties of the Tax Collector who certifies the billing, collecting, and distribution of over $1.2 billion in property taxes.

DART Administration plans, manages, directs, facilitates and coordinates the activities of the division; is responsible for development and oversight of the budget, financial planning & monitoring, employee performance management and training, strategic direction, tactical/resource planning, program measurements and evaluation, policy development, work plans, and process/technology improvements, including the new Assessment and Taxation System. Admin monitors statutory compliance, oversees over 500,000 customer service interactions, provides internal and external communications, prepares and submits the annual County Assessment Function Funding Account (CAFFA) Grant Document and Annual Appraisal Work Plan to the Oregon Department of Revenue.

Administration supports and provides leadership that ensures all property is valued accurately and taxed fairly as required by the Oregon State Constitution, Oregon Revised Statutes and Oregon Dept of Revenue Administrative Rules. This Program ensures the collection of property taxes in a timely manner that is fair & equitable to all taxpayers and maintains accurate, accessible property ownership records and property descriptions that are used in the production of county property tax maps. The Program provides responsive, quality customer service to taxpayers for which the interactions may be the only "face of local government" they see.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Total Number of Property Tax Accounts Administered	340,387	348,000	342,000	342,000
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100.0%	100.0%	100.0%	100.0%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	5.8%	6.5%	6.2%	5.0%
Efficiency	Cost of Collection per Account (in Dollars)	3	3	3	3

Performance Measure - Description

The percent of required compliance reports received and accepted by the Department of Revenue (Grant document, Appraisal Plan, Ratio Study) implies adequacy of DART operations and uniform taxation. The goal is to to maintain administrative costs at 5% of total DART operating program expenditures. FY09 Actual was 5.8%. In FY10 two FTE transfered to Administration increasing costs to 6.2-6.5%. In FY11, 2 FTE moved to other programs. The cost of collection per account will fluctuate depending on the number of personnel vacancies and other expenditures. The actual cost per account for FY08 was $4.25; for FY09 dropped to $3.26; for FY10 estimated is $3.38 and for FY11 $3.38

Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305-312 and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$493,055	$0	$525,264	$0
Contracts	$2,000	$0	$2,000	$0
Materials & Supplies	$37,930	$0	$41,914	$0
Internal Services	$151,608	$0	$168,787	$0
Total GF/non-GF:	**$684,593**	**$0**	**$737,965**	**$0**
Program Total:	**$684,593**		**$737,965**	
Program FTE	5.00	0.00	5.00	0.00
Program Revenues				
Fees, Permits & Charges	$75,000	$0	$85,000	$0
Intergovernmental	$214,200	$0	$178,500	$0
Total Revenue:	**$289,200**	**$0**	**$263,500**	**$0**

Explanation of Revenues

Participation in the State funded County Assessment Function Funding Account (CAFFA) Grant averages approximately 25% reimbursement of expenditures. Program General Fund revenue of $85,000 is from document recording fees allocated to County Assessment and Taxation Programs (5% of the $10 per document Recording Fee for the maintenance of county property tax systems). The remaining support is from General Fund revenues.

Significant Program Changes

✓ Significantly Changed

Last year this program was: #72036, DCM-Div of Assessment, Recording & Taxation Administration
1 FTE Chief Appraiser transferred and allocated to Special Programs (.65 FTE), Industrial Appraisal (.20 FTE) and Personal Property Assessment and Collection (.15 FTE). 1 FTE Assessment Manager Senior transferred to Residential Appraisal.

Multnomah County
www.co.multnomah.or.us

Program # 72037 - DCM - DART Customer Service — Version 3/02/2010 s

Lead Agency: County Management — **Program Contact:** Cindy Swick

Program Offer Type: Existing Operating

Related Programs: 72036, 72038, 72039, 72040, 72041, 72043, 72044, 72045, 72046, 72047, 72049, 72050

Program Characteristics:

Executive Summary

The Division of Assessment, Recording, and Taxation (DART) Customer Service Program was formed in mid-2008 to enhance and streamline customer service needs. Customer Service staff is responsible as the first point of contact for DART both at the public counter and on the organization's incoming phone system.

Program Description

The Customer Service program responds to approximately 100,000 telephone inquiries and 20,000 walk-in customers annually. Staff processes tax payments, sells copies and certified copies of the records, and provides general information on behalf of the organization. Homeowners, property owners, and taxpayers in general, have an expectation from local government to answer questions and listen to concerns regarding their property taxes and/or values. From the most fundamental questions to the most complex, the Customer Service staff has an implicit obligation to provide responsive, accurate, and quality service. Having the ability to connect directly with the taxpayer increases the understanding of government and its role in property taxation. To do so, the staff spends several hours a year, training with other sections throughout the organization, as well as education through reading a variety of relevant informational material. Customer Service staff also assists the Tax Revenue program by processing approximately 14,000 over-the-counter tax payments totaling approximately $37 million dollars annually.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of counter transactions	33,600	30,000	32,000	32,000
Outcome	Average number of transactions per cashier	4,000	0	4,000	4,000
Output	Number of phonecalls received and answered	102,406	87,000	95,000	95,000
Outcome	Average number of phonecalls per operator	4,861	6,500	4,800	4,800

Performance Measure - Description

✓ Measure Changed

"Field Appraisal Packets Prepared by Appraisers" has been removed as a performance measure from Customer Service. This task was moved to another area within the organization. Prior to the move, it was determined that in general, this measurement did not actually meet the general guidelines for performance measurements.

"Number of phonecalls transferred" was removed as a performance measure after determining it was not actually a measurement of performance.

"Number of counter transactions" was tracked more closely this year. The number of counter transactions is a combination of tax payments at the counter and issuance of marriage licenses and domestic partnerships, as well as, the sale of copies of those records. Because fees are collected, tracking these transactions is straightforward. An additional, estimated 20% was added to the total of those transactions for other types of routine, non-payment transactions. Projected totals of counter transactions were decreased slightly due to the availability of on-line/phone tax payment options.

"Average number of transactions per cashier" is a new measurement and is a reflection of the average number of transactions each cashier processes annually.

Legal/Contractual Obligation

Oregon Revised Statutes(ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$674,818	$0	$721,369	$0
Materials & Supplies	$15,751	$0	$16,726	$0
Internal Services	$191,867	$0	$260,772	$0
Total GF/non-GF:	**$882,436**	**$0**	**$998,867**	**$0**
Program Total:	**$882,436**		**$998,867**	
Program FTE	9.50	0.00	9.50	0.00
Program Revenues				
Intergovernmental	$209,400	$0	$241,850	$0
Total Revenue:	**$209,400**	**$0**	**$241,850**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding (CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support from General Fund revenues.

Significant Program Changes

Last year this program was: #72037, DCM-DART Customer Service

Multnomah County
www.co.multnomah.or.us

Program # 72038 - DCM - DART County Clerk Functions — Version 6/17/2010 s

Lead Agency: County Management
Program Contact: Cindy Swick
Program Offer Type: Existing Operating
Related Programs: 72036, 72037, 72039, 72041, 72044, 72045, 72046, 72047, 72048, 72049, 72050
Program Characteristics:

Executive Summary

The County Clerk Functions program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, creation of and maintenance of permanent records and issuance of certified copies, and the Board of Property Tax Appeals (BoPTA). The BoPTA is responsible for hearing petitions from taxpayers who disagree with their property value. The Board makes decisions to reduce property values or waive personal property late filing fees based on evidence provided by the taxpayer.

Program Description

Recording is the process of registering legal documents, making them a matter of public record. These documents are primarily related to real property transactions. The recording process requires staff to review every document for statutory compliance. The process for both Recording and Marriage Licenses includes the collection of statutory fees, creation and maintenance of general indexes, and production of microfilm, preserved for permanent retention. Approximately 168,000 documents were recorded in FY 2009, 6,282 Marriage Licenses were processed and 381 State Domestic Partnership Registrations were issued in FY 2009.

All areas within the County Clerk Functions program provide direct customer service by responding to telephone inquiries and walk-in customers. The Recording office assists approximately 17,000 customers at the counter annually and responds to an estimated 30,000 phone inquiries. Marriages/Domestic Partnership section assists approximately 14,000 customers at the counter annually and responds to a high volume of calls that are reported within the Customer Service total of approximately 100,000 annually. The Board of Property Tax Appeals is a program which allows taxpayers to appeal the value their real property tax is based on. Last year 2,791 appeals were processed. This program also allows personal property taxpayers to seek a waiver of their personal property late filing fees. All decisions are based on evidence provided by the taxpayer.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of Marriage Licenses Issued	6,282	6,400	6,300	6,300
Outcome	Number of Accurately Processed Licenses	6,222	6,394	6,240	6,240
Output	Number of Documents Recorded	167,290	179,500	180,000	180,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	8	10	8	8

Performance Measure - Description

Number of Marriage Licenses Issued is a primary measure and includes all marriage licenses issued over the past fiscal year. Of the number of licenses issued, the “Number of Accurately Processed Licenses” is the number of licenses which the State of Oregon (Office of Vital Statistics) reviewed and found to be 100% accurate.” The remaining 60 licenses were returned to the county by the state for minor corrections, for an overall accuracy rate of 99%.”

Number of Documents Recorded is the number of documents recorded in the Recorder's Office over the past fiscal year. The Average Number of Business Days to Return Original Recorded Documents is set at 10 days by statute. The County has averaged 8 days this past fiscal year.

Legal/Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. Multnomah County Ordinance 948 authorizes couples to voluntary register as domestic partners. Additional statutes pertaining to this program are found in ORS 106, 107, 409, 432 (marriage/state domestic partnerships); ORS 86, 87, 93, 100 (requirements for recording); and ORS 306 and 309 (Board of Property Tax Appeals). The County is required to appoint a Board of Property Tax Appeals to conduct hearings and determine if the real market value, specially assessed value, or assessed value are appropriately established by the Assessor.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$863,763	$0	$978,757	$0
Contracts	$162,540	$0	$145,100	$0
Materials & Supplies	$115,324	$0	$117,483	$0
Internal Services	$283,242	$0	$344,820	$0
Capital Outlay	$7,500	$0	$7,500	$0
Total GF/non-GF:	**$1,432,369**	**$0**	**$1,593,660**	**$0**
Program Total:	**$1,432,369**		**$1,593,660**	
Program FTE	12.35	0.00	12.35	0.00
Program Revenues				
Fees, Permits & Charges	$4,113,000	$0	$4,697,000	$0
Intergovernmental	$28,500	$0	$33,250	$0
Total Revenue:	**$4,141,500**	**$0**	**$4,730,250**	**$0**

Explanation of Revenues

A $60 fee is collected for each marriage license, State and County Domestic Partnership (DP) registration: $25 to the County General Fund, $25 to State Domestic Violence, and $10 to Court Conciliation Services. Fees are charged for certified copies of licenses. The General Fund portion of marriage license/DP & copy fees is estimated at $245,000. Fees are collected for the recording of documents, for the Corner Preservation Fund, Records Storage and Retrieval Fund, and Oregon Land Information System Fund (OLIS). A portion of recording fees is transferred to the County Assessment Function Funding Account at the Oregon Department of Revenue for the benefit of Assessment and Taxation functions. Recording Page Fees of $4,250,000 and Document Copy Fees of $12,000 are retained by the County General Fund. Fees dedicated for records storage and retrieval systems are estimated at $115,000. BoPTA is supported approximately 25% by participation in the State funded CAFFA Grant. The remaining support is from the General Fund.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72038, DCM-DART County Clerk Functions
1 vacant position was transferred to the new DCM Business Services Program, including FTE and budget history.

Multnomah County
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Program # 72039 - DCM - DART Ownership — Version 2/12/2010 s

Lead Agency: County Management — **Program Contact:** Cindy Swick

Program Offer Type: Existing Operating

Related Programs: 72036, 72037, 72038, 72041, 72043, 72045, 72046, 72047, 72048, 72049, 72050

Program Characteristics:

Executive Summary

The Ownership Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for making real property ownership changes and adding sale information, when applicable, to the tax roll. Through examination of recorded and unrecorded documents, this program must verify the documentation and ensure that the documentation is acceptable for transfers to take place. The Ownership program maintains a transaction file for complex transfers, which is maintained for permanent retention on microfilm. Program staff interact with the public and internal staff both on the phones and at a public counter.

Program Description

The Ownership program updates and maintains the ownership for the majority of real property tax accounts. Recorded documents, such as deeds, contracts and assignments, are the most common type of instruments used to update the tax roll with correct names and mailing addresses. Additionally, unrecorded documentation is often used for name changes to the tax roll. This documentation includes marriage records, court orders, and death certificates. Providing up-to-date and precise information is essential and assists with eliminating unnecessary frustration from taxpayers and staff. The Tax Collector relies on the information provided by the Ownership program to ensure that tax bills are sent out to the appropriate taxpayers and that the address used is valid. The Ownership program monitors certain types of accounts for notification to other areas throughout the organization.

This program contributes to the Division of Assessment Recording and Taxation by maintaining up-to-date accessible property ownership and property description records. This information is used in the production of tax statements and county property tax maps. Current ownership ensures that the correct owner is assessed the correct amount, thus the tax is distributed as equitably as possible. Developed databases enable related work units to access shared data, reducing transfer time and the need for paper records.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of Ownership Changes Processed	28,400	28,000	28,000	28,000
Outcome	Average Number of Days to Complete Ownership Changes	2	2	2	2

Performance Measure - Description

The "Number of Ownership Changes Processed" is a combination of ownership changes processed from actual recorded deeds (80%) and ownership changes transferred with unrecorded documents (20%).

The "Average Number of Days to Complete Ownership Changes" is tracked manually by staff, logging the date they began to work the batch of documents and the date they logged the batch back into the tracking book. Those numbers are then combined and divided by actual number of working days in the Fiscal Year.

Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 93, 199, 205, 222, 457, 477, and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART staffing is already at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$424,357	$0	$455,477	$0
Materials & Supplies	$3,753	$0	$3,758	$0
Internal Services	$96,523	$0	$99,858	$0
Total GF/non-GF:	**$524,633**	**$0**	**$559,093**	**$0**
Program Total:	**$524,633**		**$559,093**	
Program FTE	6.15	0.00	6.15	0.00
Program Revenues				
Intergovernmental	$130,500	$0	$135,450	$0
Total Revenue:	**$130,500**	**$0**	**$135,450**	**$0**

Explanation of Revenues

Participation in the State funded County Assessment Function Funding Account (CAFFA) Grant averages approximately 25% reimbursement of expenditures, with remaining support from General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72039, DCM-DART Ownership
As a result of operational efficiencies, 1 FTE A&T Tech 1 (vacant) was reclassified to Appraiser 2 and transferred from Ownership to Commercial Appraisal. (See Commercial Appraisal Program changes) for a net reduction of 1 FTE.

