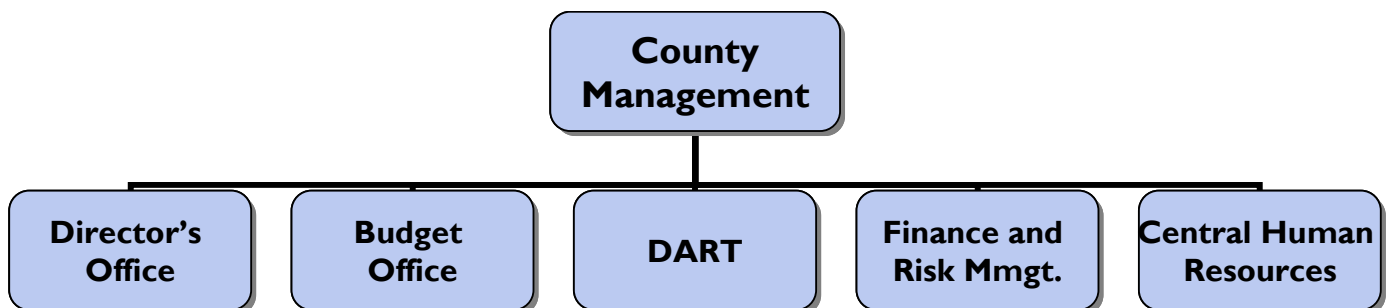


### Department Overview

The Department of County Management (DCM) provides corporate level management of the County's administrative infrastructure. DCM collects property and business income taxes, the two primary sources of General Fund revenue; pays the County's bills; and develops and implements policies and programs for effective human resources management. DCM acts as the County's primary compliance officer for regulations, requirements and policies pertaining to administrative infrastructure and programs.

In addition to providing administrative services to Departments, DCM supports the Chair and elected officials by providing strategic leadership and objective policy analysis and makes recommendations for the ongoing development of County programs and initiatives. DCM provides analysis and forecasting to the Chair and Board in areas including the County's economic future, revenue enhancement, and labor and employee relations.

In FY 2012, the structure of DCM is changing to reflect the Chair's Multnomah Evolves initiative. One result of the initiative is the creation of a new Department of County Assets (DCA). Two divisions that have historically been in DCM - Facilities and Property Management, and FREDS - are being moved to the new DCA, and combined with the Office of Information Technology. In addition, DCM's Business Services Unit and the DCM Human Resources Unit are being moved to DCA to create an Administrative Hub, a new unit that will provide administrative and business support to DCM, DCA, and Nondepartmental offices. In addition to the changes to the organizational structure, DCM is eliminating several management positions through the Multnomah Evolves/Span of Control project. Specific information about the eliminated positions is provided in the division narratives.



### Budget Overview

The Department of County Management oversees financial activities and human resources, and manages risk county-wide. The FY 2012 proposed budget is \$122,646,374 and 227.25 FTE in all funds.

Structural changes to DCM include:

- Both the Facilities & Property Management division and the Fleet, Records, Electronics, Distribution, and Stores (FREDS) division are moved to the new Department of County Assets (DCA). This action reduces the DCM budget by \$102,049,064 and 134.50 FTE.
- The DCM Business Services and Human Resources groups are moved to DCA. These two teams will be combined with additional business teams in DCA to form an administrative services group providing human resources, finance, purchasing, contract management, and other administrative services to DCA, DCM, and the Nondepartmental offices and agencies. This action reduces the DCM budget by \$1,589,439 and 10.00 FTE.

Significant expenditure changes include:

- DCM undertook management span of control reductions, the net result of which reduced the budget by \$560,488 and 6.00 FTE. These reductions were taken primarily in the Division of Assessment, Recording, and Taxation (DART).

One-time-only programs for FY 2012 include:

- \$600,000 of one-time General Fund to consolidate and remodel DART's customer service operations in the Multnomah Building.
- \$1,000,000 of one-time General Fund to purchase and implement a new budget software system. *Note that this project is sponsored by the Budget Office, but the expenditure is budgeted in DCA-Information Technology, which is responsible for implementing the system.*

<b>Budget Trends*</b>		<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	
	<b>FY 2010</b>	<b>Current</b>	<b>Adopted</b>	<b>Proposed</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	<b>Difference</b>
Staffing FTE	239.40	232.00	235.30	227.25	(8.05)
Personal Services	\$21,354,427	\$22,787,542	\$23,252,594	\$22,646,100	(\$606,494)
Contractual Services	4,538,155	6,540,763	6,743,055	6,274,876	(468,179)
Materials & Supplies	75,855,954	87,917,866	90,636,975	93,717,398	3,080,423
Capital Outlay	0	0	0	0	0
<b>Total Costs</b>	<b>\$102,051,425</b>	<b>\$117,246,171</b>	<b>\$120,652,124</b>	<b>\$122,646,374</b>	<b>\$1,994,250</b>

\*Does not include cash transfers, contingencies or unappropriated balances.

## Successes and Challenges

Budget reductions taken in FY 2011 presented numerous challenges. In order to maintain the highest possible level of support to the administrative infrastructure and preserve the County's compliance with external regulatory requirements, DCM reviewed areas for process efficiency. Particular successes were achieved in the following areas:

- Budget – process, tools and timeline redesigned to provide departments more time to address Chair and Board requests;
- Finance - Community Banking Policy approved; improvements in investment strategy; further growth of paperless payment processing; MWESB outreach efforts show positive results (ECC 31% of total project compared to 20% goal)
- Human Resources - Leadership Academy; Talent Development in greater demand; implementation of paperless employee application process;

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

- The Multnomah Evolves project and the proposed reductions in administration.
- TARP (Troubled Asset Relief Program) resulted in increased banking fees related to FDIC insurance.
- Implementation of the new Property Tax and Assessment system.
- Contracts System Redesign project, to improve the County's ability to effectively manage professional services contracts.
- Partnering with IT to develop options for a new Budget System to replace the existing antiquated system.
- Human Resources - FY 2011 and 2012 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 (i.e. Sellwood Bridge financing).

### Diversity and Equity

County Management promotes diversity and equity across the organization enabling DCM to better meet its goals for employee inclusion, commitment and job satisfaction. DCM also promotes these principles externally when engaging with vendors and community partners to leverage the County's resources, reduce environmental impacts of operations and promote fiscal responsibility, social equity and community and environmental stewardship for a more responsive government.

- DCM maintains County Personnel Rules reflecting the County's commitment to recruitment and hiring practices without regard to race, religion, color, national origin, sex, age, marital status, physical or mental disability, political affiliations, sexual orientation, gender identity, source of income, familial status or any other non-job related criterion.
- Labor Relations ensures provisions of labor agreements and personnel rules are applied equally to all employees.
- Employment outreach through regularly scheduled print/online advertising and weekly job announcements to over 70 employment partners and at regularly scheduled job fairs focused on women, minority, youth and Veteran communities.
- Development of the Sustainable Purchasing and Social Equity Policy (PUR-8).
- The County, along with other Oregon counties, drafted legislation to create financial equality for citizens living below the poverty line and collaborates with non-profits to donate tax-foreclosed property to support and house people with disabilities.

### Budget by Division

Division Name	FY 2012 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$502,076	\$0	\$502,076	1.95
Budget Office	1,284,951	0	1,284,951	8.94
Central Human Resources	3,249,686	1,816,725	5,066,411	19.00
Finance and Risk Management.	6,982,187	88,292,959	95,275,146	65.86
Division of Taxes, Recording & Assessment	<u>16,816,752</u>	<u>3,701,038</u>	<u>20,517,790</u>	<u>131.50</u>
<b>Total County Management</b>	<b>\$28,835,652</b>	<b>\$93,810,722</b>	<b>\$122,646,374</b>	<b>227.50</b>

### Director's Office

The Director's Office for the Department of County Management is responsible for the administrative infrastructure and financial health for the overall County organization. The Director's office develops and presents policy analysis and provides corporate leadership in the areas of finance and risk management, human resources, and administration. The Director's Office works with DCM divisions, elected officials and staff, and departments to establish priorities and guidelines to assure 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 formerly included DCM Human Resources and Business Services work units. The Human Resources unit provided support in the areas of employee recruitment, retention, performance management and organizational effectiveness. The Business Services Unit provided support to DCM and Nondepartmental offices for a complex array of internal services and county-wide fiscal and operational functions, including finance operations, personnel administration, procurement and contracting, and budget management. These two work teams have been moved to the Department of County Assets for FY 2012, where they will continue to provide administrative services to DCM divisions.

### Significant Changes

In FY 2012, the DCM Business Services and Human Resources units are being moved to the new Department of County Assets, in conjunction with the Chair's Multnomah Evolves initiative. The units will become part of an administrative hub that will provide support to DCM, DCA, and Nondepartmental offices.

### Budget Office

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 Board 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 county-wide 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 the Chair's Office and elected officials; 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 county-wide 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.

### Significant Changes

In FY 2012, the Budget Office reduced the professional services budget by 36% which significantly impacts the office's ability to complete special projects. In addition, one administrative support position is being moved from DART to the Budget Office to align administrative support needs more efficiently.