Multnomah County
www.co.multnomah.or.us

Program # 72040 - DCM - DART Tax Revenue Management — Version 7/02/2010 s

Lead Agency: County Management
Program Contact: Gary Bartholomew
Program Offer Type: Existing Operating
Related Programs: 72036, 72037, 72043, 72044, 72048, 72050
Program Characteristics:

Executive Summary

The Tax Revenue Management Program administers the County Tax Collector responsibilities. The program manages the collection, accounting and distribution of property tax revenues and assessments for over 60 Multnomah County taxing districts and several state agencies. Revenue from past due interest is also accounted for and a portion distributed to the County Assessment and Taxation Fund.

Program Description

The Tax Revenue Management Program sends property tax statements, collects current and delinquent property taxes and various fees, issues property tax refunds, distributes tax revenues to taxing districts in Multnomah County, and performs accounting, auditing and reporting services. The program processes foreclosures, tax roll corrections, bank adjustments, senior and disabled citizen tax deferral applications, and manufactured structure ownership changes. 380,000 tax statements are sent annually and $1.2 billion in property taxes is levied for collection. Almost 400,000 payment and accounting transactions are processed annually.

This program collects and distributes property taxes in a timely, efficient and equitable manner. The program provides responsive, accurate, quality customer service to taxpayers and other government agencies while complying with property tax laws. The program is implementing new service delivery options to improve efficiency. Tax statement printing costs have been been significantly reduced through streamlining and outsourcing. Payment processing alternatives are being evaluated for cost savings and efficiencies. Customer use of electronic payment continues to increase significantly. Additional credit card options and payment by phone have been implemented. Roll corrections and issuance of tax refunds are monitored closely for efficiencies and minimization of interest paid on refunds. Delinquencies are monitored closely and addressed effectively.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Property Tax Statements Issued	373,761	380,000	380,000	380,000
Outcome	Percentage of Current Year Property Taxes Collected	96.4%	97.0%	96.5%	97.0%
Outcome	Tax Collected Via Electronic Payment (in Dollars)	27,316,988	40,000,000	35,000,000	45,000,000

Performance Measure - Description

Property Tax Statements Issued each year includes the November, February, May trimesters and the delinquent real property statements.

Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 311 and 312. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of Assessment and Taxation (A&T) staffing. The DOR has determined that the staffing level for DART is already at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$819,663	$0	$865,823	$0
Contracts	$35,124	$0	$38,600	$0
Materials & Supplies	$86,000	$0	$83,869	$0
Internal Services	$388,250	$0	$379,894	$0
Total GF/non-GF:	**$1,329,037**	**$0**	**$1,368,186**	**$0**
Program Total:	**$1,329,037**		**$1,368,186**	
Program FTE	10.00	0.00	11.00	0.00
Program Revenues				
Fees, Permits & Charges	$305,000	$0	$360,700	$0
Intergovernmental	$310,200	$0	$331,100	$0
Other / Miscellaneous	$500	$0	$500	$0
Total Revenue:	**$615,700**	**$0**	**$692,300**	**$0**

Explanation of Revenues

Participation in the State funded County Assessment Function Funding Account (CAFFA) Grant averages approximately 25% reimbursement of expenditures. Program revenues of $361,200 are from service fees including foreclosure fees, title search fees, exemption late filing fees, delinquent personal property tax warrant & warrant recording fees, mobile home ownership transfer fees, and other miscellaneous tax collection & copy fees. The remaining support comes from General Fund revenues.

Significant Program Changes

Last year this program was: #72040, DCM-DART- Tax Revenue Management

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Program # 72041 - DCM - DART - GIS & Parcel Management — Version 2/08/2010 s

Lead Agency: County Management
Program Contact: June Tilgner
Program Offer Type: Existing Operating
Related Programs: 72036, 72037, 72038, 72039, 72043, 72046, 72047, 72048, 72050
Program Characteristics:

Executive Summary

The DART GIS & Parcel Management program creates and maintains official county maps for property taxation purposes, maintains the base map for the County's Geographic Information System (GIS), maintains property information and property tax roll descriptions, and provides direct customer service to property owners, taxpayers and the community.

Program Description

The GIS & Parcel Management program maintains up-to-date accessible property descriptions, county property tax maps and GIS. Current ownership and timely created accounts ensure that the correct owner is assessed the correct amount thus ensuring the tax is distributed as equitably as possible. The program accurately maintains tax maps that are used to describe taxing district and urban renewal boundaries, process subdivisions, condominiums, and partition plats, and describe annexations and County road filings. Program staff develop databases that enable related work units access to shared data reducing transfer time and paper records. This program also contributes GIS mapping data to the Department of Revenue Oregon Map (ORMAP) program which provides a state-wide property tax parcel base map that is digital, publicly accessible and continually maintained. Direct customer service is provided to property owners, taxpayers and the community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of New Tax Roll Accounts Created	2,382	3,500	755	830
Outcome	Average Number of Changes per FTE	0	12,500	16,500	14,000
Output	Number of Mapping & Tax Roll Changes	0	100,100	250,000	225,500

Performance Measure - Description

The number of New Tax Roll Accounts Created is affected by the volume of new plats, condominiums, and subdivisions recorded. There was a significant decrease in the volume during the FY09 and continued in FY10. The number of Mapping & Tax Roll Changes is a new performance measure for FY10 and was difficult to estimate. The actual number is higher than originally estimated due to the additional audits and data clean-up activities that have taken place this year.

Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 86, 92, 93, 100, 198, 199, 222, 227, 271, 274, 275, 306-308, 312, 368, 457, 477,and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA Grant) process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that staffing is at the minimally acceptable level to perform the A&T function. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$808,663	$55,620	$869,526	$0
Contracts	$7,500	$24,640	$6,400	$24,229
Materials & Supplies	$49,071	$0	$49,514	$0
Internal Services	$146,590	$2,183	$170,666	$412
Total GF/non-GF:	**$1,011,824**	**$82,443**	**$1,096,106**	**$24,641**
Program Total:	**$1,094,267**		**$1,120,747**	
Program FTE	10.00	0.00	10.00	0.00
Program Revenues				
Fees, Permits & Charges	$15,000	$0	$30,000	$0
Intergovernmental	$223,200	$82,443	$265,300	$24,641
Total Revenue:	**$238,200**	**$82,443**	**$295,300**	**$24,641**

Explanation of Revenues

Participation in the State funded County Assessment Function Funding Account (CAFFA) Grant averages approximately 25% reimbursement of expenditures. Program revenue of $30,000 is from fees for copies of A&T records and $24,641 is from State Dept of Revenue Grants for participation in the development of the statewide GIS mapping system. The remaining support is from General Fund revenues.

Significant Program Changes

Last year this program was: #72041, DCM-DART-GIS & Parcel Management

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Program # 72042 - DCM - DART Assessment Performance Analysis — Version 2/12/2010 s

Lead Agency: County Management **Program Contact:** Rene Grier

Program Offer Type: Support

Related Programs: 72036, 72043, 72044, 72045, 72046, 72047, 72048, 72050

Program Characteristics:

Executive Summary

The Assessment Performance Analysis Unit, within the Division of Assessment, Recording and Taxation (DART), is responsible for annual adjustments to Real Market Value, resulting in assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. Analysts develop and publish the annual Sales Ratio and Recalculation Study as required by statute.

Program Description

The Assessment Performance Analysis Unit links to DART appraisal and other programs and their contributions. Appraisal Data Analysts analyze sales, trends and other market data used to monitor, maintain and report valuation performance regarding Residential, Commercial, Multi-Family, and Industrial Appraisal Models. The Analysis Unit adjusts Real Market Values of all property in the County and publishes the annual Sales Ratio & Recalculation Study that evaluates and reports the effectiveness of appraisal programs to the Oregon Department of Revenue. The program assists in answering public and media questions about property values, contributing to the public's perception of fairness in assessing and collecting property taxes.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of Projects Maintained	104	14	13	13
Outcome	Percentage of Residential Neighborhoods With Equity Compliance	94.0%	85.0%	85.0%	90.0%

Performance Measure - Description

The output measure called “Number of Projects” refers to the many specific annual studies and reports completed by the team, including the largest: Residential. “Residential Equity Compliance” is a measure developed internally to demonstrate the consistency of values among properties in the same neighborhood as valuation models are adjusted. This self-imposed compliance goal is not designed to achieve an ever higher score but instead to prompt deep analysis of value variances that ensures consistent and accurate adjustments to value.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Account (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2010	2010	2011	2011
Personnel	$334,570	$0	$345,855	$0
Contracts	$2,266	$0	$4,045	$0
Materials & Supplies	$3,279	$0	$5,515	$0
Internal Services	$24,031	$0	$45,969	$0
Total GF/non-GF:	**$364,146**	**$0**	**$401,384**	**$0**
Program Total:	**$364,146**		**$401,384**	
Program FTE	3.40	0.00	3.40	0.00
Program Revenues				
Intergovernmental	$57,300	$0	$97,300	$0
Total Revenue:	**$57,300**	**$0**	**$97,300**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account (CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

Last year this program was: #72042, DCM-DART-Assessment Performance Analysis

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Program # 72043 - DCM - DART Property Assessment - Special Programs — Version 2/12/2010 s

Lead Agency: County Management — **Program Contact:** Sally Brown

Program Offer Type: Existing Operating

Related Programs: 72036, 72037, 72039, 72040, 72041, 72042, 72044, 72045, 72046, 72047, 72048, 72049, 72050

Program Characteristics:

Executive Summary

Special Programs, within the Division of Assessment Recording & Taxation (DART), is responsible for processing applications relating to property tax exemptions or special assessments. Exempt properties are monitored by the program for continued qualification. Additional tax roll responsibilities include creating new tax accounts, processing corrections and verifying correct assessed values.

Program Description

Special Programs ensures that exempt and specially assessed property is valued in accordance with the law, which maximizes property tax revenues to fund County programs. Property taxes account for approximately 65% of the County's General Fund revenues. Failure to monitor this process will result in loss of taxable assessed value. Focus is on compliance monitoring of existing exemptions, careful review of new applications, and resolving appeals. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation.

Special Programs Group (SPG) maintains over 5,400 property tax exemptions for the War Veteran & Surviving Spouse program and the Active Duty Military program. In addition, there are over 10,500 accounts with exemption status for various types of organizations, including charitable, fraternal, and religious. SPG is responsible for specially assessed properties, which include farm, forest, historic, and other specially assessed programs mandated by law. Leasehold records are monitored to maintain accurate, taxable values on over 600 accounts where non-exempt tenants lease from exempt government agencies.

Approximately five hundred field inspections are performed as part of the program's compliance activities. Staff calculates and redistributes Maximum Assessed Values in accordance with Measure 50 tax limitation requirements for thousands of new properties created each year. SPG contributes to the process to arrive at the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. This program ensures that exempt and specially assessed property is accurately assessed as required by the Oregon Revised Statutes (ORS). Maintaining accurate market values on all property relates to the bonding capacity and general obligation bond tax rates for taxing districts in the County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Accounts Reviewed and Processed for Current Tax Roll	11,050	14,350	11,500	11,500
Outcome	Taxable Market Value Re-established to the Roll	391,171,890	275,000,000	391,000,000	391,000,000
Input	Total Exempt Accounts Monitored	34,241	28,000	34,250	34,250
Output	Total Number of Accounts Processed for Prior Tax Roll	4,516	3,500	4,600	4,600

Performance Measure - Description

Output No. 1 decline attributable to a decrease in condominium plat recordings.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2010	2010	2011	2011
Personnel	$712,474	$0	$728,477	$0
Contracts	$0	$0	$2,023	$0
Materials & Supplies	$8,826	$0	$9,546	$0
Internal Services	$102,517	$0	$96,306	$0
Total GF/non-GF:	**$823,817**	**$0**	**$836,352**	**$0**
Program Total:	**$823,817**		**$836,352**	
Program FTE	7.95	0.00	7.95	0.00
Program Revenues				
Intergovernmental	$183,300	$0	$202,300	$0
Total Revenue:	**$183,300**	**$0**	**$202,300**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account (CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72043, DCM-DART- Property Assessment -Special Programs
Special Programs Group responsibilities were reviewed and modified resulting in a reallocation of resources. Changes included the addition of 1 Tax Exemption Specialist, transfer of an A&T Tech 1 position to the Customer Service program, transfer of 1 Vacant position to Industrial Appraisal, transfer of 1 Vacant position to Commercial Appraisal, and allocation of .65 FTE Senior Valuation Manager to the Program, for an overall reduction of 1.35 FTE.

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Program # 72044 - DCM - DART Personal Property Assessment & Collection — Version 2/21/2010 s

Lead Agency: County Management **Program Contact:** Rick Teague

Program Offer Type: Existing Operating

Related Programs: 72036, 72037, 72038, 72040, 72042, 72043, 72045, 72046, 72048, 72049, 72050

Program Characteristics:

Executive Summary

The Personal Property Assessment and Collection Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and collecting all taxable Business Personal Property accounts. Personal Property represents 5% of the value upon which taxes are levied for the benefit of all Multnomah County taxing districts.

Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on all taxable Personal Property accounts. Oregon Revised Statutes require annual filings from the 23,000 businesses in the county, comprising more than 40,000 accounts. 40% of those accounts are equipment-leasing companies. Values must be fully recalculated each year to reflect items added or disposed of by businesses and to calculate depreciation influence on remaining assets. Appraisers perform field inspections and detailed reviews to identify businesses and properties omitted from the assessment roll. Appraisals are performed to defend values under appeal. Collection staff monitor, and pursue for collection, delinquent business and other personal property taxes. This program assesses Personal Property accurately and fairly as required by Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 65% of the County’s General Fund revenues. Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business annually reports existing taxable property. Failure to monitor this process will result in loss of taxable assessed value and tax revenue. Focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Various computer and online tools are used to maximize appraisal efforts. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of Non-Leased Accounts Processed, Coded and Valued	23,330	23,000	23,300	23,300
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	2,547	2,400	2,497	2,450
Output	% of Accounts with Captured Asset Listings	42.0%	0.0%	55.0%	60.0%
Output	% of Accounts Filing Electronically	5.7%	6.0%	8.0%	9.0%

Performance Measure - Description

Oregon Revised Statutes requires appraisals to be at 100% of Market Value as of January 1st of each year, with all returns processed and valued by the third week of September. The Department of Revenue (DOR) annually reviews compliance through the Assessors Appraisal Plan. The DOR's most recent review determined that we are in compliance with standards. Failure to meet these standards can result in loss of County Assessment Function Funding Account (CAFFA) grant revenue and program control. We have increased our focus on improving efficiencies and better utilization of technology. Previously we measured the number of accounts reviewed; we feel the new measure showing the % of accounts with captured asset lists is a better reflection of our focus on efficiency and accuracy in filing. We have begun a project to capture the annual asset listings from businesses in a database and return them to the business each year for updating. In addition, larger businesses are encouraged to file their asset lists electronically. These take less time to process, reduce our costs, improve our accuracy, and reduce the need for account review.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T)staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$928,683	$0	$963,023	$0
Contracts	$89,000	$0	$107,850	$0
Materials & Supplies	$8,885	$0	$8,990	$0
Internal Services	$217,568	$0	$225,450	$0
Total GF/non-GF:	**$1,244,136**	**$0**	**$1,305,313**	**$0**
Program Total:	**$1,244,136**		**$1,305,313**	
Program FTE	10.75	0.00	10.75	0.00
Program Revenues				
Intergovernmental	$301,200	$0	$336,000	$0
Total Revenue:	**$301,200**	**$0**	**$336,000**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account (CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

Last year this program was: #72044, DCM-DART- Personal Property Assessment & Collection
Through Division reorganization a Senior Valuation Manager is now in charge of the Industrial/Personal Property and Special Program sections. .15 FTE has been allocated to the Personal Property Program. 1 FTE, AT Tech 2, was transferred to Commercial Appraisal Program. 1 Vacant FTE was transferred to the new DCM Business Services Program, including FTE and budget history. Net change for the Program was a loss of 1.85 FTE.