Due to a change in the internal service methodology and allocation, internal service costs for this program have decreased by nearly 30% or nearly \$75,000. Those costs have been reallocated elsewhere in the department.

### Central Human Resources

The Central Human Resources Division is driven by the county-wide Human Resources Strategic Plan Mission, "We foster organizational excellence by providing strategic and comprehensive human resource services to attract, develop, and sustain a diverse and talented workforce."

The Central Human Resources Division provides strategic leadership, recommends policy, develops human resource systems, and partners with the department HR units to guide consistent, efficient and cost effective HR processes and practices necessary to achieve results across the organization. The HR Director is the primary liaison to senior leaders to ensure HR processes are aligned with county-wide business goals and oversees evaluation of HR 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 plans
- County-wide training and organizational development
- HR process monitoring and evaluation
- Recruitment and retention systems and processes

### Significant Changes

In FY 2011, DCM Human Resources Unit reported to Central HR and served both the Department of County Management and the Office of Information Technology/Nondepartmental customer groups.

The DCM Human Resources Unit (offer 72060) was previously budgeted in the Central HR Division, but in FY 2012 is included in the Department of County Assets. The HR unit will become part of an administrative hub that will provide support to DCM, DCA and Nondepartmental offices.

### Finance and Risk Management

The Finance and Risk Management Division provides a wide variety of services to ensure the County's financial transactions are managed in a timely and accurate manner.

The division pays the County's bills, maintains and records accounting transactions, manages cash and investments, issues payroll checks, and manages the contracting process for the County. Risk Management negotiates insurance coverage for the County's buildings, manages claims associated with work related injuries, consults on workplace safety and health, and manages claims for the County's self-insured liability program. The Benefits section coordinates and manages benefits and wellness programs for County employees and their dependents.

Finance and Risk Management is responsible for preparing the County's Comprehensive Annual Financial Report (CAFR). The CAFR has been awarded the Government Finance Officers of America (GFOA) award for distinguished reporting in each of the past 26 years. Staff members in the division serve in leadership positions on statewide professional organizations and advisory boards. This serves as recognition by our peers of the ways in which Finance and Risk Management programs strive for innovative solutions. The division constantly seeks ways in which efficiencies can be implemented to improve the processing of financial transactions.

### Significant Changes

Purchasing (72010) - The MWESB program has been combined with Purchasing to reflect integration of MWESB activities into the Purchasing workplan.

Purchasing (72010) - Reduction of 0.50 FTE (one individual for half the year) in anticipation of completing the Contract System Redesign project.

Treasury and Tax Administration (72023) - Banking fees are increased by \$141,000 over FY 2011 as a result of charges assessed by banks related to Federal Deposit Insurance Corporation (FDIC) guarantee programs. In addition, 1.00 FTE is being reduced from a manager to technical support position via the Multnomah Evolves/Span of Control project.

Liability Risk Management (72015) - 1.00 management FTE is being eliminated via the Multnomah Evolves/Span of Control project.



### Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) collects and distributes over \$1.2 billion in annual property taxes while ensuring that all property is valued and taxed fairly and accurately. Over 25% of all dollars collected go into Multnomah County's General Fund. DART performs the statutorily required functions of Tax Assessor, Tax Collector and certain County Clerk functions including Recording, Marriage Licenses, Domestic Partnership Registrations, Passports, Tax Title, and the Board of Property Tax Appeals.

DART collaborates with stakeholders to address the evolving needs of the Multnomah County community, to meet mandated functions, and to provide leadership to improve the efficiency of the statewide property tax system. The Division provides proactive and judicious stewardship of public resources through its efficient and cost effective management.

DART maintains over 340,000 property tax accounts, calculates tax levies, certifies the tax roll for collection, and distributes property taxes to over 60 taxing districts. The Division provides responsive customer service as we record over 165,000 documents annually, maintain ownership records and property descriptions, issue over 6,500 marriage licenses and domestic partnership registrations, respond to 90,000 phone calls and serve 30,000 walk-in customers.

### Significant Changes

In FY 2011, DART completed the process of fully integrating Tax Title into the organization, resulting in better use of resources, a significant reduction in property inventory held and managed by the County, and the elimination of a Program Supervisor position.

DART absorbed another key public function, this time from the Elections Division: DART recently began issuing passports at the customer service counter in order to provide additional public hours and easy access for Multnomah County citizens. We anticipate an increase in revenue as a result.

Ongoing organizational changes occurred in FY 2011 and are reflected in FY 2012 program offers. These changes prepare DART staff to be best aligned to integrate the new Assessment and Taxation system upgrade successfully.

In FY 2012, the structure of DART will be changing to reflect the chair's Multnomah Evolves initiative. In addition to organizational changes, DART will be eliminating 5.00 management positions through the Multnomah Evolves/ span of control project. Furthermore, one administrative support position is being moved from DART to the Budget Office to align administrative support needs more efficiently. All of these positions are partially funded by the CAFFA grant (approximately 25%); the span of control salary savings are offset by a reduction in CAFFA grant resources.

### Department of County Management

The following table shows the programs that make up the departments total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
72000	DCM Director's Office	\$502,076	\$0	\$0	1.95
72029	Budget Office	1,284,951	0	1,284,951	8.94
<b>Central Human Resources</b>					
72056	Central Human Resources - Administration	716,987	0	716,987	4.00
72057	Central Human Resources - Central HR Services	1,572,271	0	1,572,271	9.00
72058	Central Human Resources - Labor Relations	960,428	38,493	998,921	5.85
72059	Central Human Resources - Unemployment Insurance	0	1,778,232	1,778,232	0.15
<b>Finance and Risk Management</b>					
72005	FRM - Accounts Payable	668,679	0	668,679	6.10
72006	FRM - Bus Pass Program	0	1,270,421	1,270,421	0.00
72007	FRM - Chief Financial Officer	526,385	0	526,385	2.50
72009	FRM - General Ledger	1,105,530	0	1,105,530	9.78
72010A	FRM - Purchasing	2,219,876	0	2,219,876	18.50
72012	FRM - Employee Benefits	0	79,924,394	79,924,394	9.17
72013	FRM - Employee Wellness	0	301,877	301,877	1.00
72015	FRM - Liability Risk Mgmt	0	2,362,377	2,362,377	0.68
72017	FRM - Payroll/Retirement Svcs	870,625	0	870,625	7.58
72018	FRM - Property Risk Mgmt	0	1,188,723	1,188,723	0.55
72019	FRM - Safety	0	439,371	439,371	3.00
72023	FRM - Treasury and Tax Administration	1,591,092	0	1,591,092	4.50
72024	FRM - Worker's Compensation	0	2,700,796	2,700,796	2.50
72028	FRM - Recreation Fund Payment to Metro	0	105,000	105,000	0.00
<b>Division of Assessment, Recording, and Taxation (DART)</b>					
72036A	Div Of Assessment, Recording & Taxation Administration	761,570	0	761,570	5.00
72036B	DART Administration - Consolidation of Customer Service	600,000	0	600,000	0.00
72037	DART Customer Service	857,568	0	857,568	8.20

# County Management

fy2012 proposed budget

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
72038	DART County Clerk Functions	1,686,920	0	1,686,920	14.10
72039	DART Ownership	386,460	0	386,460	4.00
72040	DART Tax Revenue Management	1,503,014	0	1,503,014	11.70
72041	DART - GIS & Parcel Management	1,032,691	0	1,032,691	9.45
72042	DART Assessment Performance Analysis	382,533	0	382,533	3.20
72043	DART Property Assessment - Special Programs	738,222	0	738,222	7.05
72044	DART Personal Property Assessment	1,144,707	0	1,144,707	8.70
72045	DART Property Assessment - Industrial	601,073	0	601,073	5.55
72046	DART Commercial Property Appraisal	1,688,799	0	1,688,799	15.30
72047	DART Residential Property Appraisal	3,053,894	0	3,053,894	26.25
72048	DART Assessment & Taxation System Upgrade	0	3,701,038	3,701,038	1.00
72049	DART Data Operations	514,273	0	514,273	5.00
72050	DART Applications Support	1,251,728	0	1,251,728	5.80
72051	DART Tax Title	<u>613,300</u>	<u>0</u>	<u>613,300</u>	<u>1.20</u>
<b>Total County Management</b>		<b>\$28,835,652</b>	<b>\$93,810,722</b>	<b>\$122,646,374</b>	<b>227.50</b>

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**Lead Agency:** County Management

**Program Contact:** Mindy Harris

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

### Executive Summary

The Director's Office manages the administrative infrastructure and financial health of the entire county and sets administrative policy. The areas of responsibility with county-wide implications include Budget, Finance, Property Assessments & Recording, Tax Collections and Human Resources.

### 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 ensure policies are aligned with these priorities. The Director works with Department 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; and works with Board, the Department of County Assets (DCA) and other departments on the funding policies involving the physical infrastructure of the County.