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Program # 72045 - DCM - DART Property Assessment - Industrial — Version 2/12/2010 s

Lead Agency: County Management — **Program Contact:** Rick Teague

Program Offer Type: Existing Operating

Related Programs: 72036, 72037, 72039, 72042, 72043, 72044, 72046, 72048, 72050

Program Characteristics:

Executive Summary

The Property Assessment-Industrial Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing, appraising and/or maintaining all local and state industrial property. Industrial property represents approximately 5% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 250 county-responsibility industrial properties and maintenance of 440 accounts appraised by the Oregon Department of Revenue. All industrial property owners are required to file industrial property returns annually. A number of industrial plants are physically inspected and audited every year. Appraisers perform appraisals to defend values under appeal. Industrial properties are high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdictions with interest. Focus is on proper classification of taxable property and resolving value appeals to minimize cost to taxpayers. Use of various computer and online tools maximize appraisal efforts. This program appraises industrial property accurately and fairly as required by the Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 65% of the County’s General Fund revenues. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of Industrial Accounts Maintained	645	650	675	680
Outcome	Assessed Value placed on the Tax Roll (in millions)	2,695	2,500	2,664	2,665
Efficiency	Percentage of Sites Reviewed For Transfer	20.0%	15.0%	13.0%	20.0%

Performance Measure - Description

Oregon Revised Statutes (ORS) requires property appraisals to be at 100% of Market Value as of January 1st of each year, with all returns processed and values placed on the roll by the third week of September. Failure to meet standards can result in loss of County Assessment Function Funding Account (CAFFA) grant revenue and program control. The “Reviewed for Transfer” project began with a list of 75 potentially misclassified sites. Proper classification is required by law and results in more accurate whole plant valuation. Program measures "Accounts Maintained" and "Assessed Value Placed on Roll" include both state and county-responsibility industrial sites in order to better reflect the contribution of this program.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T)staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$490,729	$0	$536,981	$0
Contracts	$9,065	$0	$4,045	$0
Materials & Supplies	$6,800	$0	$6,800	$0
Internal Services	$51,883	$0	$55,136	$0
Total GF/non-GF:	**$558,477**	**$0**	**$602,962**	**$0**
Program Total:	**$558,477**		**$602,962**	
Program FTE	5.60	0.00	5.60	0.00
Program Revenues				
Intergovernmental	$122,100	$0	$145,950	$0
Total Revenue:	**$122,100**	**$0**	**$145,950**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account (CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

✓ Significantly Changed

Last year this program was: #72045, DCM-DART-Property Assessment -Industrial

Through a Division reorganization a Senior Valuation Manager is now in charge of the Industrial/Personal Property and Special Program sections. .20 FTE are charged to Industrial Appraisal Program for his position. As part of the reorganization we have transferred and reclassified some positions to add a Principal Industrial Appraiser and an Appraiser 1 to the Industrial Appraisal Program, with no net change in FTEs. This reorganization is part of an effort to augment the valuation capacity of the Industrial section.

Program # 72046 - DCM - DART Commercial Property Appraisal — Version 6/21/2010 s

Lead Agency: County Management **Program Contact:** Rene Grier
Program Offer Type: Existing Operating
Related Programs: 72036, 72037, 72042, 72043, 72045, 72047, 72048, 72050
Program Characteristics:

Executive Summary

The Commercial Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all commercial and multi-family property. Commercial property represents 25% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 26,000 commercial and multi-family properties. Staff physically inspects and appraises 1,000 properties annually due to permits having been issued for new construction, remodeling or renovation.

Under Measure 50, these appraisals add new value for taxing districts beyond the statutorily required 3% increase in Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio/Recalculation Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of commercial property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. This program ensures that all commercial property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 65% of the County’s General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Accounts Appraised	974	1,200	1,200	1,500
Outcome	New Taxable Exception Value in Millions	1,538	500	500	850
Efficiency	% Automated Recalculation	23.0%	25.0%	25.0%	25.0%
Outcome	% Market Groupings with COD Compliance	79.0%	70.0%	70.0%	70.0%

Performance Measure - Description

Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year within standards established by the Oregon Department of Revenue (DOR). One of the primary standards is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet these standards can result in loss of CAFFA grant revenue and program control. The DOR annually reviews compliance through three required reports: The Assessor's Certified Ratio Study, the Assessor's Appraisal Plan and the CAFFA Grant application. The DOR's most recent review as of 2009 determined that this program complies with standards.

Estimates made regarding new taxable value from Measure 50 exceptions are speculative due to the difficulty in predicting market forces. With the real estate market still in flux, we are focused on physical reappraisal, targeted resource allocation and improved methodology to maximize assessments.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Account (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2010	2010	2011	2011
Personnel	$1,273,743	$0	$1,363,476	$0
Contracts	$48,132	$0	$57,475	$0
Materials & Supplies	$15,050	$0	$32,456	$0
Internal Services	$95,410	$0	$150,431	$0
Total GF/non-GF:	**$1,432,335**	**$0**	**$1,603,838**	**$0**
Program Total:	**$1,432,335**		**$1,603,838**	
Program FTE	14.30	0.00	14.30	0.00
Program Revenues				
Intergovernmental	$203,700	$0	$383,950	$0
Total Revenue:	**$203,700**	**$0**	**$383,950**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account (CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

✓ Significantly Changed

Last year this program was: #72046, DCM-DART-Commercial Property Appraisal
Three vacant positions from other sections were reclassified to Appraiser 2 positions and moved into this program area. In addition, two Appraiser 2 positions and a Program Supervisor were transferred into this program from other appraisal programs. These resources will be focused on physical reappraisal and development of automated valuation models in order to improve efficiency, maximize assessments, and maintain compliance with DOR standards.

Multnomah County
www.co.multnomah.or.us

Program # 72047 - DCM - DART Residential Property Appraisal — Version 6/17/2010 s

Lead Agency: County Management — **Program Contact:** Rene Grier

Program Offer Type: Existing Operating

Related Programs: 72036, 72037, 72041, 72042, 72043, 72046, 72048, 72049, 72050

Program Characteristics:

Executive Summary

The Residential Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all residential-use Real Property. Residential Property represents 61% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 212,350 single family and two-four family properties; 35,050 condominiums; 4,900 manufactured homes; 1,800 floating properties; and 2,800 farm/forest deferral properties. Staff physically inspects and appraises 12,000 to 14,000 properties annually due to permits issued for new construction, remodeling or renovation. They also appraise 4,000 to 5,000 properties annually discovered through the sales confirmation process as having been significantly improved without apparent issuance of building or trade permits.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in the Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio/Recalculation Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of residential property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. The program ensures that all residential property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 65% of the County’s General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Accounts Appraised	21,840	25,000	25,000	25,000
Outcome	New Taxable Exception Value in Millions of Dollars	1,001	1,000	1,000	850
Efficiency	Accounts Appraised Per FTE	910	1,100	1,100	1,100
Outcome	% Neighborhoods with COD Compliance	98.0%	98.0%	98.0%	98.0%

Performance Measure - Description

Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year within standards established by the Oregon Department of Revenue (DOR). One of the primary standards is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet these standards can result in loss of CAFFA grant revenue and program control. The DOR annually reviews compliance through three required reports: The Assessor's Certified Ratio Study, the Assessor's Appraisal Plan and the CAFFA Grant application. The DOR's most recent review as of 2009 determined that this program complies with standards.

Estimates made regarding new taxable value from Measure 50 exceptions are speculative due to the difficulty in predicting market forces. With the real estate market still in flux, we are focused on physical reappraisal, targeted resource allocation and improved methodology to maximize assessments

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Account (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$2,511,999	$0	$2,592,647	$0
Materials & Supplies	$92,630	$0	$123,345	$0
Internal Services	$335,921	$0	$329,780	$0
Total GF/non-GF:	**$2,940,550**	**$0**	**$3,045,772**	**$0**
Program Total:	**$2,940,550**		**$3,045,772**	
Program FTE	28.30	0.00	28.30	0.00
Program Revenues				
Intergovernmental	$657,900	$0	$741,300	$0
Total Revenue:	**$657,900**	**$0**	**$741,300**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account (CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

✔ **Significantly Changed**

Last year this program was: #72047, DCM-DART- Residential Property Appraisal
A vacant Appraiser 1 position was transfered to Industrial Appraisal Program.

Multnomah County
www.co.multnomah.or.us

Program # 72048 - DCM - DART Assessment & Taxation System Upgrade — Version 4/27/2010 s

Lead Agency: County Management — **Program Contact:** Randy Walruff

Program Offer Type: Existing Operating

Related Programs: 72036, 72039, 72040, 72041, 72042, 72043, 72044, 72045, 72046, 72047, 72050

Program Characteristics: In Target

Executive Summary

This multi-year system upgrade project was initially approved in the FY07/08 Budget. The Division of Assessment, Recording and Taxation is replacing the outdated Assessment and Taxation system. A request for proposal was published at the end of FY07/08, with the evaluation of proposals, selection of a vendor and contract negotiations proceeding through FY08/09. FY09/10 activities will include the Assessment Analysis, Taxation Analysis and Assessment Development phases. FY10/11 will include the Taxation Development, Assessment Testing, Taxation Testing, Staff Training, System Implmentation and Post-Implementation Support phases.

Program Description

The Division of Assessment, Recording and Taxation (DART) is seeking a system upgrade that features integration among all DART business functions, including GIS, document recording, real property assessment, business personal property assessment, tax collection and tax distribution. The program mission is to improve property assessment and taxation services to the customers and stakeholders of Multnomah County by replacing existing legacy software with current technology that will include, and enhance, integration with other applications. The new software application will substantially reduce systemic gaps and duplication of data that exists in our current environment. The technology will increase staff efficiency and the ability to accommodate an increasing workload, playing a key role in e-government for Multnomah County, and employ an IT architecture that considers integration with County standard infrastructure. The program goals and objectives are: 1) Acquire and implement available information technology, replacing the current Assessment and Taxation computer application, to achieve greater operation efficiency and revenue enhancement while maintaining or improving accuracy and compliance for A&T business functions;2) Reduce costs of targeted operations so that human resources can be more productively used; 3)Improve public visibility, accessibility, and convenience of assessment, taxation and recording services via web-based electronic and online resources, while maintaining appropriate control over publicly sensitive personal information.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of A&T System Project Milestones Met	3	3	8	8
Outcome	% of A&T Project Milestones Completed on Time and within Budget	100.0%	100.0%	100.0%	100.0%
Quality		0	0	0	0

Performance Measure - Description

The multi-year project to select and implement a new A&T system has met the following milestones: FY07/08-Publish RFP;FY08/09-Evaluate Proposals, Select Vendor and Negotiate Contract. The remaining milestones as defined in the contract are: FY09/10-GAP Analysis Start, GAP Analysis Finish, Design Start, Design Finish, Server/Oracle Installed, Data Migration Start, Development Start, Integrations Start; FY10/11-Development Finish, Data Migration Finish, System Testing, Training, PC Deployment, Go-Live, Integrations Finish, and Post Go-Live Support. The 3 FY08/09 milestones (Evaluate Proposals, Select Vendor and Negotiate Contract) were completed on time and within budget.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$155,981	$0	$156,660
Contracts	$0	$2,985,103	$0	$2,930,337
Materials & Supplies	$0	$3,133,916	$0	$1,958,539
Internal Services	$0	$0	$0	$54,464
Capital Outlay	$0	$270,000	$0	$0
Total GF/non-GF:	**$0**	**$6,545,000**	**$0**	**$5,100,000**
Program Total:	**$6,545,000**		**$5,100,000**	
Program FTE	0.00	1.00	0.00	1.00
Program Revenues				
Other / Miscellaneous	$0	$6,545,000	$0	$5,100,000
Total Revenue:	**$0**	**$6,545,000**	**$0**	**$5,100,000**

Explanation of Revenues

Increased revenue is anticipated the first year following implementation (FY 12/13) as a result of productivity improvements for staff as well as a phased-in realignment of personnel from office support to field work finding taxable value. When new value is put on the tax roll, the corresponding tax growth is carried forward every year, and is compounded by the Measure 50 maximum 3% growth. The 10-year total increase in property tax revenue for Multnomah County of $7.7 M is based on a rate of increase in new taxable value of 4% per year. The 10 year total increase for all taxing districts will be $32.1 million. BWC Revenue is the estimated carryover of Fund 2504 after FY10 anticipated expenditures. Capital expenditures for Systems upgrades are an allowable expenditure in the annual County Assessment Function Funding Account (CAFFA) grant application, up to a defined cap amount per year. The Department of Revenue (DOR) has approved including the cost of the System Upgrade Project up to the allowable Cap amount annually, thereby maximizing CAFFA grant revenues for programs supported by the grant funds. The increase in budgeted allowable expenditures in the CAFFA Grant application increases the county's share (% distribution) of the available statewide CAFFA funding pool.

Significant Program Changes

Last year this program was: #72048B, DCM-DART-Assessment & Taxation Upgrade (Scaled)

Multnomah County
www.co.multnomah.or.us

Program # 72049 - DCM - DART Data Operations — Version 1/15/2010 s

Lead Agency: County Management

Program Contact: Sally Brown

Program Offer Type: Support

Related Programs: 72036, 72037, 72038, 72039, 72040, 72041, 72042, 72043, 72044, 72045, 72046, 72047, 72050

Program Characteristics:

Executive Summary

Division of Assessment, Recording and Taxation (DART) Data Operations contributes to the support of the applications used by the linked programs for DART. Responsibilities include assistance with tax roll calculations, including quality control inspection and tax statement production, computer entry of data for property, taxes, and recorded documents, information and data for public requests, and supporting application users. Additionally, Data Operations performs necessary interdepartmental communication and other support as requested.

Program Description

Data Operations calculates and applies taxes to property tax accounts and contributes to production of tax statements and related reports and public information. The program enters a high volume of data in support of the other linked programs and reviews and performs quality control of data request changes. The program supplies data to satisfy public requests for information. The program answers user questions and resolves problems, and provides advice on the effective use of the computer assisted mass appraisal system. Data Operations links to all of the DART programs and their contributions to Accountability. The program is responsible for calculating the special assessment tax roll and contributing to the creation of tax statements, which are mandated functions of the supported programs. As a result, the program assists in answering public and media questions about property tax bills thus contributing to the accountability factor of the public's perception of fairness in assessing and collecting property taxes.
The program's other duties provide support for linked programs in order to perform their program functions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of Records Keyed for Appraisal, Personal Property, Recording, etc.	315,677	525,000	316,000	320,000
Outcome	%of Residential Appraisal Transactions Re-keyed	3.0%	3.0%	3.0%	3.0%

Performance Measure - Description

The number of transactions keyed (output) continues to trend downward with the adoption of efficiencies such as electronic filings. With this downward trend comes opportunity for Data Operations to transition from a “heads down” production based team to a quality control team. This change results in a timely and accurate tax roll.

Legal/Contractual Obligation

This program supports the rest of the Division of Assessment, Recording & Taxation in its compliance with Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305-312, and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment & taxation staffing. The DOR has determined that DART staffing is already at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$464,275	$0	$480,713	$0
Contracts	$83,690	$0	$85,114	$0
Materials & Supplies	$6,687	$0	$6,587	$0
Internal Services	$77,855	$0	$87,563	$0
Total GF/non-GF:	**$632,507**	**$0**	**$659,977**	**$0**
Program Total:	**$632,507**		**$659,977**	
Program FTE	6.20	0.00	6.20	0.00
Program Revenues				
Intergovernmental	$141,900	$0	$159,600	$0
Total Revenue:	**$141,900**	**$0**	**$159,600**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account(CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

Last year this program was: #72049, DCM-DART-Data Operations

Multnomah County
www.co.multnomah.or.us

Program # 72050 - DCM - DART Applications Support — Version 1/16/2010 s

Lead Agency: County Management
Program Contact: June Tilgner
Program Offer Type: Support
Related Programs: 72036, 72037, 72038, 72039, 72040, 72041, 72042, 72043, 72044, 72045, 72046, 72047, 72048, 72049
Program Characteristics:

Executive Summary

Division of Assessment, Recording & Taxation (DART) Applications Support Program supports the applications used by all of the DART's linked programs. Responsibilities include tax roll calculation and certification, tax statement production, requests for information and data files from both internal and external sources, and supporting the DART application users.

Program Description

DART's Application Support Program performs the functions that support the certification of the annual tax roll, including calculating tax rates and taxes, producing tax statements, and producing reports required by the Oregon Department of Revenue. As a result the program assists in answering public and media questions about property tax bills, contributing to the accountability factor of the public's perception of fairness in assessing and collecting property taxes. In addition to certifying the annual tax roll, the Program responds to requests for information and data files from both internal and external sources. The Program manages the working relationship with the application software and hardware vendors, as well as the County Information Technology Division; including consulting on contract formulation and implementation support. The Program answers user questions, resolves problems, and provides advice on the effective use of the DART's business application systems.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of Requests & Support Activities Completed	0	6,500	6,690	0
Outcome	% of Requests Associated with Program Revenue	0.0%	7.0%	4.0%	0.0%

Performance Measure - Description

The Number of Requests & Activities Completed was a new performance measure for FY10. One Activity represents a single request or contact, even if that request is for 5 data files to be created and sent to the client. The percent of Requests Associated with Program Revenue is also a new measure, indicating the portion of the program's work activities associated with a portion of our revenue.

Legal/Contractual Obligation

This program supports the Division of Assessment, Recording & Taxation in its compliance with Oregon Revised Statutes (ORS) Chapters 92, 205, 294,305-312, and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA Grant) process described in ORS 294.175 the DOR determines the acceptable level of assessment & taxation staffing. The DOR has determined staffing levels are at the minimally acceptable level to perform the A&T function. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$574,342	$0	$608,603	$0
Contracts	$8,250	$0	$1,750	$0
Materials & Supplies	$285,118	$0	$295,979	$0
Internal Services	$117,370	$0	$107,500	$0
Capital Outlay	$12,000	$0	$12,000	$0
Total GF/non-GF:	**$997,080**	**$0**	**$1,025,832**	**$0**
Program Total:	**$997,080**		**$1,025,832**	
Program FTE	5.00	0.00	5.00	0.00
Program Revenues				
Fees, Permits & Charges	$50,000	$0	$80,000	$0
Intergovernmental	$216,600	$0	$248,150	$0
Total Revenue:	**$266,600**	**$0**	**$328,150**	**$0**

Explanation of Revenues

Through participation in the State funded CAFFA Grant approximately 25% of actual expenditures are reimbursed. Additional program revenue is from fees for access to Assessment & Taxation information (subscription website user fees) and requests for A&T Data files. Remaining support is from General Fund revenues.

Significant Program Changes

Last year this program was: #72050, DCM-DART-Applications Support

Multnomah County
www.co.multnomah.or.us

Program # 72051 - DCM - DART Tax Title — Version 7/01/2010 s

Lead Agency: County Management
Program Contact: Randy Walruff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The Tax Title Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for the management and disposition of the County's tax foreclosed property inventory. The County's foreclosed property portfolio consists of slightly less than 420 properties. Every year, 20 to 30 properties are deeded to the county in the fall with the taking of the Tax Foreclosure Deed. Of the current inventory, approximately 77% of the properties are strips of various sizes, 21% are vacant lots that are mostly irregular in shape and not buildable, and 2% are properties with improvements sited on them. Properties are sold at public auction and by entering into private sales with adjacent owners. The inventory is also reduced by transferring properties to government agencies, non-profit housing developers, and non-profit corporations for public use.

Program Description

The County comes into ownership of real property, bare land and land with improvements, at least once a year through the foreclosure of delinquent property tax liens. The foreclosed properties are placed into the Tax Title inventory of properties that have been acquired through tax foreclosure. Multnomah County Code Chapter 7 and Chapter 27 specifically state how tax foreclosed properties are to be managed and the process to be used for disposition. Shortly after the properties come into Tax Title inventory they are made available for repurchase to the former owners of record. Some properties not repurchased and odd shaped parcels not suitable for construction are made available to government agencies within the county for transfer. Depending on their availability, selected properties consisting of vacant land that is buildable and parcels with improvements, are made available to the Affordable Housing Development Program for low income housing purposes. Properties with certain desired environmental characteristics not requested by government are made available to other organizations. Any remaining inventory properties are available to be sold at public auction or private sale. In recent years, the number of properties deeded to the County through tax foreclosure has averaged between 20 to 30 parcels. All properties are responsibly managed to insure that the surrounding neighborhood is not negatively affected. Tax Title maintains communication with other government agencies within the County to insure that all foreclosed properties comply with current nuisance and building codes. A goal is to sell or transfer as many Tax Title properties as possible to place them back on the tax roll so they once again become an integral part of the neighborhood. When a Tax Title property is occupied by an individual with human services needs we work with the County's Department of County Human Services, Aging & Disability Services Division to arrive at practical solutions acceptable to all parties.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Properties remaining in Tax Title Inventory	409	402	408	388
Outcome	Properties placed back on the tax roll & into community use	31	32	20	40
Outcome	Revenue disbursed to taxing districts for public use	163,023	20,000	20,000	20,000

Performance Measure - Description

The main goal of the program is to reinstate properties received through tax foreclosure back onto the tax roll. This is accomplished by sales to the public and government agencies. A parallel goal is to place foreclosed properties into public use which is accomplished by transfer to government agencies and non-profit corporations. At the end of every budget year, the Tax Title revenues are totaled, operating expenses and set asides are accounted for, and the balance of revenue is disbursed to taxing districts within the county.

Legal/Contractual Obligation

ORS 275 details how counties have to manage & dispose of tax foreclosed properties. ORS 312 details the foreclosure process & responsibilities of the county to include providing guidance on how the redemption period can be reduced when there is evidence of waste and abandonment. ORS 271 provides information on how counties are allowed to transfer foreclosed properties to non-profits & government agencies. ORS 98 details the processes to follow when there is abandoned property & vehicle at a foreclosed property. Multnomah County Code Chapter 7 and Chapter 27 specifically state how tax foreclosed properties are to be managed and the process to be used for disposition.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$159,939	$78,066	$0
Contracts	$0	$366,907	$368,260	$0
Materials & Supplies	$0	$87,332	$61,500	$0
Internal Services	$0	$54,423	$29,660	$0
Total GF/non-GF:	**$0**	**$668,601**	**$537,486**	**$0**
Program Total:	**$668,601**		**$537,486**	
Program FTE	0.00	1.50	0.00	1.00
Program Revenues				
Indirect for dep't Admin	$12,040	$0	$0	$0
Fees, Permits & Charges	$0	$283,587	$329,477	$0
Intergovernmental	$0	$20,000	$7,000	$0
Taxes	$0	$45,014	$45,000	$0
Other / Miscellaneous	$0	$320,000	$156,009	$0
Total Revenue:	**$12,040**	**$668,601**	**$537,486**	**$0**

Explanation of Revenues

The Program has to be financially self sustaining. When actual revenues are above the program's operating costs the balance is distributed to taxing districts in Multnomah County.

Significant Program Changes

✓ Significantly Changed

Last year this program was: #91003, Tax Title
This program was transferred from Dept of Community Services (DCS) to Dept of County Management (DCM), in the Division of Assessment, Recording & Taxation. Program staffing decreased from 1.50 FTE to 1.00 FTE. The staffing level dedicated to this program is being evaluated during the transition process from DCS to DCM. Total operating proposed budget is a net decrease of approximately $122K.

Division Overview

The Facilities & Property Management Division (FPM) is responsible for providing and maintaining safe, cost efficient space for all County programs. FPM manages over three million square feet of general office, library, court, jail, probation office, clinic, shop, warehouse and other types of specialized space largely owned by the County in about 130 locations. FPM is also responsible for overseeing the long term capital requirements of these building assets through a balance of capital management and building disposition strategies. Specific direct services provided by FPM include:

- Property management and customer service
- Full maintenance provided by internal trade groups & contracted services
- Lease administration
- Long term County facilities strategic portfolio management
- Project management for capital and strategic projects, and
- Response to facility related emergencies throughout the year

FPM is undergoing a significant Business Process Re-engineering effort that will redefine the priorities of the organization and transform its relationships with departmental customers. FPM looks forward to working with the Chair's Office and Department Directors in establishing the new service priorities and how the division will deliver on its Countywide responsibilities.

In the past decade, the County has been under tremendous financial pressure. In response to continued funding constraints, FPM staffing levels have been reduced, while service demand has stayed the same or increased. The FPM proposed budget reflects 86.5 FTE as compared to 114 FTE ten years earlier. Despite a decade of staffing reductions, FPM has developed a FY 2011 budget strategy that preserves customer rates at the FY 2010 levels. Stabilizing rates and bridging the gap between revenues and expenditures was achieved by using $1.5 million in Facilities Fund beginning working capital. This structural funding gap will be addressed during planning for the FY 2012 budget and to respond to recommendations of the Business Process Re-engineering project now underway.

Building Maintenance & Operation

- 72068 Operations & Maintenance
- 72069 Property Mgmt Bldg Operations
- 72074 Operations of Buildings
- 72075 Utilities Pass-Thru

Capital Asset Portfolio

- 72070 Capital Operating Costs
- 72071 Capital Improvement (CIP)
- 72072 Asset Preservation (AP)
- 72067 Admin Pass Thru

Facilities Administration and Business Services

- 72066 Admin & Business Svcs
- 72076 Lease Maintenance

Significant Changes

The following describes the significant budget changes that impacted the division. More information can be found in the program offers.

As adopted by the Board in 2005, as part of the Facilities Strategic Plan, FY 2011 capital preservation fees that are included within Facilities internal service rates to customers are proposed to increase by 8%. This annual increase helps provide funding for the growing deferred maintenance backlog.

Measuring Success

To measure building maintenance, FPM emphasizes scheduled maintenance, much of this as preventative maintenance to reduce equipment failure before components reach the end of their life cycle. This reduces the amount of deferred maintenance that would require expensive capital repairs. Currently, FPM is able to schedule about 50% of its maintenance, with unscheduled repairs resulting from equipment failures making up the bulk of the balance. FPM is striving to increase this percentage in the future to take more control over its current maintenance responsibilities.

As building systems age and reach the end of useful service life, they either need to be rehabilitated or replaced. It is the goal of the Board to fund the County's capital needs at 2% of replacement value annually to provide a sustainable source of funds over the typical life of a building. The County now invests in recapitalization at about 6/10% annually, less than one-third of the policy level. Current deferred maintenance, not including seismic liability, now amounts to over $30 million, due to a lack of both maintenance and long term under funding. FPM will continue to work with the Chair's Office and Board to make progress in meeting the long term capital funding needs and to propose strategies to reduce ongoing costs through disposition of buildings that are no longer cost effective for the County to own.

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
72066	Administration and Business Services	$0	$2,995,292	$2,995,292	20.50
72067	Administrative Pass-Through	0	12,096,097	12,096,097	0.00
72068	Operations and Maintenance	0	5,802,544	5,802,544	49.00
72069	Property Management Building Operations	0	6,029,529	6,029,529	0.00
72070	Capital Operating Costs	0	1,762,548	1,762,548	15.00
72071	Capital Improvement Program (CIP)	0	47,332,900	47,332,900	0.00
72072	Capital Asset Preservation (AP)	0	5,427,865	5,427,865	0.00
72074	Operations of Buildings	0	3,916,474	3,916,474	0.00
72075	Utilities Pass-Thru	0	6,100,000	6,100,000	0.00
72076	Lease Management	0	5,452,510	5,452,510	2.00
	Total	**$0**	**$96,915,759**	**$96,915,759**	**86.50**

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Program # 72066 - Facilities Administration and Business Services — Version 6/17/2010 s

Lead Agency: County Management
Program Contact: Bob Thomas
Program Offer Type: Administration
Related Programs:
Program Characteristics:

Executive Summary

The Facilities Management and Business Services Program establishes strategy, processes, policy and guidance for the management of Multnomah County facilities, both owned and leased, collaborating with other program offices and regional authorities as appropriate.

Program Description

The Facilities Administration team provides executive direction and oversight of the planning, direction, coordination, and evaluation of the programs, functions, and activities of the Division. The Business Services teams ensure consistency, quality, and cost effectiveness in program execution. They manage the Division's budget supporting the annual workplan, overseeing financial policies and internal controls ensuring accurate and timely accounting of all revenue and expenditures. They also provide contract and procurement support including initiatives that foster partnerships with both Qualified Rehabilitative Firms (QRF) and Minority, Women and Emerging Small Business (MWESB) contractors. The data management team maintains accurate and detailed building data and Computer Aided Drafting/Design (CAD) support of all County buildings, as well as, develop cost-effective plans for managing Facilities technology and data. The Property Management team provides a team of Property Managers as the primary contact for all departments to inform, coordinate, and problem resolve building and occupant issues ensuring building users a single, visible and accessible point of contact, providing immediate response to emergencies and program needs.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	MWESB Contracts awarded	99.0%	98.0%	98.0%	98.0%
Outcome	Percent of Invoices paid on-time within Std Net30 terms	86.0%	85.0%	85.0%	85.0%

Performance Measure - Description

MWESB contracts are those that ensure uniform access to all public contracting dollars. Facilities awards over 98% of its remodeling/construction contracts with state certified MWESB firms.