DCM has embraced the electronic alternative to printing mandated or informational documents such as the Comprehensive Annual Financial Report, the annual Budget or the Risk Management Annual Report, to name a few. This along with the efforts to reduce general paper consumption contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste. DCM has also made great strides in its use of electronic payment processing and paperless employee applications both of which are discussed in further detail in program offers 72005 and 72056 respectively.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Performance reviews for all DCM employees	99.0%	100.0%	100.0%	100.0%
Outcome	Reduction in paper usage over 5 year period	51.0%	34.0%	51.0%	55.0%
Output	Probationary reviews completed	100.0%	100.0%	100.0%	100.0%

### Performance Measure - Description

✓ **Measure Changed**

The performance review measure aligns 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 reduction in paper usage was 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 be 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 Budget documents. DCM continues to make progress in the reduction of colored paper usage and moving toward 100% recycled content.

The probationary review measure is new in FY2011 and is aligned with the Administrative Review goals. 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 department business needs, and more importantly, to ensure two-way communication between the supervisor and employee.

## 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$391,616	\$0	\$394,167	\$0
Contracts	\$0	\$0	\$50,000	\$0
Materials & Supplies	\$5,707	\$0	\$7,523	\$0
Internal Services	\$59,609	\$0	\$50,386	\$0
Total GF/non-GF:	<b>\$456,932</b>	<b>\$0</b>	<b>\$502,076</b>	<b>\$0</b>
Program Total:	<b>\$456,932</b>		<b>\$502,076</b>	
Program FTE	2.95	0.00	1.95	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported exclusively by General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72000A, DCM Director's Office

In FY12 the structure of the DCM Business Services and DCM Human Resources support units is changing to reflect the Chair's Multnomah Evolves Initiative. Both work units are being moved to the Department of County Assets (DCA) and will combine with similar functions in the Information Services Division. DCA, DCM and NonDepartmental HR and Business Services support will be provided through the new Administrative Services Hub reporting to DCA. Additionally, one FTE is moved from the Director's Office to DCA Business Services as part of the FY11/FY12 plan to achieve greater efficiencies by "centralizing" administrative and support functions for DCM and the Chair's Office, including Commissioners and Non Department entities.

**Lead Agency:** County Management

**Program Contact:** Satish Nath

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

### Executive Summary

Central Accounts Payable (AP) supports County programs in the areas of vendor payment processing, auditing & data integrity, travel & training audits, procurement card administration, vendor master file management and compliance with County Administrative Procedures.

### Program Description

AP processes approximately 121,000 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 contributing 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 and supporting Climate Action Plan (Action Area 18-8).

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Invoice Payments Processed	121,040	115,000	121,000	122,000
Outcome	Percent of Invoices Paid on Time within std NET30	95.5%	85.0%	88.0%	96.0%
Outcome	Percent of Total Payments that are Electronic	38.0%	44.0%	44.0%	45.0%
Outcome	Procurement Card Program Rebates as a result of epayment growth	18,971	26,000	23,000	26,000

### 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$555,356	\$0	\$570,551	\$0
Materials & Supplies	\$12,410	\$0	\$9,000	\$0
Internal Services	\$96,474	\$0	\$89,128	\$0
Total GF/non-GF:	<b>\$664,240</b>	<b>\$0</b>	<b>\$668,679</b>	<b>\$0</b>
Program Total:	<b>\$664,240</b>		<b>\$668,679</b>	
Program FTE	6.10	0.00	6.10	0.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$126,149	\$0	\$125,000	\$0
<b>Total Revenue:</b>	<b>\$126,149</b>	<b>\$0</b>	<b>\$125,000</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

Rebates are the only Central Accounts Payable revenue. Rebates, received from U.S. Bank and Bank of America are based on the level of annual spending in each of the banks' credit card programs. The majority is from Bank of America's procurement card program; rebates from BOA are generally 1% of total value of transactions processed. Multnomah County is part of the Bank of America Procurement Card Consortium of local governments which, as a group, has leveraged competitive rebate terms.

## Significant Program Changes

Last year this program was: #72005, FRM - Accounts Payable



**Lead Agency:** County Management

**Program Contact:** Caren Cox

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

### 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 Pass 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 street car 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. Within 3 years, the combination of these employer incentives must have the potential to reduce commute trips to the worksite by 10%. The bi-annual DEQ Employee Transportation Survey measures progress toward this goal.

### Program Description

The Bus Pass Program supports the County's sustainability goals to protect the environment, reduce air/noise pollution, and conserve natural resources by encouraging 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 the Portland area, DEQ requires local employers to provide transportation alternatives designed to reduce the number of cars driven to work. Staff provides management of the County's transit pass program, including coordination of the mandatory bi-annual DEQ Employee Transportation Survey, oversight of an 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 transit pass), collection of passes from terminated or ineligible employees throughout the year, management of the Emergency Ride home program and training for Coordinators to administer the Emergency Ride home program, and pursuit of refund dollars available through the state's Business Energy Tax Credit program (which has recovered \$500K in the past two years helping to cover a portion of the program's cost).

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of purchased passes distributed	91.0%	85.0%	84.0%	90.0%
Outcome	Cost savings (in dollars per ee compared to purchasing retail Trimet Pass	629	670	615	650

### Performance Measure - Description

**Output:** New bus pass year begins on September 1. Historically, participation increases throughout the bus pass year. Allocation is based on TriMet's interpretation of data gathered during the bi-annual DEQ Transportation Survey.

**Outcome:** The County's per pass cost using this program is significantly less than the retail cost of a Tri-Met pass. Annual pass cost savings are determined at the end of the bus pass year. Use of the Universal Pass Program to satisfy this labor requirement saves the County from paying the full individual pass price for each pass issued. The savings to the County for bus pass year 9/09-8/10 was \$2,272,577.00 (3613 passes issued with a savings of \$629 savings per pass). The County's savings to date for the 9/10-8/11 bus pass year is \$2,102,070.00 (3418 passes issued to date).

### Legal/Contractual Obligation

Labor contracts require transit pass be 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
<b>Program Expenses</b>	2011	2011	2012	2012
Materials & Supplies	\$0	\$1,305,967	\$0	\$1,270,421
Total GF/non-GF:	<b>\$0</b>	<b>\$1,305,967</b>	<b>\$0</b>	<b>\$1,270,421</b>
Program Total:	<b>\$1,305,967</b>		<b>\$1,270,421</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,030,967	\$0	\$1,270,421
Other / Miscellaneous	\$0	\$275,000	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$1,305,967</b>	<b>\$0</b>	<b>\$1,270,421</b>

### Explanation of Revenues

Program is funded via the benefits administration charge (0.90% of gross pay). Revenues are recorded in cost center 705210. The County pays for the program at onset of transit pass year (September) in order to receive a 5% discount on the annual program cost.

Over the past three years the County has been able to "sell" energy tax credits generated by this program to a tax paying entity through the Oregon Business Energy Tax Credit (BETC) program. BETC requires an annual application and match to a tax purchasing partner is not guaranteed. At this time, it is believed that the State of Oregon will discontinue this program but if it remains in place we intend to continue to apply for the credit indefinitely.

### Significant Program Changes

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

**Lead Agency:** County Management

**Program Contact:** Mindy Harris

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

### 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 Accounts Payable, General Ledger, Risk Management, Employee Benefits, Retirement Programs, Tax Administration, Central Purchasing, and Treasury.

### Program Description

The CFO develops and presents financial guidelines and policy to executive level staff, the County Chair's Office, and Board of County Commissioners (BCC). The CFO presents recommendations related to public financial policy to these groups as well as CEOs and CFOs of other jurisdictions. The CFO interacts with the Oregon legislature, the general public, and the business community in assessing the potential impact of changes in financial policy. 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. This involves communication with the BCC, the Oregon Legislature and/or PERS Board and labor groups. The CFO works with the Budget Office, the Chair's Office, the BCC and County 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Comprehensive Annual Financial Report is issued according to legal requirements	1	1	1	1
Outcome	Maintain County's high bond rating of Aaa	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 highest bond rating of Aaa on general obligation debt. This rating 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$460,671	\$0	\$355,506	\$0
Contracts	\$20,000	\$0	\$101,542	\$0
Materials & Supplies	\$5,938	\$0	\$0	\$0
Internal Services	\$33,298	\$0	\$69,337	\$0
Total GF/non-GF:	<b>\$519,907</b>	<b>\$0</b>	<b>\$526,385</b>	<b>\$0</b>
Program Total:	<b>\$519,907</b>		<b>\$526,385</b>	
Program FTE	3.50	0.00	2.50	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

This program is supported exclusively by General Fund revenues.

### Significant Program Changes

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

**Lead Agency:** County Management

**Program Contact:** Cara Fitzpatrick

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

### 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 corporate level 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 and to provide fiscal oversight of contracted programs. GL also prepares the County's cost allocation plans needed to recover central and departmental overhead and administrative indirect costs from external revenue sources. Maintaining internal controls and the chart of accounts are also performed by GL.

Climate Action Plan (18-8) - electronic financial statement reporting for the CAFR on the MINT and internet supports Countywide initiatives for paper/waste reduction.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	# of properly stated balance sheet accounts per review of external auditors	283	283	295	295
Outcome	% of properly stated balance sheet accounts per review of external auditors	100.0%	100.0%	100.0%	100.0%
Outcome	% of total pass-through dollars actively monitored by Fiscal Compliance	67.0%	65.0%	65.0%	70.0%
Outcome	% of external auditor recommendations successfully implemented in a fiscal year	82.0%	75.0%	60.0%	65.0%

### 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.

**Outcome:** FC unit performs financial monitoring of County funded human service (HS) providers. Monitoring includes Federal, State, County and other funds recorded in the pass-through/program support GL account. A higher percentage monitored indicates greater coverage which results in a decrease in County financial risk as it relates to HS providers.

**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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$925,158	\$0	\$943,763	\$0
Contracts	\$1,100	\$0	\$1,100	\$0
Materials & Supplies	\$24,100	\$0	\$24,922	\$0
Internal Services	\$121,204	\$0	\$135,745	\$0
Total GF/non-GF:	<b>\$1,071,562</b>	<b>\$0</b>	<b>\$1,105,530</b>	<b>\$0</b>
Program Total:	<b>\$1,071,562</b>		<b>\$1,105,530</b>	
Program FTE	9.78	0.00	9.78	0.00
<b>Program Revenues</b>				
Intergovernmental	\$14,842	\$0	\$15,542	\$0
Total Revenue:	<b>\$14,842</b>	<b>\$0</b>	<b>\$15,542</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received from Service Districts (Dunthorpe-Riverdale and Mid County Street Lighting) as reimbursement for accounting services provided to them.

## Significant Program Changes

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

**Lead Agency:** County Management

**Program Contact:** Brian Smith

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

### Executive Summary

Purchasing oversees the County's goods and services procurement activities and provides leadership, expertise, and training to departments and employees who perform purchasing functions. Purchasing supports departments to procure 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) and Qualified Rehabilitation Facilities (QRF); (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.

CAP: 18-9 All Purchasing staff share in the education, training, and support of County staff to promote and support sustainable purchasing practices. Program Offer 72010B requests a more effective approach to supporting this CAP goal through dedicated staffing.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of contracts awarded to MWESB and QRF businesses	35.0%	30.0%	35.0%	35.0%
Outcome	Minimize the number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	53	50	50	50
Output	Number of contracts processed	1,164	1,100	1,100	1,100

### Performance Measure - Description

These are the same performance measures as in FY11. Purchasing manages formal Request For Proposal (RFP) and bid solicitations (i.e. >\$150,000) 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 Statutes (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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$1,773,709	\$0	\$1,752,540	\$0
Contracts	\$49,000	\$0	\$49,000	\$0
Materials & Supplies	\$73,005	\$0	\$78,910	\$0
Internal Services	\$359,776	\$0	\$339,426	\$0
Total GF/non-GF:	<b>\$2,255,490</b>	<b>\$0</b>	<b>\$2,219,876</b>	<b>\$0</b>
Program Total:	<b>\$2,255,490</b>		<b>\$2,219,876</b>	
Program FTE	19.00	0.00	18.50	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$8,000	\$0	\$2,000	\$0
Total Revenue:	<b>\$8,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

External revenues are generated when solicitation plans and specifications are sold or fees are collected for services performed in response to public records requests. During FY11, Purchasing worked with Departments to move access and sales of these documents online via a third party provider. This resulted in significant service improvements for vendors, more efficient use of County staff time, and a reduction of revenue to Purchasing.

## Significant Program Changes

### Last year this program was:

Last year this program was: #72010 - FRM - Purchasing and #72011A - FRM - Purchasing - MWESB Program. They are combined into a single offer as MWESB funds are a small fraction of what they once were and MWESB activities are more integrated into the work of all Purchasing staff.

With substantial completion of the Contract System Redesign (CSR) project anticipated in mid-FY12, this program offer reflects the elimination of the Project Manager position at project close out and a savings of \$58,882. The OA2 position assigned to this project will be retained to perform additional administrative work which has resulted from the CSR project.



**Lead Agency:** County Management

**Program Contact:** Caren Cox

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

### 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. Annually the County, employees, and retirees spend \$65 million to purchase health plan and other coverages for more than 10,000 employees, retirees, and family members. The highly trained professional staff oversee administration of a complex array of benefit plans ensuring the County remains compliant with labor contracts, federal, state and local laws/mandates. The program provides sound fiscal management of the plans offered, research and recommendations for plan enhancements, changes, or additions, assistance with strategic planning, development and implementation of new programs and 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 of the County's benefit plans allows for tailoring administrative structures to County's unique requirements. The national average increase in costs to employers for benefit programs over the past 4 years has been 5.88%. The County's average has been 5%.

### Program Description

The Benefits Program consults and coordinates with all County employees and departments to ensure timely enrollment in benefit plans, complete accurate payroll deductions, produces of user friendly benefit communication/educational materials, and acts as an effective liaison between employees and benefit providers to facilitate problem resolution. We work closely with County labor and management to structure benefit components that provide desirable benefit options within budgetary constraints. Benefit administration is standardized to ensure all employees receive the maximum value of their benefit plans. Plans are 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of new hire enrollments processed	338	400	460	400
Outcome	Percent of new members needing assistance	15.0%	15.0%	11.0%	15.0%
Quality		0	0	0	0
Efficiency	County's monthly per employee benefit cost - rate of increase	3.0%	3.0%	9.0%	5.0%

### Performance Measure - Description

**Efficiency:** Actual dollar costs per FT employee 8/09 rate \$912, 9/10 rate \$942, Jan-Jun 2010 rate \$989, FY11 \$1080. Departmental contribution increased in FY11 to build health plan reserves to acceptable level. New federal benefit requirements will likely cause cost increases over the next few implementation years.

National annual % change in total health benefit cost per employee per MERCER National Survey of Employer Sponsored Health Plans: (rate of increase) 2007 = 6.1%, 2008 = 6.3%, 2009 = 5.5%, 2010 = 5.6%.

We are removing the prior quality measure - which was a new employee benefit survey. Results were consistently at 98% satisfaction rate. This validates the effectiveness of the new hire benefit enrollment process, documents, and service.

## Legal/Contractual Obligation

County labor contracts contain benefit mandates for active and retired members. Benefits are governed by a variety of federal/state/local laws and agencies, including Internal Revenue Service (IRS), Dept of Labor (DOL), Dept of Health and Human Services (HHS), COBRA, Working Families Tax Relief Act, Older Workers Benefit Protection Act, American Recovery and Reinvestment Act, Genetic Information Nondiscrimination act (GINA), HIPAA, Patient Protection and Affordable Care Act (PPACA), Health Care and Education Reconciliation Act (HCERA), CHIP, 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$855,691	\$0	\$1,099,991
Contracts	\$0	\$1,098,279	\$0	\$1,047,306
Materials & Supplies	\$0	\$75,615,367	\$0	\$77,598,624
Internal Services	\$0	\$164,032	\$0	\$178,473
Total GF/non-GF:	<b>\$0</b>	<b>\$77,733,369</b>	<b>\$0</b>	<b>\$79,924,394</b>
Program Total:	<b>\$77,733,369</b>		<b>\$79,924,394</b>	
Program FTE	0.00	8.12	0.00	9.17
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$70,738,138	\$0	\$72,748,213
Other / Miscellaneous	\$0	\$6,918,681	\$0	\$7,176,181
Total Revenue:	<b>\$0</b>	<b>\$77,656,819</b>	<b>\$0</b>	<b>\$79,924,394</b>

## Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage, benefit administration charge (0.90% of gross payroll), employee payroll deductions (both pre and post tax) for benefit plan participation, premium payments from retirees and COBRA participants, operational refunds/rebates/performance guarantee penalties from vendors, tax credits due to ARRA subsidies. Revenues are collected under 705210 but pay for expenses recorded under 705200, 705211, 705212, 705213, 705216, 705217, 705218, 705230, 705240, 705245.

## Significant Program Changes

✔ Significantly Changed

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

This program offer includes the balance from offer # 72027B ODS Flourish from FY 2011. Leave administration functions from 6 of the 8 County personnel offices: DCHS, DCS, Health, Library, DCM, IT were consolidated within Benefits this year. In FY 2011 an additional FTE was added to assist with handling this workload. Benefits staff will coordinate and handle most leave administration functions to focus on ensuring consistent, standardized, and legally compliant processing along with development of reporting tools senior management can use to evaluate presenteeism and manage absences.

A limited duration Asst. Manager position has been added as a training mechanism to ensure a seamless administrative transition when incumbent manager retires. Significant work has been added over the past 2 years including insourcing of COBRA administration, adding offer of Long Term Care insurance and ongoing administrative responsibilities, launching of online wellness coaching benefit, enhanced electronic services for employees, federal Early Retirement Reimbursement Program. Employers must have a well-trained competent benefit staff in order to stay abreast of changes to healthcare programs at the state and federal level, modify programs to retain legal compliance while maintaining the program's functionality and avoiding serious financial penalties imposed for non-compliance. To meet this goal Finance/Benefits has designed a succession plan to provide that result.