Facilities processes over 10,000 payments (direct pays, 3 way matches and invoices)annually. It is both our goal and mandate to pay invoices and process documents within 30 days.

Legal/Contractual Obligation

By State law we are mandated to utilize QRF firms to perform services Janitorial,Landscaping and other services that allow individuals who would otherwise not have gainful employment. PCRB rules also outline strategic initiatives to ensure MWESB are included in solicitations. Facilities has over $10,000,000 in operational contracts, of which $3.0M are QRF contracts.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$1,417,142	$0	$2,379,621
Contracts	$0	$4,200	$0	$70,700
Materials & Supplies	$0	$56,529	$0	$82,975
Internal Services	$0	$403,892	$0	$461,996
Capital Outlay	$0	$0	$0	$0
Debt Service	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$1,881,763**	**$0**	**$2,995,292**
Program Total:	**$1,881,763**		**$2,995,292**	
Program FTE	0.00	20.50	0.00	20.50
Program Revenues				
Indirect for dep't Admin	$0	$0	$0	$0
Fees, Permits & Charges	$0	$1,881,763	$0	$2,875,348
Intergovernmental	$0	$0	$0	$0
Other / Miscellaneous	$0	$0	$0	$0
Total Revenue:	**$0**	**$1,881,763**	**$0**	**$2,875,348**

Explanation of Revenues

Facilities receives 82% of its revenues from Departmental Service Reimbursements. Additional 7% of revenues are from external leases or IGA (Intergovernmetal Agreements). The remaining 11% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services beyond basic building needs.

Significant Program Changes

Last year this program was:
This program offer was #72066 last year.

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Program # 72067 - Facilities Administrative Pass-Through — Version 4/08/2010 s

Lead Agency: County Management
Program Contact: Colleen Bowles
Program Offer Type: Administration
Related Programs:
Program Characteristics:

Executive Summary

Facilities and Property Management (FPM) pays debt service and Capital cash transfers for all County buildings. FPM administratively “passes-through” these expenses to County Departments as building charges to the respective tenants in those facilities. The charge for capital investment fees to all tenants in County-owned buildings is to cover the long-term maintenance of those facilities. FPM transfers these fees via cash transfer to both Capital Improvement and Asset Preservation funds.

Program Description

FPM manages the Countywide building portfolio of debt and Capital fees. These expenses are then reallocated back to the tenants either occupying or leasing the facility. We are also responsible for collecting capital investment fees and maintaining those funds for future capital reinvestment maintenance and repairs. FPM allocates all pass-through expenses to facilities to pay for debt and $2.75 per square foot assessment for capital maintenance charges.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	N/A	0	0	0	0
Outcome	N/A	0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Internal Services	$0	$6,378,902	$0	$6,241,097
Cash Transfer	$0	$5,364,694	$0	$5,855,000
Total GF/non-GF:	**$0**	**$11,743,596**	**$0**	**$12,096,097**
Program Total:	**$11,743,596**		**$12,096,097**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$11,743,596	$0	$12,096,097
Total Revenue:	**$0**	**$11,743,596**	**$0**	**$12,096,097**

Explanation of Revenues

FPM generates revenues by directly passing-through the actual expenses related to debt and capital funds. We receive reimbursement through internal client service funds.

Significant Program Changes

Last year this program was: #72067, FPM - Adminstrative Pass-Through
This program offer was #72067 last year. For FY11 Utilities of $6.1M were transferred into their own program offer, now 72075.

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Program # 72068 - Facilities Operations and Maintenance - Cost Centers — Version 4/28/2010 s

Lead Agency: County Management

Program Contact: Jon Schrotzberger

Program Offer Type: Existing Operating

Related Programs: 72074, 72075

Program Characteristics:

Executive Summary

The work of Facilities Operations and Maintenance is aimed at keeping the County's facilities functioning well and available for use by County programs. The section consists of 8 trade groups, dispatch/call center in addition to supervisory and Compliance support personnel, totaling 49 FTE. We are applying strategic innovations to exceed industry standards of service & value. While aggressively managing our resources to reduce our environmental impact, we are providing leadership in controlling costs.

Program Description

Responsiblilities include:
1} Ensuring buildings and associated services are in a safe operating condition
2} Develop and execute preventive maintenance plans and procedures that maintain and improve the value of the owned/built assets of the County
3} Ensure that the condition of all occupied buildings meet all existing fire/life safety and other regulatory requirements to ensure statutory compliance
4} Provide leadership in sustainability efforts
5} Energy Management & Building Automation functions are continuing efforts to improve energy conservation while maintaining occupant comfort and will be applying ARRA funded improvements.
6} We were the lead agency in the development of the renewable energy / Photovoltaic a project that adds 1 million kwh of renewable electricity generating solar panels on County roof systems.
7} O&M staff also has a vital role in Multnomah County's Emergency Preparedness and Incident Command System by providing services vital to continuous operations in inclement weather and incident recovery.
8} Provide access and security administration for all non-correctional facilities
9} Work with County Safety to reduce complaints and claims related to all types of environmental compliance issues
10} Maintain accurate databases related to this section's performance and report results and improvement plans quarterly
11} Coordinate and administer mandated training and regulatory certifications as needed to keep the staff current at the highest possible qualification of the trade/technology.
12} Unlike previous years, this program offer does not maintain 24/7/365 availability for client requests and rapid service response to breakdown/outage/emergency conditions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Coordinate Training Classes	30	30	30	30
Outcome	Scheduled Maintenance as percentage of total maintenance work	50.0%	45.0%	50.0%	60.0%
Efficiency	Billable hours as a percentage of total available labor hours	78.0%	70.0%	75.0%	75.0%
Outcome	Scheduled maintenance done on time	95.0%	90.0%	90.0%	90.0%

Performance Measure - Description

*Training classes for compliance with regulatory and safety requirements, adding technical growth and continuing education (in hours of instruction per employee (averaged).
* Percent of scheduled work is being increased and is showing that by increasing the percentage of preventive maintenance and regulatory inspections (scheduled work), we will continue to reduce equipment failure (unscheduled or reactive work) and reduce service outages and costly/unplanned repairs. Our focus on bundling work for scheduled visits is further improving this metric.
* Billable hours/labor efficiency: The number of hours billed to work, as a percentage of the total number of available hours is reformulated to target SAP compatable data.
*Scheduled maintenance completed on time: Accomplishing preventive maintenance on time is key to the equipment's efficiency and reliable service.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$4,862,579	$0	$5,176,180
Contracts	$0	$23,085	$0	$64,000
Materials & Supplies	$0	$173,335	$0	$194,190
Internal Services	$0	$590,061	$0	$368,174
Capital Outlay	$0	$0	$0	$0
Debt Service	$0	$0	$0	$0
Cash Transfer	$1,100,000	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$1,100,000**	**$5,649,060**	**$0**	**$5,802,544**
Program Total:	**$6,749,060**		**$5,802,544**	
Program FTE	0.00	49.00	0.00	49.00
Program Revenues				
Indirect for dep't Admin	$0	$0	$0	$0
Fees, Permits & Charges	$0	$5,649,060	$0	$5,802,544
Intergovernmental	$0	$0	$0	$0
Other / Miscellaneous	$0	$0	$0	$0
Total Revenue:	**$0**	**$5,649,060**	**$0**	**$5,802,544**

Explanation of Revenues

Significant Program Changes

✔ Significantly Changed

Last year this program was:
Last year this program was: #72068, DCM - Facilities Maintenance & Operations and included the current offer #72074.

Part of this offer includes our efficiency performance expectations based (in part) on Program Offer #72045 in FY '07. This offer dealt with Mobile Asset Management - an innovative program, currently completing its pilot phase. It is scheduled to be operationalized and a roll-out scheduled throughout FY '11. The labor efficiency gained in the initial preparations for this project have already met our metric and we are going to use the gained time to increase our commitment to a comprehensive preventive maintenance program.

Our Energy Management & Building Automation functions are continuing efforts to improve energy conservation while maintaining occupant comfort and will be applying ARRA funded improvements.

We were the lead agency in the development of the renewable energy / Photovoltaic a project that adds 1 million kwh of renewable electricity generating solar panels on County roof systems.

O&M staff has played an increasingly vital role in Multnomah County's Emergency Preparedness and Incident Command System by hosting the process of inclement weather response vital to continuous operations and incident recovery.

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Program # 72069 - Facilities Property Management Building Operations — Version 7/02/2010 s

Lead Agency: County Management
Program Contact: Colleen Bowles
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Executive Summary

Facilities and Property Management Building Operations ensures building users a single, visible and accessible point of contact, as well as, providing both contract and operational assistance. Contracts administered are for janitorial, grounds maintenance, security and other miscellaneous services required.

Program Description

This program is three-fold: customer service, contracted service delivery administration and operational/logistical assistance. The contracts and services in this program operationally provide landscaping, janitorial, window washing, pest control, and security contracts totaling more than $4 million. The largest of these contracts are provided through Qualified Rehabilitation Firms (QRF) mandated by ORS 279.015(1)(b).

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	All customer service requests are begun within 10 days of receipt.	95.0%	90.0%	90.0%	95.0%
Outcome	Quality Customer Service satisfaction rating	85.0%	90.0%	90.0%	90.0%

Performance Measure - Description

These measures include:

The response and coordination for routine customer requests within 10 working days.

Customers are emailed a link for a Customer Service satisfaction survey and reported back to Zoomerang. Data collection occurs on a monthly basis and processes are being reviewed in order to capture a higher percentage of our work effort.

Legal/Contractual Obligation

These services provide an array of contracts including but not limited to janitorial, landscaping,pest control,security and window-washing. Multnomah County is mandated by ORS 279.015(1)(b) to utilize Qualified Rehabilitation Firms (QRF) for janitorial, landscaping and other contracts.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$737,260	$0	$0
Contracts	$0	$4,212,128	$0	$4,620,635
Materials & Supplies	$0	$128,917	$0	$763,970
Internal Services	$0	$511,933	$0	$644,924
Capital Outlay	$0	$0	$0	$0
Debt Service	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$5,590,238**	**$0**	**$6,029,529**
Program Total:	**$5,590,238**		**$6,029,529**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	$0	$0	$0	$0
Fees, Permits & Charges	$0	$4,651,008	$0	$5,279,529
Intergovernmental	$0	$939,230	$0	$0
Other / Miscellaneous	$0	$0	$0	$750,000
Total Revenue:	**$0**	**$5,590,238**	**$0**	**$6,029,529**

Explanation of Revenues

Facilities receives 82% of its revenues from Departmental Service Reimbursements. Additional 7% of revenues are from external leases or IGA (Intergovernmetal Agreements). The remaining 11% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services beyond basic building needs.

Significant Program Changes

Last year this program was:

Last year this program was: #72069, DCM - Facilities Customer Service / Property Management

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Program # 72070 - Facilities Capital Operating Costs — Version 6/17/2010 s

Lead Agency: County Management
Program Contact: John Lindenthal
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Executive Summary

The Capital Program Section provides the County with a long-term replacement plan for the major building systems in each of our buildings. It then prioritizes required work within available resources and provides all of the required construction, renovation and capital maintenance work in these buildings. This Program Offer includes the management and staff for the Capital program. The majority of the funding for this Offer comes from the Capital Improvement Program (CIP) and Asset Preservation (AP) fees. Strategic projects does the upfront planning and develops ideas, concepts and strategies for SPACE optimization and various portfolio options.

Program Description

The Capital Program Section is mainly funded by the Capital Improvement Program (#72071) and the Asset Preservation (#72072) Program Offers. The Section provides an annual assessment of all Capital facility needs and develops a specific strategy consistent with available funding which permits the completion of improvements in a carefully planned approach. The Section provides project management services including planning, design, and construction services. Project Managers ensure compliance with important policies and statutory requirements such as, Federal, State and local regulations, high performance green building policies, Minority Women Emerging Small Business (MWESB) policies and incorporate sustainable practices. Project managers are responsible for coordinating project activities with building users (both internal and external users), consultants and contractors and are a resource for improving service delivery programs' operations in association with Capital improvements. Strategic projects develops, evaluates and recommends various portfolio planning options for a cost effective portfolio.
The Capital Program insures accountability by providing a plan that is accomplished through completed projects. The result is buildings that are usable and functional for their intended uses. Project Managers assure the County capital projects are completed as planned and within their approved budgets. The Project Manager duties, in addition to Capital Improvement Program projects (CIP, Asset Preservation, etc.), include Service Request work from Departments. They do this work in a way that takes into account the needs of operating programs and the need to accomplish work in a cost effective manner.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Output Completed Projects (Program offers 72071 and 72072 combined)	71.6%	85.0%	65.5%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier 1*	58.8%	58.8%	60.0%	60.0%
Outcome	Project Management Costs ($/hr)	92	95	95	91

Performance Measure - Description

Completed projects (Program offers 72071 & 72072 combined). The measures for completed projects and project management costs encompass (i.e. are the total of) both the CIP and Asset Preservation (AP) program offers. The metric (output) for completed projects are those adopted stand-alone projects that are scheduled (planned) to be completed in current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances. In FY10 to date, we continue to have a larger than expected number of unplanned/emergency projects. This year it includes Stimulus (ARRA) projects. This unplanned and unscheduled work affects planned projects completion. Further, new project management personnel has required training in project and contract processes and has affected project delivery.
*A Tier 1 building is one which is designated for long-term retention and which meets current County standards. The Primary Owned Tier 1 building percentage change is due to the Martha Washington building. It was disposed of in FY10.
Comparable project management costs at the City of Portland are $103/hr in FY'09 (last year).

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$1,558,236	$0	$1,633,508
Contracts	$0	$55,000	$0	$55,000
Materials & Supplies	$0	$26,930	$0	$34,500
Internal Services	$0	$63,684	$0	$39,540
Capital Outlay	$0	$0	$0	$0
Debt Service	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$1,703,850**	**$0**	**$1,762,548**
Program Total:	**$1,703,850**		**$1,762,548**	
Program FTE	0.00	14.00	0.00	15.00
Program Revenues				
Indirect for dep't Admin	$0	$0	$0	$0
Fees, Permits & Charges	$0	$490,065	$0	$572,776
Intergovernmental	$0	$216,885	$0	$0
Other / Miscellaneous	$0	$996,900	$0	$1,309,716
Total Revenue:	**$0**	**$1,703,850**	**$0**	**$1,882,492**

Explanation of Revenues

The Capital Improvement Program receives some revenues from Energy Trust Incentives and Business Energy Tax Credits (BETC) from the State of Oregon in additional to Asset Preservation and CIP fees.

Significant Program Changes

Last year this program was:
Last year this program was: #72070, Facilities Capital Operating Costs. Three full-time employee (FTE) project manager positions were bumped out of their positions due to lay-offs. Project Management was consolidated under the Capital program in FY10. The net gain in project management personnel is 2.0 FTE. Training on project management procedures and expectations slowed project progress this year.

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Program # 72071 - Facilities Capital Improvement Program (CIP) — Version 6/17/2010 s

Lead Agency: County Management
Program Contact: John Lindenthal
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Executive Summary

The Capital Improvement Program actively monitors, upgrades, and improves the County's portfolio of Tier II* and III*(substandard) buildings. The Program preserves the County's assets by investing in improvements that maintain building values and provide accessible, functional, and energy efficient facilities.

Program Description

The Capital Improvement Program creates an annual 5-year Capital Plan that focuses on the County's 20 primary owned Tier II* and III** buildings. It works in conjunction with the long-term Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities. *A Tier II building is one that is a desirable part of the County's long-term portfolio but that has significant deferred maintenance needs which must be addressed. **A Tier III building is one that is uneconomic or impractical to improve to current County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible.
The program allows Capital, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix. The program looks for project efficiencies that benefit the building users and extend the useful life of the building. The 5-year CIP Plan sets clear goals and fosters communication with all departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users. The Facility Asset Management Evaluation (FAME) database projects a need of $4.58/sq.ft. annually over a 30 year period excluding seismic. If seismic was included, it almost doubles the need. We use the FAME database as one indicator to determine building needs. Currently the rate for FY10 is $2.55/sq.ft. and will be $2.75/sq. ft. in FY11. In addition to the annual increases, additional funding sources are needed. Workforce Training & Hiring Services formerly budgeted in DCM-Purchasing will now be paid for with capital project funding up to $19,000 for FY2011.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Completed CIP Projects	73.3%	85.0%	61.5%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier I*	58.8%	58.8%	60.0%	60.0%
Outcome	Project Management costs ($/hr)	96	92	95	91

Performance Measure - Description

The metric (output) for completed projects are those adopted stand-alone projects that are scheduled to be completed in current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances. In FY10 to date, we continue to have a larger than expected number of unplanned/emergency projects. This year it includes Stimulus (ARRA) projects. This unplanned and unscheduled work affects planned projects completion. Further, new project management personnel has required training in project and contract processes and has affected project delivery.
*A Tier I building is one which is designated for long-term retention and which meets current County standards.
The Primary Owned Tier 1 building percentage change is due to the Martha Washington building. It was disposed of in FY10. Comparable project management costs at the City of Portland are $103/hr in FY'09 (last year).

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	$0	$0	$0	$1,206,000
Materials & Supplies	$0	$387,237	$0	$826,000
Internal Services	$0	$474,500	$0	$25,000
Capital Outlay	$0	$44,166,314	$0	$45,275,900
Total GF/non-GF:	**$0**	**$45,028,051**	**$0**	**$47,332,900**
Program Total:	**$45,028,051**		**$47,332,900**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$10,800,000	$0	$2,000,000
Intergovernmental	$0	$388,000	$0	$1,981,000
Other / Miscellaneous	$0	$33,840,051	$0	$43,351,900
Total Revenue:	**$0**	**$45,028,051**	**$0**	**$47,332,900**

Explanation of Revenues

5-18-2010 Estimated BWC of $24.575 million includes $3 million FY10 Deferred Maint Financing Proceeds
$350K Stimulus funding for Heat Recovery project from Dept of Energy ~ Fed funding
$1.350 million Stimulus and Energy Trust funding for Energy Saving Projects from Dept of Energy ~ Fed Funding
New funding $140K Jail bed rental to Clackamas & Washington Counties
$141K anticipated Project cost recovery from the City of Portland
$2 million estimated sale proceeds from Penumbra Kelly disposition
$95K interest earned on fund 2507 & $165K restricted interest earned on Portland Development Commission IGA
$3.3 million cash transfer from fund 3505 collected for Capital Program from Depts
and $150K for Yeon testing
$15 million East County Court Financing Proceeds

Significant Program Changes

Last year this program was:
Last year this program was: #72071, Facilities Capital Improvement Program (CIP). The proposed 8% increase in last years program offer(s) was funded for FY10 but is dedicated to a deferred maintenance bond debt payment. This years Program Offer includes a rate increase of 8% as proposed in the Board-approved Facilities Strategic Plan. Without the projected rate increases, the CIP will not be able to keep up with future building needs. In addition, periodic infusions of additional funds and/or other funding strategies will be needed.

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Program # 72072 - Facilities Capital Asset Preservation (AP) — Version 6/17/2010 s

Lead Agency: County Management
Program Contact: John Lindenthal
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Executive Summary

The Asset Preservation (AP) Program is designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the County's Tier I* buildings safe, reliable, functional and efficient.

Program Description

The program creates accessible, functional, and energy efficient facilities that provide County services with space that meets their individual needs. The program focuses on the County's 30 primary owned Tier I* buildings and provides the funding to complete capital projects within these buildings. *A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), American with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the County with assets that are worth their market value. It creates more usable buildings through upgrades in equipment, systems, and meeting of programs ever changing needs. The program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. AP rates are still well below what is necessary to sustain the fund but are being raised on an incremental basis to achieve self-sustaining funding. As outlined in the Board-approved Facilities Strategic Plan, rates must be increased by 8% per year in order to create the needed reserves to address the projected needs of our Tier I buildings in the future. The AP Program creates an annual 5-year Capital Plan that focuses on the County's 30 owned Tier I buildings. It works in conjunction with the long-term Facilities Strategic plan. The Capital plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings and then prioritizes and schedules needed work in the future. This allows Asset Preservation funds, bond/levy proceeds, grants, etc. to be invested based on priority.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Output Completed Projects	69.4%	85.0%	72.7%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier I	58.8%	58.8%	60.0%	60.0%
Outcome	Project Management costs ($/hr)	92	95	95	91

Performance Measure - Description

The metric (output) for completed projects are those adopted stand-alone projects that are scheduled to be completed in current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances. In FY10 to date, we continue to have a larger than expected number of unplanned/emergency projects. This year it includes Stimulus (ARRA) projects. This unplanned and unscheduled work affects planned projects completion. Further, new project management personnel has required training in project and contract processes and has affected project delivery.
The Primary Owned Tier 1 building percentage change is due to the Martha Washington building. It was disposed of in FY10.
Comparable project management costs at the City of Portland are $103/hr in FY'09 (last year).

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	$0	$0	$0	$125,000
Materials & Supplies	$0	$0	$0	$116,600
Capital Outlay	$0	$4,655,806	$0	$4,686,265
Unappropriated & Contingency	$0	$0	$0	$500,000
Total GF/non-GF:	**$0**	**$4,655,806**	**$0**	**$5,427,865**
Program Total:	**$4,655,806**		**$5,427,865**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$17,400	$0	$0
Other / Miscellaneous	$0	$4,638,406	$0	$5,427,865
Total Revenue:	**$0**	**$4,655,806**	**$0**	**$5,427,865**

Explanation of Revenues

3-4-2010 Estimated BWC $2.9 million
$25K Interest earnings fund 2509
$2.4 million cash transfer from fund 3505 collected for Asset Pres fund from Depts

FY11 BWC includes the project balances as of 5-18-2010.

Significant Program Changes

Last year this program was:
Last year this program was: #72072, Facilities Capital Asset Preservation (AP)
The proposed 8% increase in last years program offer(s) was funded for FY10 but the increase is dedicated to the deferred maintenance bond debt payment. This years Program Offer includes a rate increase of 8% as proposed in the Board approved Facilities Strategic Plan. Without the projected rate increases, the Asset Preservation will not be able to keep up with future building needs.

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Program # 72074 - Facilities Operations of Buildings

Version 3/03/2010 s

Lead Agency: County Management

Program Contact: Jon Schrotzberger

Program Offer Type: Internal Service

Related Programs: 72068, 72069, 72075

Program Characteristics:

Executive Summary

This program includes materials & services costs related to operating the portfolio of 131 buildings, over 3 million sq ft of space for a diverse client population.
Costs include over $4.5M: professional services (janitorial, security, landscaping), resource extensions (specific requirements that add competetive contracts for such select services as repairs and maintenance of boilers, chillers, emergency generators, plumbing, etc) and building supplies (air, oil and water filters, lights, keys, etc).

Program Description

This is the materials and services that are required to extend the resources of the in-house O&M staff (PO #72068) to supply priority access to critical services and technologies that are not needed full time.

Facilities & Property Management (FPM) provides professional contracting services and the transactional efforts required to: purchase and receive goods and services for repair and maintenance of building systems; reconcile and authorize payment of contractor / vendor invoices; administer contracts to comply with county guidelines; maintain a prudent but adequate level of inventory; and support the county's variety of occupant and program delivery requirements.

FPM contracted and purchased over $4.5 million in material and services in FY09 serving our 175+ direct tenant / clients and associated partners.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Contract administration quarterly reporting	0	0	0	4
Outcome	Inventory system reporting accuracy	0.0%	0.0%	0.0%	90.0%

Performance Measure - Description

* Create reporting compliant with Administrative Review outcome recommended.

* In response to our Audit of Inventory Management: Facilities presented in May of 2009, we have set as our goal, to create an accurate and accountable inventory management system and reporting capability.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	$0	$0	$0	$439,600
Materials & Supplies	$0	$2,506,734	$0	$2,942,430
Unappropriated & Contingency	$0	$2,396,436	$0	$534,444
Total GF/non-GF:	**$0**	**$4,903,170**	**$0**	**$3,916,474**
Program Total:	**$4,903,170**		**$3,916,474**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$2,201,170	$0	$2,206,474
Intergovernmental	$0	$0	$0	$900,000
Other / Miscellaneous	$0	$2,702,000	$0	$810,000
Total Revenue:	**$0**	**$4,903,170**	**$0**	**$3,916,474**

Explanation of Revenues

Facilities receives 82% of its revenues from Departmental Service Reimbursements. Additional 7% of revenues are from external leases or IGA (Intergovernmetal Agreements). The remaining 11% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services beyond basic building needs.

Significant Program Changes

Last year this program was: #72068, Facilities Operations and Maintenance
This year we split the prior years offering (72068) into 72068 (cost centers / staff) and this offer (72074, required goods / materials and professional services).

Program # 72075 - Facilities Utilities Pass-Thru — Version 3/02/2010 s

Lead Agency: County Management
Program Contact: Jon Schrotzberger
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Executive Summary

Facilities and Property Management (FPM) pays utilities (electric, gas, water, sewer, waste hauling) for all County buildings. FPM administratively "passes-through" these expenses to County Departments as building charges to the respective tenants in those facilities.

Program Description

FPM manages the utility use for the Countywide building portfolio under the guidance of the Energy Manager, that is in the FPM Compliance section (PO #72068) and works closely with the Building Automation Systems Manager and Property Management (PO #72069). The actual utility expenses are then reallocated back to the tenants either occupying or leasing the facility.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Quarterly reporting of all utilities for clients.	0	0	0	4
Outcome	Produce quarterly reports using 5 years of usage data from SAP reporting.	0	0	0	4

Performance Measure - Description

* Create, distribute and educate the client on their utility use and reduction opportunities.
* Use SAP and Building Automation System data and report generation capability to prepare accurate and repeatable reports.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$0	$0	$0
Contracts	$0	$0	$0	$0
Materials & Supplies	$0	$6,400,000	$0	$6,100,000
Internal Services	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0
Debt Service	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$6,400,000**	**$0**	**$6,100,000**
Program Total:	**$6,400,000**		**$6,100,000**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	$0	$0	$0	$0
Fees, Permits & Charges	$0	$6,400,000	$0	$6,100,000
Intergovernmental	$0	$0	$0	$0
Other / Miscellaneous	$0	$0	$0	$0
Total Revenue:	**$0**	**$6,400,000**	**$0**	**$6,100,000**

Explanation of Revenues

FPM generates revenues by directly passing-through the actual expenses related to utilities. We receive reimbursement through internal client service funds.

Significant Program Changes

Last year this program was: #72067, FPM - Adminstrative Pass-Through

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Program # 72076 - Facilities Lease Management | Version 3/18/2010 s

Lead Agency: County Management | **Program Contact:** Colleen Bowles

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

Facilities Lease Management supports and enhances the County's objectives for its real estate portfolio by implementing the ideas, concepts, and strategies for a cost effective portfolio. This focus provides programs with efficient optimal space that meets spatial needs of the county.

Program Description

The Lease Management team focuses on Multnomah County's Real Estate portfolio, which includes over 3 million sq ft and over 130 buildings providing distinct expertise and a strategic focus that provides County Officials and Agencies with the ability to make informed decisions regarding the County real property portfolio.

Lease Management supports DCM & County programs by directly managing over 100 leases, permits, and agreements which total over $5 million annually. It serves critical operational needs through lease representation, documentation, administration, legal support, and enforcement. The section aggressively manages leases to ensure full compliance and protection of the County's interests.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Real Estate files updated 10 days after receipt of executed documents	95.0%	95.0%	95.0%	98.0%
Outcome	90% of leases renewed or terminated by expiration	90.0%	90.0%	95.0%	95.0%

Performance Measure - Description

Internal Lease documentation is a daily part updating information, as well as, extended capacities in reporting. Annual lease administration enforcement is accomplished by utilizing the Facilities Lease information Administration Database. This database maintains data that encompasses building data, property tax exemptions, expense calculations, revenue reconciliations,lease renewal and expiration dates. Also, provided are automatic e-mail updates which allows prompt lease actions with resolute deadlines.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$195,533	$0	$202,910
Contracts	$0	$2,500	$0	$25,000
Materials & Supplies	$0	$5,018,503	$0	$5,221,650
Internal Services	$0	$10,339	$0	$2,950
Total GF/non-GF:	**$0**	**$5,226,875**	**$0**	**$5,452,510**
Program Total:	**$5,226,875**		**$5,452,510**	
Program FTE	0.00	2.00	0.00	2.00
Program Revenues				
Fees, Permits & Charges	$0	$5,009,990	$0	$5,452,510
Intergovernmental	$0	$216,885	$0	$0
Total Revenue:	**$0**	**$5,226,875**	**$0**	**$5,452,510**

Explanation of Revenues

Lease Management's main revenue source is the internal facilities charges to other Agencies. Real Estate services are becoming more self-sustaining through in-house representation in major transactions including savings over $500,000 in outside commissions.

In 2011, anticipated lease & sales transaction volume, lease & parking administration & internal consultation will continue to result in cost avoidance due to in-house efforts.

Significant Program Changes

Last year this program was:
#72073 - Facilities Asset Management - Renamed Lease Management is now under the Business Services Section with 2 FTE supporting all lease administration and support functions.