**Lead Agency:** County Management

**Program Contact:** Caren Cox

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

### Executive Summary

The Multnomah County Wellness Program provides eligible employees, retirees, and their family members with opportunities to improve their health and well being through education, experience, exercise, prevention training, and wellness interventions 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, stress management, and peer support. 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 supporting employees, encourage a healthy workforce, improve employee morale, and attract/retain our 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 rate and shared by participants), workshops targeting stress management, work-life balance, and other medical concerns for our population, wellness information, community resources, a library of related subject matter, breast pump loan program, incentives program for weight loss, guidance for Peer Support Network, assistance to senior management with development of County wide wellness policies and assistance with many ad-hoc projects that support the program's goals.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of new requests for access to Fitness Ctr.	150	170	150	170
Outcome	Number of individual visits to fitness site	18,000	19,000	18,000	19,000
Outcome	Enrollment in Wellness sponsored activity	18,000	19,000	19,000	19,000

### Performance Measure - Description

**Output:** Measures number of new requests for access to Wellness Fitness Centers. Increase/decrease may depend on hiring activity.

**Outcome #1:** Reports number of individual visits to County Wellness Fitness Center sites tracking card/fob key access.

**Outcome #2:** Reports number of individual visits to County Wellness Fitness Center sites, plus participation in specific classes or other offered programs (for example Wellness mini-grants, breast pump loan, weight subsidy).

### 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$105,730	\$0	\$109,978
Contracts	\$0	\$65,000	\$0	\$65,000
Materials & Supplies	\$0	\$49,023	\$0	\$51,335
Internal Services	\$0	\$86,396	\$0	\$75,564
Total GF/non-GF:	<b>\$0</b>	<b>\$306,149</b>	<b>\$0</b>	<b>\$301,877</b>
Program Total:	<b>\$306,149</b>		<b>\$301,877</b>	
Program FTE	0.00	1.00	0.00	1.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$306,149	\$0	\$301,877
Total Revenue:	<b>\$0</b>	<b>\$306,149</b>	<b>\$0</b>	<b>\$301,877</b>

### Explanation of Revenues

Revenues come from fees paid by Wellness fitness class participants (\$35,000.00), revenues from parking garage fees (\$12,000.00), and internal service reimbursements included in the benefit administration fee of 0.90% of gross payroll.

### Significant Program Changes

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

**Lead Agency:** County Management

**Program Contact:** Helen Barkley

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

### 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
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

### 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 again this year 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$239,765	\$0	\$93,433
Contracts	\$0	\$226,948	\$0	\$226,948
Materials & Supplies	\$0	\$1,754,700	\$0	\$2,014,150
Internal Services	\$0	\$24,282	\$0	\$27,846
Total GF/non-GF:	<b>\$0</b>	<b>\$2,245,695</b>	<b>\$0</b>	<b>\$2,362,377</b>
Program Total:	<b>\$2,245,695</b>		<b>\$2,362,377</b>	
Program FTE	0.00	1.68	0.00	0.68
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,241,695	\$0	\$2,356,377
Other / Miscellaneous	\$0	\$4,000	\$0	\$6,000
Total Revenue:	<b>\$0</b>	<b>\$2,245,695</b>	<b>\$0</b>	<b>\$2,362,377</b>

### 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: #72015, FRM - Liability Risk Mgmt

**Lead Agency:** County Management

**Program Contact:** Susie Cameron

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

### 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 accurately 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 noncompliance.

95% of employee's receive payment of wages through electronic disbursements to financial institutions and 91% of these employees participate in paperless notification of their deposits. This countywide process contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Average number of payments issued per period.	6,683	6,800	6,700	6,800
Outcome	Percent issued without errors.	99	99	99	99
Output	Percent of employees participating in Deferred Comp program.	42.0%	48.0%	44.0%	46.0%
Quality	Average deferred comp account balance.	49,000	40,000	50,000	51,000

### 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 \$27,000. 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.

### 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$712,074	\$0	\$701,092	\$0
Contracts	\$10,100	\$0	\$19,500	\$0
Materials & Supplies	\$13,038	\$0	\$26,571	\$0
Internal Services	\$107,320	\$0	\$123,462	\$0
Total GF/non-GF:	<b>\$842,532</b>	<b>\$0</b>	<b>\$870,625</b>	<b>\$0</b>
Program Total:	<b>\$842,532</b>		<b>\$870,625</b>	
Program FTE	7.62	0.00	7.58	0.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$112,000	\$0	\$154,500	\$0
<b>Total Revenue:</b>	<b>\$112,000</b>	<b>\$0</b>	<b>\$154,500</b>	<b>\$0</b>

### Explanation of Revenues

This program is supported by General Fund revenues.

External revenue for the program is contractually negotiated with the County's deferred compensation provider through a revenue sharing agreement. All administrative costs associated with the program are paid for through the agreement. The revenue sharing enables the County to offer the program to employees at no cost to the County. The agreement is for \$120,000 first year (FY12) and CPI-U adjustment for years two through five. FY 2012 also includes a one time only reimbursement of \$34,500 for costs associated with the Request for Proposal (RFP) that was issued in FY 2011.

### Significant Program Changes

Last year this program was: #72017, FRM - Payroll/Retirement Svcs



**Lead Agency:** County Management

**Program Contact:** Helen Barkley

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

### 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Annual number of property insurance policies	7	7	7	7
Outcome	Annual premium rate for property ins. coverage-cents per \$100 in property value	8	8	8	8
Quality	Number of active claims managed	10	10	8	9

### 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 again this year 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$71,792	\$0	\$73,127
Contracts	\$0	\$75,000	\$0	\$75,000
Materials & Supplies	\$0	\$1,007,405	\$0	\$1,032,510
Internal Services	\$0	\$6,585	\$0	\$8,086
Total GF/non-GF:	<b>\$0</b>	<b>\$1,160,782</b>	<b>\$0</b>	<b>\$1,188,723</b>
Program Total:	<b>\$1,160,782</b>		<b>\$1,188,723</b>	
Program FTE	0.00	0.55	0.00	0.55
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,160,782	\$0	\$1,188,723
Total Revenue:	<b>\$0</b>	<b>\$1,160,782</b>	<b>\$0</b>	<b>\$1,188,723</b>

### 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: #72018, FRM - Property Risk Mgmt

**Lead Agency:** County Management

**Program Contact:** Marc R Anderson

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

### Executive Summary

The Safety and Health Section 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-insured status is managed by the Safety and Health Section.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of site safety visits designed to meet loss prevention requirements	22	30	30	30
Outcome	Overall loss incident rate lower than industry standard	5.0%	5.0%	5.1%	5.1%

### Performance Measure - Description

- 1) Perform site safety visits annually and assist departments in abatement efforts for identified deficiencies. Staff goal is to visit high-injury frequency areas on an annual basis and all worksites at least once every three years. Thirty visits a year meets that objective.
- 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 location, 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$342,316	\$0	\$346,103
Contracts	\$0	\$35,000	\$0	\$25,000
Materials & Supplies	\$0	\$12,050	\$0	\$13,439
Internal Services	\$0	\$40,577	\$0	\$54,829
Total GF/non-GF:	<b>\$0</b>	<b>\$429,943</b>	<b>\$0</b>	<b>\$439,371</b>
Program Total:	<b>\$429,943</b>		<b>\$439,371</b>	
Program FTE	0.00	3.00	0.00	3.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$429,943	\$0	\$439,371
Total Revenue:	<b>\$0</b>	<b>\$429,943</b>	<b>\$0</b>	<b>\$439,371</b>

### 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: #72019, FRM - Safety

**Lead Agency:** County Management

**Program Contact:** Mark Campbell

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

### 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.

Treasury also manages the Excise Tax Administration program which includes 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. Treasury is required to act as custodian of Trust funds for property liens under Oregon Revised Statutes for county residents

### 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. Treasury maintains effective banking relationship to keep pace with technology and adapting it to the needs of county departments to provide better service to county residents.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Compliance w/ Investment Policy	1	1	1	1
Outcome	Tax Returns Filed	96	97	93	95
Output	Ensure County's Cash Flow Needs Are Met	1	1	1	1
Output	# of Business Accounts in Multnomah County	60,150	60,150	63,000	63,000

### 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$444,480	\$0	\$378,914	\$0
Contracts	\$951,000	\$0	\$1,129,000	\$0
Materials & Supplies	\$7,300	\$0	\$16,057	\$0
Internal Services	\$46,687	\$0	\$67,121	\$0
Total GF/non-GF:	<b>\$1,449,467</b>	<b>\$0</b>	<b>\$1,591,092</b>	<b>\$0</b>
Program Total:	<b>\$1,449,467</b>		<b>\$1,591,092</b>	
Program FTE	4.50	0.00	4.50	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$70,000	\$0	\$82,500	\$0
Total Revenue:	<b>\$70,000</b>	<b>\$0</b>	<b>\$82,500</b>	<b>\$0</b>

### Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received through an agreement between the County and the Visitor's Development Fund Board. 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

Last year this program was: #72023A, FRM - Treasury and Tax Administration

**Program # 72024 - FRM - Worker's Compensation**

**Version 2/18/2011 s**

**Lead Agency:** County Management

**Program Contact:** Marc R Anderson

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**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**

Provides 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 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's 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Processing required notices and payments timely as measured by OR-WCD	90.0%	95.0%	92.0%	95.0%
Outcome	County Experience rate Modifier less than industry average	30.0%	30.0%	35.0%	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. Premiums are calculated based on total payroll.