Division Overview

The Fleet, Records, Electronics, Distribution and Stores (FREDS) Division provides operational support services to County Departments, agencies and other local governments. FREDS programs impact the delivery of most County services and the productivity of nearly every employee. The Division supports routine and emergency services, and reinforces the maintenance of infrastructure which helps to sustain the local economy and improve our general quality of life. FREDS' business plan emphasizes economies of scale by sharing assets and skills across County programs and by sharing fixed costs through service provision to over 60 non-County agencies. FREDS generated $1,330,837 in outside revenue in FY 2009.

Fleet Services - maintains and manages over 700 units of County rolling stock and supports over 500 units from other government agencies.

Records and Archive Management - develops and maintains record retention schedules to ensure that all legal and administrative requirements are met. The program manages over 121 million documents dating back to 1855.

Electronic Services - designs, installs and maintains jail security systems, access control systems, two-way radio communications, closed circuit television security systems, and emergency vehicle equipment.

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

Stores - centralizes product procurement, receiving, inventory control, warehousing, invoice reconciliation and input, and delivery, thus reducing the total government effort and costs associated with materiel acquisitions.

Fleet

- 72081A Fleet Services
- 72081B Fleet Svs State IGA
- 72082 Vehicle Replacement
- 72086 Motor Pool

Records

- 72083 Records Management

Distribution

- 72084 Distribution Services

Electronics

- 72087 Electronic Services

Stores

- 72085 Material Management

Administration

- 72088 Administration

Significant Changes

The following describes the significant budget changes that impacted the division.

- Temporary loss of Yeon Fuel Station increases supplies costs due to cost of fuel and increases repair and maintenance due to DEQ required leak mitigation and cost to either repair or decommission fuel tanks.
- 1.00 FTE increase in administration due to a new IGA with State of Oregon for fleet maintenance and repair.
- Increase to capital equipment due to vehicle replacement schedules.
- Increase in professional services for a project to analyze and evaluate existing finance and control systems and to research potential options for better system integration with County's enterprise system (SAP).
- FREDS uses revenue from external customers to offset expenditures. This benefits internal County customers by offsetting costs and holding rate increases flat. FREDS has modified its previous practice, conforming to new beginning working capital (BWC) guidelines; this change accounts for the nearly 15% increase in FY 2011 BWC as compared to FY 2010.

Measuring Success

Innovation in Fleet management and environmental mitigation - collaborated with the City of Portland on a $1,000,000 grant to retrofit most of the pre-owned 2007 diesel powered vehicles and equipment.

Advance public access to information in the County's archives
- 210% increase in researcher hours over the previous year
- Innovative public displays at Multnomah Building and the Central Library

Central Stores systems refinement, efficiency and service delivery
- Team focus to collect over $135,000 in past due payments.
- Development of online process for County employees to purchase office supplies integrating management approval to meet audit requirements.
- Support of Public Health H1N1 response by distributing 66K doses of vaccine, 250K units of vaccine supplies and 1,100 courses of anti-viral drugs to County clinics and 176 private providers and hospitals.

Creating economies of scale across Division services by leveraging staff expertise and service efficiencies such that County costs are reduced – brought in $1,330,837 in external revenue in FY 2009 and FY 2010 estimates show external revenue will increase to $1,471,679

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
72081A	Fleet Services	$0	4,751,817	4,751,817	12.90
72081B	Fleet Services - State Fleet IGA	0	75,000	75,000	1.00
72082A	Fleet Vehicle Replacement	0	3,886,049	3,886,049	0.00
72083	Records Section	0	848,692	848,692	3.40
72084	Distribution Services	0	1,844,189	1,844,189	7.40
72085	Materiel Management	0	5,432,961	5,432,961	12.20
72086	Motor Pool	0	519,449	519,449	2.41
72087	Electronic Services	0	1,548,718	1,548,718	6.10
72088	Administration	0	536,572	536,572	4.59
	Total	**$0**	**$19,443,447**	**$19,443,447**	**50.00**

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Program # 72081A - FREDS Fleet Services — Version 7/01/2010 s

Lead Agency: County Management
Program Contact: Rich Swift
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Executive Summary

Fleet Services supports the County's mission by purchasing and maintaining vehicles and equipment used by all County departments. Fleet also provides similar services to other government agencies.

Program Description

The County owns and operates over 700 units of rolling stock and supports over 500 units from other government agencies. Daily (M-F) operations are provided at three maintenance sites. Services provided by Fleet include: policy development, implementation, and compliance; consultation/advice; inventory management; regulatory compliance; preventive maintenance; emission inspections; in-shop and field repairs-scheduled/unscheduled/emergency; vendor repairs; warranty and recall management and support; fabrication and modification specialty work; failure analysis; towing; cleaning; fueling (onsite/offsite) and fuel management; tire repair/replacement (onsite/offsite); driver safety, risk and liability management; accident claims management. Fleet Services has a mutually supportive relationship with other work functions of the County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Revenue from outside agencies	755,146	716,160	833,730	665,500
Outcome	% of outside revenue to overall revenue	13.0%	18.0%	17.0%	18.0%
Quality	Customer satisfaction on individual jobs - good to excellent rating	99.0%	98.0%	99.0%	99.0%
Output	Total cost of ownership per mile for sedans (averaged/in cents)	70	73	73	74

Performance Measure - Description

Revenue from outside agencies helps reduce overhead costs. These revenues are driven by customer work and project plans so FREDS experiences variability much like any private business.
Customer satisfaction is a measure on individual workorders (jobs) as reported on our customer cards.
Total cost of ownership indicates how customer costs are maintained across fiscal years.

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$1,191,336	$0	$1,200,358
Contracts	$0	$10,298	$0	$19,848
Materials & Supplies	$0	$2,437,158	$0	$2,749,163
Internal Services	$0	$1,238,852	$0	$695,904
Unappropriated & Contingency	$0	$269,374	$0	$86,544
Total GF/non-GF:	**$0**	**$5,147,018**	**$0**	**$4,751,817**
Program Total:	**$5,147,018**		**$4,751,817**	
Program FTE	0.00	13.00	0.00	12.90
Program Revenues				
Fees, Permits & Charges	$0	$3,410,498	$0	$2,981,111
Intergovernmental	$0	$820,500	$0	$685,093
Other / Miscellaneous	$0	$137,500	$0	$530,527
Total Revenue:	**$0**	**$4,368,498**	**$0**	**$4,196,731**

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY10 charge rates. Outside agency revenue is based on providing current service levels at FY10 charge rates.

Significant Program Changes

Last year this program was: #72081, FREDS Fleet Services

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Program # 72081B - FREDS Fleet Services - State Fleet IGA — Version 4/22/2010 s

Lead Agency: County Management
Program Contact: Rich Swift
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics:

Executive Summary

In addition to its internal customers, Fleet Services provides services to Metro, Portland Public Schools, and Gresham. Fleet is currently working with the Oregon Department of Administrative Services (DAS) to maintain and support the DAS fleet in the Portland Metro area.

Program Description

Fleet Services ensures that County rolling stock and related equipment is maintained in proper working order and repaired as the need arises. Daily (M-F) operations are provided at three maintenance sites and services are extended to other area governments.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

Please see program offer 72081A

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$0	$0	$66,120
Materials & Supplies	$0	$0	$0	$8,880
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$0**	**$0**	**$75,000**
Program Total:	**$0**		**$75,000**	
Program FTE	0.00	0.00	0.00	1.00
Program Revenues				
Intergovernmental	$0	$0	$0	$75,000
Total Revenue:	**$0**	**$0**	**$0**	**$75,000**

Explanation of Revenues

Revenues from external partners enables Fleet to spread its fixed costs across a larger customer base. In doing so, Fleet lowers what its services would cost internally. In response to FY2010 budget reduction Fleet found it necessary to eliminate several support positions. Anticipated revenues from the State IGA enable Fleet to restore one position. This will ensure responsive customer service for internal customers and ensure that the increased business with the State does not negatively impact internal services. Please see program offer 72081A

Significant Program Changes

Last year this program was:

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Program # 72082A - FREDS Fleet Vehicle Replacement — Version 7/01/2010 s

Lead Agency: County Management
Program Contact: Rich Swift
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Executive Summary

Vehicle Replacement Planning is provided as an interdependent function within Fleet Services (72081). Our key objective is to buy and equip vehicle assets to maximize investment return while keeping customers equipped with appropriate transportation options

Program Description

Fleet Services collects and manages the funding for future replacement of vehicles and equipment. Fleet Services will specify, bid, award, receive, inspect, prepare for service and assign replacement vehicles. Fleet Services also manages the re-sale program (surplus disposal) for County vehicles. Vehicles are placed on an established life-cycle replacement schedule and replacement funds are collected from programs with assigned vehicles and uses the collected funds to buy new vehicles after the pre-determined years of life are met. The process to acquire and replace a current vehicle involves assessing the following elements: vehicle utilization (miles driven/time of operation); department/program needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; and sustainability.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	% of vehicles that are on delayed replacement	77.0%	50.0%	60.0%	50.0%
Outcome	Surplus gross sales revenue as % of purchase price	9.1%	10.0%	15.0%	10.0%

Performance Measure - Description

Cuts to programs has an impact on the number of vehicles that we continue to delay replacing.
General economic health has an impact on the revenues received for sales of surplus vehicles. We sold high-value equipment with excellent returns and low costs this year. Next year, we will be changing our auctioneer; sale revenues are expected to increase, but so are the comissions and costs.

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	$0	$0	$0	$3,000
Materials & Supplies	$0	$0	$0	$540,567
Capital Outlay	$0	$1,892,173	$0	$3,342,482
Unappropriated & Contingency	$0	$0	$0	$0
Total GF/non-GF:	**$0**	**$1,892,173**	**$0**	**$3,886,049**
Program Total:	**$1,892,173**		**$3,886,049**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$210,343	$0	$1,300,984
Intergovernmental	$0	$0	$0	$0
Other / Miscellaneous	$0	$2,237,576	$0	$3,228,640
Total Revenue:	**$0**	**$2,447,919**	**$0**	**$4,529,624**

Explanation of Revenues

Vehicles are placed on an established life-cycle replacement schedule and replacement funds are collected on a monthly basis from programs with assigned vehicles. The replacement amount is based on the vehicles actual cost. Fleet Services uses the replacement funds to buy replacement vehicles after the pre-determined years of life is met. If a vehicle is not replaced after its predetermined replacement life is reached, replacement charges are stopped.

Significant Program Changes

Last year this program was: #72082, FREDS Fleet Vehicle Replacement
Offer 72082 has increased by $1,616,641. Capital Equipment can fluctuate by large amounts from year to year. The expense amount for any one fiscal year is determined by the number and vehicle types designated for replacement and the actual cost to replace each asset. These are all variables that change from year to year. Replacement costs are pre-paid so funds are already accounted for in the Fleet Fund. This increase was also influenced by the fact that some County programs chose to defer replacement of assets in FY2010 to FY2011.

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Program # 72083 - FREDS Records Section | Version 2/10/2010 s

Lead Agency: County Management
Program Contact: Dwight Wallis
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Executive Summary

Records Management supports County agencies and the public in maintaining public records in accordance with operational, legal, fiscal and public access needs.

Program Description

Records Management supports County programs in meeting public records requirements by developing and maintaining retention schedules for all departments in a manner that meets legal and operational requirements while lowering costs; maintaining over 121 million documents in a centralized Records Center; maintaining the County's historic archives back to 1855; recycling large volumes (60 tons in FY09) of public records in a manner that ensures confidentiality while supporting sustainability goals; serving as health information Privacy Officer; and providing training and consultation on electronic records keeping, document conversion, agency moves, complex public reference and referral questions, records preservation, and records management best practices.

Records Management works with departments and agencies to ensure that the County manages its resources and service delivery costs effectively. The program maintains retention schedules on over 1700 record series to control records volume, allowing for the continued accessioning of large volumes of records into the Records Center, taking in 6682 boxes of records in FY09. The continued availability of this low cost space reduced file storage needs in expensive office space by over 51,000 square feet. The program provides extensive web tools, training, and consultation to communicate to employees their public records obligations. It has been helping to facilitate the District Attorney's Office imaging project, as well as SAP's archiving project. In FY09 the program acquired the Sheriff's Office's extensive archives, a resource it has made available to researchers through archival processing, as well as the public through its archival display case in the Multnomah Building.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Retrievals, Refiles and Interfiles (Record Actions) Performed	14,358	15,200	14,000	13,500
Outcome	% of Current Retention Schedules (Updated within the last 5 years)	88.0%	90.0%	78.0%	80.0%
Output	Boxes, Microfilm Rolls, Maps and Plans Maintained in the Records Center	96,413	95,500	99,500	99,000
Quality	% of Records Retrievals Delivered to Customer Within 1 Business Day	98.0%	98.0%	98.0%	98.0%

Performance Measure - Description

Legal/Contractual Obligation

ORS 192 and OAR 166 outline public records mandates for Records Officer, microfilm, imaging, storage, retention, and access. 45 CFR 164.530(a) mandates HIPAA Privacy Officer, responsible for the privacy of personal health information (PHI). Executive Rule 301 assigns retention schedule function to program.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$348,765	$0	$403,322
Contracts	$0	$18,700	$0	$29,074
Materials & Supplies	$0	$20,736	$0	$31,271
Internal Services	$0	$345,410	$0	$350,226
Unappropriated & Contingency	$0	$0	$0	$34,799
Total GF/non-GF:	**$0**	**$733,611**	**$0**	**$848,692**
Program Total:	**$733,611**		**$848,692**	
Program FTE	0.00	3.00	0.00	3.40
Program Revenues				
Fees, Permits & Charges	$0	$814,848	$0	$715,817
Intergovernmental	$0	$9,800	$0	$0
Other / Miscellaneous	$0	$64,385	$0	$132,875
Total Revenue:	**$0**	**$889,033**	**$0**	**$848,692**

Explanation of Revenues

Records Management is funded by an allocation system through the Distribution Fund. Total program costs for FY09 are allocated based on each department's share of the number of boxes stored, boxes brought into the Records Center (accessioned), and record actions performed in FY09.

Significant Program Changes

✓ Significantly Changed

Last year this program was:
The program is increasingly being consulted on a variety of issues related to the county's transition to electronic records keeping, including compliance and maintenance issues, and is strained in providing sustained support in this area. This program offer includes $86,602 in support of a limited duration Program Development Specialist, to provide a more focused effort in addressing issues relating to email management and use, e-archiving of legacy data, active electronic file maintenance and records taxonomy development, system conversion to electronic records and related business process analysis, and analysis of records related technologies.

Multnomah County
www.co.multnomah.or.us

Program # 72084 - FREDS Distribution Services — Version 7/01/2010 s

Lead Agency: County Management
Program Contact: Garret Vanderzanden
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Executive Summary

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

Program Description

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

1. Centralizing inter-office mail distribution and supply delivery, including Central Stores products, County records, Health Clinic lab samples, and on-demand special deliveries. Our mission is to guarantee County programs have what they need, when they need it, and where they need it. For example, morning pickups are delivered the same day to most of the 127 mail stops throughout 93 locations.