## Legal/Contractual Obligation

Oregon Revised Statutes Section 656, Oregon Administrative Rules 436, requires workers' compensation coverage be in force for employees. Oregon Administrative Rule 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$661,758	\$0	\$272,746
Contracts	\$0	\$52,000	\$0	\$155,000
Materials & Supplies	\$0	\$1,946,900	\$0	\$2,234,802
Internal Services	\$0	\$45,389	\$0	\$38,248
Total GF/non-GF:	<b>\$0</b>	<b>\$2,706,047</b>	<b>\$0</b>	<b>\$2,700,796</b>
Program Total:	<b>\$2,706,047</b>		<b>\$2,700,796</b>	
Program FTE	0.00	2.50	0.00	2.50
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,531,047	\$0	\$2,700,796
Other / Miscellaneous	\$0	\$175,000	\$0	\$0
Total Revenue:	<b>\$0</b>	<b>\$2,706,047</b>	<b>\$0</b>	<b>\$2,700,796</b>

## 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. The rates vary by department, but in general the County rate is 1.07%.

## Significant Program Changes

Last year this program was: #72024, FRM - Worker's Compensation



**Lead Agency:** County Management

**Program Contact:** Mark Campbell

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

### 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, Belle 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
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
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$0	\$100,000	\$0	\$102,500
Internal Services	\$0	\$1,700	\$0	\$2,500
Total GF/non-GF:	<b>\$0</b>	<b>\$101,700</b>	<b>\$0</b>	<b>\$105,000</b>
Program Total:	<b>\$101,700</b>		<b>\$105,000</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Taxes	\$0	\$101,700	\$0	\$105,000
Total Revenue:	<b>\$0</b>	<b>\$101,700</b>	<b>\$0</b>	<b>\$105,000</b>

### 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

**Lead Agency:** County Management

**Program Contact:** Karyne Kieta

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

### 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 with their budgeting decisions by helping align the County's annual spending plan with the 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 does the following:

- Prepares the annual budget, budget in brief and associated documents;
- Financial forecasting and budget revenue/expenditure projections;
- Ad Hoc analysis for County Management and the Chair's Office; and
- Cost control analyses;
- Prepares the supplemental budget; and
- Maintains the legal budget throughout the course of the year.

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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of budget modifications processed (includes internal)	215	200	160	200
Outcome	% of budget modifications entered into SAP within 4 weeks of Board approval	84.0%	82.0%	80.0%	85.0%
Quality	Percent error in the Budget Revenue Forecast	2.0%	2.0%	2.0%	2.0%
Quality	% of customers satisfied with the Budget Office staff performance*	95.6%	95.0%	94.7%	95.0%

### Performance Measure - Description

\*Because the budget process ends prior to the beginning of the fiscal year the FY 10-11 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$958,086	\$0	\$1,058,160	\$0
Contracts	\$30,000	\$0	\$19,330	\$0
Materials & Supplies	\$44,600	\$0	\$41,200	\$0
Internal Services	\$231,419	\$0	\$166,261	\$0
Total GF/non-GF:	<b>\$1,264,105</b>	<b>\$0</b>	<b>\$1,284,951</b>	<b>\$0</b>
Program Total:	<b>\$1,264,105</b>		<b>\$1,284,951</b>	
Program FTE	8.00	0.00	8.94	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

This program is supported exclusively by General Fund revenues.

### Significant Program Changes

**Last year this program was:** #72029, Budget Office

Reduced the professional services budget by 36% which significantly impacts the office's ability to do any special projects.

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.

**Lead Agency:** County Management

**Program Contact:** Karyne Kieta

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

**Related Programs:** 72029

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

### Executive Summary

This program offer requests \$1 million of one-time funding for the purchase and implementation of budget preparation software. The goal of this project is to rationalize, centralize and simplify the various software programs the County and Budget Office uses to prepare the County's \$1 billion plus annual budget. The aim will be to improve productivity and the availability of information, while reducing ongoing operating costs and the chance of legacy application failure.

### Program Description

Multnomah County's annual budget development and publishing process relies on multiple databases and data processing components supporting multiple manual tasks. The Central Budget Office (CBO) uses several legacy Access applications and a web-based application in conjunction with SAP reports and modules, Excel spreadsheets, and PDF forms to collect, analyze, and manipulate department budget data. Because data is spread across multiple systems, it takes a significant amount of time and effort to keep everything updated and in sync. The business processes and reporting/analysis requirements for department-level budget development are inconsistent across the County, and most cost planning and budget development work is handled using disparate Excel spreadsheets and Access databases that lack the ability to validate data and accurately enforce business rules.

The purchase of a public sector budget system is expected to meet the following objectives:

- Manage all budget components in an integrated system that is adequate to meet the needs of both the CBO, which is responsible for producing and maintaining a legal budget document, and of the County Departments, which are responsible for producing and maintaining operating budgets.
- Eliminate unstable, labor intensive Excel templates used to collect, quality control, analyze, and adjust budget requests, and to produce reports and deliverables at different organization levels.
- Eliminate legacy Access tools used to calculate, assemble, distribute, collect, and analyze position detail, personnel cost planning data, and revenue/expenditure transaction data.
- Eliminate the need to reconcile budget data in three systems.
- Improve data quality.
- Improve process efficiency and provide process management capabilities.
- Reduce and/or eliminate manual and redundant tasks.
- Provide Central and Department Budget staff with adequate reporting and analysis capabilities.
- Provide Departments and Programs with improved performance measurement capabilities.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of legacy/shadow systems eliminated*	0	0	13	13
Outcome	Meet all of the scheduled development goals within 10 business days.**	0.0%	0.0%	0.0%	95.0%

### Performance Measure - Description

\*After system implementation we anticipate a reduction of legacy systems by 90%.

\*\*Once the RFP has been released and we have a timeline we will have a better understanding of the development goals.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$0</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

The total amount of this request is \$1 million of General Fund. This \$1 million is accounted for in program offer 79000A, IT Innovation and Investment Fund.

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

This is a new, one-time request for FY 2012.

**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:** In Target, Climate Action Plan

### 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 340,000 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. Administration 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. DART has taken steps toward achieving CAP Item #18-8 Local Government Operations, by increasing use of e-files and e-business, and participation in waste recycling efforts, leading to an overall reduction in paper use and paper waste. Operational impacts include a reduction in the number of file cabinets, contributing to a reduced facilities footprint.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total Number of Property Tax Accounts Administered	340,158	342,000	341,000	341,000
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	6.0%	5.0%	5.0%	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 maintain administrative costs at 5% of total DART operating program expenditures. FY09 Actual was 5.8%. In FY10 two FTE added to Admin, Actual was 6%. In FY11, 2 FTE moved out of Admin & Actual is estimated at 5%. In FY12 added 1 FTE, estimated is 5%. 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 was \$3.26; for FY10 was \$3.52; for FY11 estimated \$3.60; for FY12 estimated \$3.60.

## 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$525,264	\$0	\$535,955	\$0
Contracts	\$2,000	\$0	\$2,000	\$0
Materials & Supplies	\$41,914	\$0	\$103,401	\$0
Internal Services	\$168,787	\$0	\$120,214	\$0
Total GF/non-GF:	<b>\$737,965</b>	<b>\$0</b>	<b>\$761,570</b>	<b>\$0</b>
Program Total:	<b>\$737,965</b>		<b>\$761,570</b>	
Program FTE	5.00	0.00	5.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$85,000	\$0	\$90,000	\$0
Intergovernmental	\$178,500	\$0	\$186,834	\$0
Total Revenue:	<b>\$263,500</b>	<b>\$0</b>	<b>\$276,834</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$203,400 allocated to the DART Administration Program. Program General Fund revenue of \$90,000 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.) Document Recording fees may vary annually based upon economic factors affecting the real estate market and the number of documents being recorded. The annual estimated fee revenue is based upon historical trends. The remaining Program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72036, DCM - Div of Assessment, Recording & Taxation Administration  
Due to a division reorganization, added 1.00 FTE Vacant position from Program #72037 DCM-DART Customer Service; a reclassification is pending (classification TBD).



**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:** One-Time-Only Request, Climate Action Plan

### Executive Summary

This is a carryover program offer that supports a plan to consolidate all customer service programs and associated staffing resources in the Division of Assessment, Recording and Taxation (DART), to provide one comprehensive point of contact location to access DART's direct services on the first floor of the Multnomah Building. This is expected to achieve operational efficiencies and reduce the cost of targeted operations, and promote improvements in DART's customer service model. This consolidation will result in a reduction in the overall office space requirements for DART, allowing the county to utilize the surplus space for other operational needs.

### Program Description

This program will achieve the consolidation of all three of DART's direct customer service counters and associated staffing resources into one comprehensive service location on the first floor of the Multnomah Building. The overall objective is to redesign the first floor space to optimize current and future space needs for the organization, with a design that is flexible and efficient, allow for evolving business needs and service delivery requirements, and employ innovative systems and methods for space utilization.

The space and program reorganization merges all DART customer service operations, allowing DART management to leverage staffing and operational resources, and realign business operations. This is expected to improve public access to a wide variety of services in one unified location. Customer service operations will be positioned for seasonal fluctuations, flexible work schedules and hours of operations, and provide for resource sharing, employee cross-training, and development opportunities.

The project plan includes relocation of the Public Research Room and County Recorder into the existing Customer Service Area. A comprehensive approach includes design and installation of flexible workspaces and space efficient workstations throughout DART, and optimizes space utilization for service delivery counters, filing and storage systems, mail services, supplies storage, office equipment and phone systems. Additional opportunities for business process improvements will be implemented and leveraged in conjunction with this service delivery consolidation program to achieve maximum operational savings and efficiencies.

The consolidation and redesign of DART Customer Service programs provides for optimal space utilization, resulting in a reduction of over 7,200 SF of office space required for DART programs, with an initial annual space cost savings of \$185,000. The reduction in DART's space requirements provides surplus office space for the county to use for other operational needs in the Multnomah Building.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output		0	0	0	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	2011	2011	2012	2012
Contracts	\$0	\$0	\$20,000	\$0
Materials & Supplies	\$0	\$0	\$580,000	\$0
Total GF/non-GF:	\$0	\$0	\$600,000	\$0
Program Total:	\$0		\$600,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Revenues are a one time only carryover from FY11 of general fund savings from DART operating programs.

Significant Program Changes

Last year this program was:

**Lead Agency:** County Management

**Program Contact:** Cindy Swick

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72038, 72039, 72040, 72041

**Program Characteristics:** In Target

### 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 92,000 telephone inquiries and 25,000 walk-in customers annually (which includes approximately 16,000 reported in the County Clerk Function Program Offer). 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 11,336 over-the-counter tax payments totaling approximately \$52.5 million dollars annually.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of counter transactions	24,953	32,000	25,000	25,000
Outcome	Average number of transactions per cashier	3,119	4,000	3,200	3,200
Output	Number of phone calls received and answered	92,217	95,000	90,000	90,000
Outcome	Average number of phone calls per operator	6,148	4,800	6,000	6,000

### Performance Measure - Description

"Number of counter transactions" includes statistics that are both computer-generated statistics from the operating systems used in Customer Service and from staff production reports. The system tracks revenue generating transactions including Tax Payments, Marriage Licence and Domestic Partnership Registration fees, Passport Application acceptance fees, and fees for copies of various records. Staff production reports track routine, non-payment transactions. An additional 10% was added to the production report statistics for transactions that may not have been tracked.

### 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$721,369	\$0	\$606,076	\$0
Materials & Supplies	\$16,726	\$0	\$14,733	\$0
Internal Services	\$260,772	\$0	\$236,759	\$0
Total GF/non-GF:	<b>\$998,867</b>	<b>\$0</b>	<b>\$857,568</b>	<b>\$0</b>
Program Total:	<b>\$998,867</b>		<b>\$857,568</b>	
Program FTE	9.50	0.00	8.20	0.00
<b>Program Revenues</b>				
Intergovernmental	\$241,850	\$0	\$220,568	\$0
<b>Total Revenue:</b>	<b>\$241,850</b>	<b>\$0</b>	<b>\$220,568</b>	<b>\$0</b>

### Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$237,240 allocated to the DART Customer Service Program. Remaining program support is from General Fund revenues.

### Significant Program Changes

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

**Lead Agency:** County Management

**Program Contact:** Cindy Swick

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72037, 72039, 72041, 72044, 72045, 72046, 72047, 72048, 72049, 72050

**Program Characteristics:** In Target

### Executive Summary

The County Clerk Functions program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, acceptance of Passport Applications, creation of and maintenance of permanent records, 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 Recording, Marriage Licenses, Domestic Partnership Registrations, and Passport Applications includes the collection of statutory fees. With the exception of Passport Applications, the creation and maintenance of general indexes, and production of microfilm, preserved for permanent retention is a statutory requirement. Approximately 167,000 documents were recorded in FY 2010, 6,276 Marriage Licenses were processed and 340 State Domestic Partnership Registrations were issued in FY 2010. The acceptance of Passport Applications was moved to Customer Service in July, 2010. Since that time approximately 1,400 passports have been issued. 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 15,000 customers at the counter annually and responds to an estimated 15,000 phone inquiries. The Marriage Licenses and Domestic Partnership section assists approximately 16,000 customers at the counter annually and responds to a high volume of calls that are reported within the Customer Service total of approximately 92,000 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 2,414 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Marriage Licenses Issued	6,276	6,300	6,300	6,300
Outcome	Number of Accurately Processed Licenses	6,204	6,240	6,240	6,240
Output	Number of Documents Recorded	167,000	180,000	168,000	168,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	11	8	5	5

### 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 72 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 11 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 voluntarily 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. Guidelines for the acceptance of Passports are set by the US State Department and state law does not govern the process.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$978,757	\$0	\$1,051,087	\$0
Contracts	\$145,100	\$0	\$162,600	\$0
Materials & Supplies	\$117,483	\$0	\$111,910	\$0
Internal Services	\$344,820	\$0	\$353,323	\$0
Capital Outlay	\$7,500	\$0	\$8,000	\$0
Total GF/non-GF:	<b>\$1,593,660</b>	<b>\$0</b>	<b>\$1,686,920</b>	<b>\$0</b>
Program Total:	<b>\$1,593,660</b>		<b>\$1,686,920</b>	
Program FTE	13.35	0.00	14.10	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$4,697,000	\$0	\$5,316,425	\$0
Intergovernmental	\$33,250	\$0	\$36,720	\$0
Total Revenue:	<b>\$4,730,250</b>	<b>\$0</b>	<b>\$5,353,145</b>	<b>\$0</b>

## 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. The County collects a \$25.00 fee for accepting every Passport, with an estimated number of 3,657 passports for FY12 or \$91,425 GF revenue. 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. Remaining Recording Fees of \$4,800,000 and Document Copy Fees of \$50,000 are retained by the County General Fund as Recording Program revenues. Fees dedicated for records storage and retrieval systems are estimated at \$130,000. BoPTA is supported by participation in the Oregon Dept of Revenue County Assessment Function Funding Account (CAFFA) Grant, providing reimbursement of approx. 25% of BoPTA program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$36,720 allocated to BoPTA, with remaining support for BoPTA from the General Fund.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72038, DCM - DART County Clerk Functions

Due to a division reorganization, .40 FTE Program Mgr 1 and .15 FTE Operations Supervisor, and .60 FTE A&T Technician were reallocated to this program, for an increase of 1.15 FTE. In July 2010, the acceptance of Passport Applications was moved from the Department of Community Services, Elections Division to the Department of County Management, Assessment, Recording and Taxation Division.

**Lead Agency:** County Management

**Program Contact:** Sally Brown

**Program Offer Type:** Existing Operating

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

**Program Characteristics:** In Target

### 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 ownership 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 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 expected by the public as well as our 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 DART 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Ownership Changes Processed	25,000	28,000	25,000	25,000
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 and ownership changes transferred with unrecorded documents (approximately 5% of transfers are from unrecorded documentation).

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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$455,477	\$0	\$297,036	\$0
Materials & Supplies	\$3,758	\$0	\$3,228	\$0
Internal Services	\$99,858	\$0	\$86,196	\$0
Total GF/non-GF:	<b>\$559,093</b>	<b>\$0</b>	<b>\$386,460</b>	<b>\$0</b>
Program Total:	<b>\$559,093</b>		<b>\$386,460</b>	
Program FTE	6.15	0.00	4.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$135,450	\$0	\$117,610	\$0
<b>Total Revenue:</b>	<b>\$135,450</b>	<b>\$0</b>	<b>\$117,610</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$127,080 allocated to the Ownership Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72039, DCM - DART Ownership

Due to a reorganization personnel changes as follows: 1.00 FTE A&T Tech 1 transferred to Program #72037 DCM-DART Customer Service. Management positions reallocated to this program: increased allocation of Program Mgr 1 by .05 FTE and added Operations Supervisor allocation of .40 FTE. NET Overall reduction of .65 FTE for this program.