2. Partnering with the State and Portland delivery systems to send and receive interoffice mail from other Willamette Valley governments increasing intergovernmental efficiency and facilitating communication across governments in the region.

3. Managing a multi-jurisdictional contract for presort services reducing mail postage costs for all participating governments (24% savings to the County for presort mail). Maintaining centralized mail service contracts (for example folding/insertion, addressing, and metering) also generates savings and creates departmental efficiencies for vote-by-mail, tax mailings, and other specialized projects.

4. Metering US mail centrally (1,033,361 pieces) ensures that all US Mail is delivered to the United States Postal Services (USPS) by the end of the business day and reduces overall County costs due to the need to operate and maintain fewer postage meters.

5. Partnering with the USPS to ensure accurate and up to date information on mailing standards in an increasingly complex and changing environment. Providing clear instruction and training on existing and proposed USPS standards to County employees.

6. Serving a vital role in emergency preparedness planning for Multnomah County. Distribution Services is a component of the Receipt, Stage, and Storage Center and functions as a high-security, central contact point for receipt and distribution of supplies and equipment for Multnomah County in the event of an emergency.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	# of pieces of mail processed	1,033,361	1,080,000	960,259	960,000
Outcome	Presort discount over full postage	24.0%	22.0%	24.0%	24.0%
Quality	US Mail delivered to USPS same day as pick up	100.0%	100.0%	100.0%	100.0%
Input	Number of mail stops receiving delivery services	128	128	127	127

Performance Measure - Description

Mail pieces processed refers to all mail that has been metered through the Distribution Services postal equipment.

Presort discount over full postage refers to the USPS discount price the County receives for preparing and sorting mail prior to delivery to the USPS.

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$431,735	$0	$503,750
Contracts	$0	$1,225	$0	$51,225
Materials & Supplies	$0	$905,642	$0	$1,042,154
Internal Services	$0	$230,347	$0	$174,964
Unappropriated & Contingency	$0	$900,898	$0	$72,096
Total GF/non-GF:	**$0**	**$2,469,847**	**$0**	**$1,844,189**
Program Total:	**$2,469,847**		**$1,844,189**	
Program FTE	0.00	7.40	0.00	7.40
Program Revenues				
Fees, Permits & Charges	$0	$1,370,425	$0	$1,446,881
Intergovernmental	$0	$63,777	$0	$86,149
Other / Miscellaneous	$0	$106,574	$0	$311,159
Total Revenue:	**$0**	**$1,540,776**	**$0**	**$1,844,189**

Explanation of Revenues

Distribution Services is funded by a charge system through the Distribution Fund. Service reimbursements are based on delivery stops, US Mail sent, and special services requested. Data used for the estimates are based on historical data and current service levels.

Significant Program Changes

Last year this program was: #72084, FREDS Distribution Services

Multnomah County
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Program # 72085 - FREDS Materiel Management | Version 4/28/2010 s

Lead Agency: County Management
Program Contact: Garret Vanderzanden
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Executive Summary

Materiel Management provides goods and supplies to County Departments and other government agencies. By aggregating government supply needs Materiel Management can buy in volume at discounted prices. By centralizing product procurement, receiving, inventory control, warehousing, invoice reconciliation and input, and delivery, Materiel Management reduces the total governmental effort expended on materiel acquisition.

Program Description

Materiel Management provides professional buying services and centralizes the transactional efforts required to: purchase and receive goods into the county financial and inventory asset systems; reconcile and authorize payment of vendor invoices; maintain a prudent but adequate level of inventory; and fill orders for delivery to all County programs and 229 non-County programs. To support these activities, Materiel Management provides clean, secure, and environmentally controlled storage, maintains a pharmacy wholesale license, manages health product recalls, and obtains deep product discounts as compared to the retail market.

Materiel Management purchased and distributed $6,745,976 in materiel in FY09 across 250+ partners, including Family Planning products to external State Family Planning partners. This enables the program to offset operating costs through external revenues and to extend County funds through higher volume purchasing. 1,059,612 items were received and distributed in FY09. 16,451 orders were fulfilled with 52,557 line items shipped. 2,398 purchase orders were executed with 4,839 subsequent accounts payable and receivable transactions. Centralizing these functions allows for leveraging of staff expertise as well as operational economies of scale which increase efficiencies and leads to reduced costs per item.

Centralized commodities procurement enables the County to more easily meet Sustainability targets. Examples include use of post consumer recycled waste content in paper supplies, use of green janitorial supplies and development of a county-wide battery and e-waste recycling program.

Materiel Management also serves a vital role in emergency preparedness planning for Multnomah County. The program is a component of the Receipt, Stage, and Storage Center and functions as a high-security, central contact point for receipt and distribution of supplies and equipment for Multnomah County in the event of an emergency.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of material items issued in fiscal year	1,059,612	1,150,000	1,224,136	1,287,568
Outcome	External revenue	288,169	300,000	296,680	300,000
Efficiency	Number of inventory turns within FY	8	8	8	8
Quality	Customers receive ordered goods within 24 hrs	90.0%	90.0%	90.0%	90.0%

Performance Measure - Description

“Inventory turns” is an industry standard that indicates how many times the entire inventory is replaced in a year. 5 to 7 inventory turns are considered the benchmark. Numbers below this reflect the stocking of low demand inventory, which increases overall costs.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$1,018,882	$0	$1,004,872
Contracts	$0	$1,600	$0	$172,860
Materials & Supplies	$0	$3,038,489	$0	$3,184,366
Internal Services	$0	$450,571	$0	$405,927
Unappropriated & Contingency	$0	$0	$0	$664,936
Total GF/non-GF:	**$0**	**$4,509,542**	**$0**	**$5,432,961**
Program Total:	**$4,509,542**		**$5,432,961**	
Program FTE	0.00	12.60	0.00	12.20
Program Revenues				
Fees, Permits & Charges	$0	$4,510,451	$0	$4,410,509
Other / Miscellaneous	$0	$772,740	$0	$1,022,452
Total Revenue:	**$0**	**$5,283,191**	**$0**	**$5,432,961**

Explanation of Revenues

Materiel Management is funded by an allocation system through the Distribution Fund. Total program costs for FY11 are reduced by anticipated external revenues and the net balance is allocated to departments based on each department's share of the total value of County products processed by Materiel Management in FY09. As required by County Code charges to other governments are set as a 10% surcharge of product cost and are estimated at $296,680 for FY10.

Significant Program Changes

Last year this program was: #72085, FREDS Materiel Management

Multnomah County
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Program # 72086 - FREDS Motor Pool — Version 7/01/2010 s

Lead Agency: County Management

Program Contact: Rich Swift

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Motor Pool program provides shared vehicles for single trip or short-term use available to employees of all County departments. Fleet Services maintains a competitive rate to recoup costs for the full functionality of the motor pool, measuring the daily use and adequacy of vehicles in meeting customer requirements.

Program Description

There are four Motor Pool sites located around the County to help programs manage their short-term business transportation needs. A variety of vehicle types are available for use: sedans, light trucks, passenger and cargo vans, and specialty equipment. The program operates through a reservation and per hour charge back system. The purpose of the centrally managed Fleet Motor Pools is to eliminate under-utilization of assigned vehicles and reduce private mileage reimbursement costs; supporting departmental missions and travel needs with ease of use and almost zero administrative effort to the customers. The Downtown site operates a parking lot as well providing parking at a market rate cost for County-owned vehicles and employee private-owned vehicles, including car pool spaces.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of motor pool trips provided	14,279	13,500	14,000	13,750
Outcome	Vehicle availability at Downtown & Mult Bldg pool	100.0%	99.0%	100.0%	99.0%

Performance Measure - Description

Motor pool trips is a measure of customers business transportation needs. Vehicle availability is a measure of ability to supply vehicles for those needs. The two combine to detemine the correct size of the motor pool.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$128,110	$0	$179,714
Contracts	$0	$5,475	$0	$55,475
Materials & Supplies	$0	$7,313	$0	$57,354
Internal Services	$0	$34,381	$0	$26,906
Unappropriated & Contingency	$0	$0	$0	$200,000
Total GF/non-GF:	**$0**	**$175,279**	**$0**	**$519,449**
Program Total:	**$175,279**		**$519,449**	
Program FTE	0.00	2.00	0.00	2.41
Program Revenues				
Fees, Permits & Charges	$0	$348,594	$0	$436,271
Intergovernmental	$0	$3,876	$0	$6,003
Other / Miscellaneous	$0	$7,527	$0	$162,430
Total Revenue:	**$0**	**$359,997**	**$0**	**$604,704**

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY09 charge rates. Outside agency revenue is based on providing current service levels at FY09 charge rates.

Significant Program Changes

Last year this program was: #72086, FREDS Motor Pool

Multnomah County
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Program # 72087 - FREDS Electronic Services — Version 7/01/2010 s

Lead Agency: County Management
Program Contact: Rich Swift
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Executive Summary

Electronic Services provides installation and maintenance of a wide array of electronic equipment for County programs and other local governments in the areas of jail security systems, access control systems, two-way radio communications, closed circuit television security systems, and emergency vehicle equipment.

Program Description

The program maintains approximately 7000 pieces of equipment for County programs and other agencies. Electronic Services focuses on effectively managing resources and service delivery costs to its customers by:
• Diagnosing and repairing equipment at the component level, in this way staff use the same set of technical skills across a wide array of highly specialized electronic equipment types. This approach reduces the number of technical specialists required and increases the proportion of component (parts) versus equipment units replaced.
• Focusing on the benefits of government partnerships and sharing technical expertise and equipment rather than duplicating them, Electronic Services provides the community with quality service, cost effectively. Agencies such as Portland, Oregon City and Clark County can deploy specialized electronic equipment without needing to hire specialized staff. As a result, County fixed costs are shared by other organizations. In FY09, revenue from other governments was $163,655 or 16% of Electronic Services' service revenue.
• By operating with comparatively high number of billable hours and relatively low overhead, Electronic Services maintains a shop rate at about 90% of the market.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Work Orders Completed	1,648	1,100	1,200	1,250
Outcome	Hours in a year (8736) radio network is down	5	8	6	5
Efficiency	Repair turn around time - work orders completed in 48 hours	93.0%	92.0%	93.0%	95.0%
Quality	Oveall customer satisfaction	98.0%	100.0%	99.0%	100.0%

Performance Measure - Description

Repair turn around % meets the target and the program continues to maintain a high % of customer satisfaction. Anticipated increase in outside agency sales will increase # of work orders completed over FY08's current estimate. Radio network availability has changed from a percentage to hours. This is a better expression of the maintenance and event response work performed by the program.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$675,558	$0	$733,311
Contracts	$0	$150	$0	$150
Materials & Supplies	$0	$231,863	$0	$295,696
Internal Services	$0	$85,548	$0	$75,503
Capital Outlay	$0	$12,000	$0	$0
Unappropriated & Contingency	$0	$0	$0	$444,058
Total GF/non-GF:	**$0**	**$1,005,119**	**$0**	**$1,548,718**
Program Total:	**$1,005,119**		**$1,548,718**	
Program FTE	0.00	6.00	0.00	6.10
Program Revenues				
Fees, Permits & Charges	$0	$761,605	$0	$794,148
Intergovernmental	$0	$233,578	$0	$216,099
Other / Miscellaneous	$0	$120,757	$0	$615,672
Total Revenue:	**$0**	**$1,115,940**	**$0**	**$1,625,919**

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY09 charge rates. Internal revenues are stated in the internal service revenue budget line. Outside agency revenue, stated in the charges for services line, is based on providing current service levels at FY09 charge rates, plus additional revenue for anticipated projects.

Significant Program Changes

Last year this program was: #72087, FREDS Electronic Services

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Program # 72088 - FREDS Administration — Version 3/03/2010 s

Lead Agency: County Management
Program Contact: Rich Swift
Program Offer Type: Administration
Related Programs:
Program Characteristics:

Executive Summary

FREDS Division Management leads, coordinates, and administratively supports the delivery of the division's operational services, (Fleet, Records, Electronics, Distribution, and Materiel Management) to County programs and other government agencies. Division management provides personnel and budget management, billing services, policy development, customer relationship management and administrative and fiscal controls. FREDS' services impact the delivery and cost of nearly every service provided to the public, impact the productivity of nearly every employee, support daily and emergency services, and ensure the maintenance of infrastructure which helps support local economy and quality of life.

Program Description

FREDS Administration manages resources and service delivery costs effectively by:

• Leading and supporting the Division's operational sections in working with County programs so they have the right tools to deliver quality service to clients. This is accomplished by: managing the size of the fleet and motor pools to meet our customers' delivery needs; effectively utilizing central stores services to reduce departmental transactional efforts; and working with departments to better understand how best to utilize FREDS' support services to meet their needs. It supports streamlined service delivery by providing the Division's operational programs with the appropriate amount of administrative, fiscal, budgetary, personnel and managerial support. This support allows FREDS' operational sections to focus on meeting their customers' direct service needs with staffing levels that are as low as practical.
• Continuously working with the sections in sharing staff, shifting workloads, and changing processes to generate improvements that produce results greater than the capabilities of the individual sections. FREDS' sections share assets and skills by providing services to over 60 non-County agencies. FREDS Division Management helps the sections generate $1,330,837 (FY09 Actual) in outside revenue which lowers overall service delivery costs and provides the community with quality service, cost effectively.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of other government jurisdictions served by FREDS programs	75	75	75	76
Outcome	External revenue received by FREDS programs	1,330,837	1,483,204	1,471,679	1,396,863
Quality	Percentage of program offers measures meeting their targets	100.0%	100.0%	100.0%	0.0%

Performance Measure - Description

• Output measure reflects services and goods provided to other governments in the metro region and throughout the state.
• External Revenues received by FREDS consist of Charges for Services. These revenues are driven by customer work and project plans so FREDS experiences variability much like any private business.
• The quality measure of percentage of program offers outcome measures meeting their target was removed as this measure was not found to provide value.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	$0	$433,924	$0	$405,837
Contracts	$0	$27,360	$0	$54,355
Materials & Supplies	$0	$8,948	$0	$20,972
Internal Services	$0	$35,522	$0	$33,605
Unappropriated & Contingency	$0	$0	$0	$21,803
Total GF/non-GF:	**$0**	**$505,754**	**$0**	**$536,572**
Program Total:	**$505,754**		**$536,572**	
Program FTE	0.00	4.00	0.00	4.59
Program Revenues				
Fees, Permits & Charges	$0	$339,794	$0	$195,241
Other / Miscellaneous	$0	$93,195	$0	$90,386
Total Revenue:	**$0**	**$432,989**	**$0**	**$285,627**

Explanation of Revenues

FREDS Division Management is funded in the Fleet Fund through allocations charged to the Fleet and Mail/Distribution Funds' operational sections based on each sections' percentage of total FREDS FTE and operational budgets.

Significant Program Changes

Last year this program was: #72088, FREDS - Administration