**Lead Agency:** County Management

**Program Contact:** Gary Bartholomew

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72037, 72043, 72044, 72048, 72050

**Program Characteristics:** In Target

### 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 interest on past due taxes 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. 375,000 tax statements are sent annually and \$1.2 billion in property taxes is levied for collection. Over 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 continuously monitors service delivery options available for possible enhancements. Tax statement printing costs have 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. Credit card options and payment by phone have been implemented. Roll corrections and issuance of tax refunds are monitored closely for efficiencies and to minimize the amount of interest paid on refunds. Delinquencies are monitored closely and addressed effectively.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Property Tax Statements Issued	373,129	380,000	375,000	375,000
Outcome	Percentage of Current Year Property Taxes Collected	96.8%	97.0%	97.2%	97.0%
Outcome	Tax Collected Via Electronic Payment (in Dollars)	35,757,441	45,000,000	45,000,000	55,000,000

### 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. The County as an agent of the State carries out the functions under ORS 446.566 to ORS 446.646 related to mobile home ownership document transactions and trip permits.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$865,823	\$0	\$1,011,493	\$0
Contracts	\$38,600	\$0	\$32,600	\$0
Materials & Supplies	\$83,869	\$0	\$83,269	\$0
Internal Services	\$379,894	\$0	\$375,652	\$0
Total GF/non-GF:	<b>\$1,368,186</b>	<b>\$0</b>	<b>\$1,503,014</b>	<b>\$0</b>
Program Total:	<b>\$1,368,186</b>		<b>\$1,503,014</b>	
Program FTE	10.00	0.00	11.70	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$360,700	\$0	\$439,100	\$0
Intergovernmental	\$331,100	\$0	\$339,840	\$0
Other / Miscellaneous	\$500	\$0	\$500	\$0
Total Revenue:	<b>\$692,300</b>	<b>\$0</b>	<b>\$779,440</b>	<b>\$0</b>

## Explanation of Revenues

Participation in Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$339,840 allocated to Tax Revenue Management. Program revenues of \$439,100 are from service fees including foreclosure publication 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. Service fees are required by Oregon Revised Statutes and County Fee ordinance, and may vary in volume due to economic influences, and some are linked to the volume of delinquent property taxes. The County serves as an agent of the State, and pursuant to an IGA, accepts payment on behalf of the State for mobile home ownership document transactions (\$55) and trip permits (\$5 per section). The County is allowed to retain \$30 for each ownership document transaction completed and all of the trip permit fees collected; total annual fees vary by volume of transactions. Exemption late filing fees may vary annually depending upon the timeliness of applications each year. The volume of Service Fees and other revenues is based upon historical averages. The remaining program support comes from General Fund revenues.

## Significant Program Changes

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

**Lead Agency:** County Management

**Program Contact:** Sally Brown

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72037, 72038, 72039, 72043, 72046, 72047, 72048, 72050

**Program Characteristics:** In Target

### Executive Summary

The Division of Assessment, Recording and Taxation (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 is responsible for maintaining accurate tax maps 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of New Tax Roll Accounts Created	901	830	400	450
Outcome	Average Number of Changes per FTE	15,962	14,000	20,000	20,000
Output	Number of Mapping & Tax Roll Changes	240,155	225,500	97,290	100,000

### 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$869,526	\$0	\$837,401	\$0
Contracts	\$6,400	\$0	\$3,000	\$0
Materials & Supplies	\$49,514	\$0	\$45,037	\$0
Internal Services	\$170,666	\$0	\$147,253	\$0
Total GF/non-GF:	<b>\$1,096,106</b>	<b>\$0</b>	<b>\$1,032,691</b>	<b>\$0</b>
Program Total:	<b>\$1,096,106</b>		<b>\$1,032,691</b>	
Program FTE	10.00	0.00	9.45	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$30,000	\$0	\$0	\$0
Intergovernmental	\$265,300	\$0	\$201,039	\$0
Total Revenue:	<b>\$295,300</b>	<b>\$0</b>	<b>\$201,039</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$239,040 allocated to the GIS/Parcel Management Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

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

1 FTE (Vacant GIS Cartographer Sr) transferred from this program to Program Offer #72050 DCM-DART Applications Support, in order to respond to GIS business requirements of new A&T Software System. Due to a division reorganization, reallocated 1.00 FTE AT Technician 1 to Program #72037 DCM-DART Customer Service; and added a reallocation of .20 FTE Program Mgr 1 and .20 FTE Sr. Valuation Manager to this program. Net Overall decrease of 1.60 FTE for this Program.

**Lead Agency:** County Management

**Program Contact:** Rene Grier

**Program Offer Type:** Support

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

**Program Characteristics:** In Target

### 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 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 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Projects Maintained	13	13	13	13
Outcome	Percentage of Residential Neighborhoods With Equity Compliance	95.0%	90.0%	90.0%	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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$345,855	\$0	\$326,390	\$0
Contracts	\$4,045	\$0	\$4,040	\$0
Materials & Supplies	\$5,515	\$0	\$6,650	\$0
Internal Services	\$45,969	\$0	\$45,453	\$0
Total GF/non-GF:	<b>\$401,384</b>	<b>\$0</b>	<b>\$382,533</b>	<b>\$0</b>
Program Total:	<b>\$401,384</b>		<b>\$382,533</b>	
Program FTE	3.40	0.00	3.20	0.00
<b>Program Revenues</b>				
Intergovernmental	\$97,300	\$0	\$100,440	\$0
Total Revenue:	<b>\$97,300</b>	<b>\$0</b>	<b>\$100,440</b>	<b>\$0</b>

### Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$100,440 to DART Assessment Performance Analysis Program. Remaining program support is from General Fund revenues.

### Significant Program Changes

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

**Lead Agency:** County Management

**Program Contact:** Sally Brown

**Program Offer Type:** Existing Operating

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

**Program Characteristics:** In Target

### 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 5,200 property tax exemptions for the War Veteran & Surviving Spouse program and the Active Duty Military program. In addition, there are over 9,500 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 700 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Accounts Reviewed and Processed for Current Tax Roll	8,507	11,500	8,600	8,600
Outcome	Taxable Market Value Re-established to the Roll	575,507,518	391,000,000	450,000,000	450,000,000
Input	Total Exempt Accounts Monitored	33,936	34,250	34,000	34,000
Output	Total Number of Accounts Processed for Prior Tax Roll	4,348	4,600	4,500	4,500

### 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$728,477	\$0	\$636,028	\$0
Contracts	\$2,023	\$0	\$2,020	\$0
Materials & Supplies	\$9,546	\$0	\$10,434	\$0
Internal Services	\$96,306	\$0	\$89,740	\$0
Total GF/non-GF:	<b>\$836,352</b>	<b>\$0</b>	<b>\$738,222</b>	<b>\$0</b>
Program Total:	<b>\$836,352</b>		<b>\$738,222</b>	
Program FTE	7.95	0.00	7.05	0.00
<b>Program Revenues</b>				
Intergovernmental	\$202,300	\$0	\$176,198	\$0
<b>Total Revenue:</b>	<b>\$202,300</b>	<b>\$0</b>	<b>\$176,198</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$190,440 to DART Special Programs. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72043, DCM - DART Property Assessment - Special Programs

Due to a division reorganization, reallocated management positions to other programs as follows: .20 FTE Program Mgr 1 and .20 FTE Sr. Valuation Manager reallocated to Program #72041 DCM-DART GIS & Parcel Management; .20 FTE Program Mgr 1 and .05 FTE Sr.Valuation Manager reallocated to Program #72051 DCM-DART Tax Title. Net reduction of .65 FTE overall for this program.



**Lead Agency:** County Management

**Program Contact:** Rick Teague

**Program Offer Type:** Existing Operating

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

**Program Characteristics:** In Target

### Executive Summary

The Personal Property Assessment 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. 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Non-Leased Accounts Processed, Coded and Valued	23,300	23,300	22,200	22,000
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	2,497	2,450	2,392	2,350
Output	% of Accounts with Captured Asset Listings	0.0%	60.0%	65.0%	70.0%
Output	% of Accounts Filing Electronically	8.0%	9.0%	13.0%	15.0%

### 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$963,023	\$0	\$812,314	\$0
Contracts	\$107,850	\$0	\$113,050	\$0
Materials & Supplies	\$8,990	\$0	\$9,352	\$0
Internal Services	\$225,450	\$0	\$209,991	\$0
Total GF/non-GF:	<b>\$1,305,313</b>	<b>\$0</b>	<b>\$1,144,707</b>	<b>\$0</b>
Program Total:	<b>\$1,305,313</b>		<b>\$1,144,707</b>	
Program FTE	10.75	0.00	8.70	0.00
<b>Program Revenues</b>				
Intergovernmental	\$336,000	\$0	\$316,119	\$0
Total Revenue:	<b>\$336,000</b>	<b>\$0</b>	<b>\$316,119</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$319,680 allocated to DART Personal Property Assessment & Collection Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72044, DCM - DART Personal Property Assessment & Collection

Due to a division reorganization, reduced the allocation of a management position to this program as follows: reallocation of .05 FTE Sr. Valuation Manager to Program #72051 DCM-DART Tax Title.

**Lead Agency:** County Management

**Program Contact:** Rick Teague

**Program Offer Type:** Existing Operating

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

**Program Characteristics:** In Target

### 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Industrial Accounts Maintained	675	680	695	695
Outcome	Assessed Value placed on the Tax Roll (in millions)	2,664	2,665	2,594	2,580
Efficiency	Percentage of Sites Reviewed For Transfer	13.0%	20.0%	12.0%	12.0%

### 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$536,981	\$0	\$530,509	\$0
Contracts	\$4,045	\$0	\$9,679	\$0
Materials & Supplies	\$6,800	\$0	\$5,973	\$0
Internal Services	\$55,136	\$0	\$54,912	\$0
Total GF/non-GF:	<b>\$602,962</b>	<b>\$0</b>	<b>\$601,073</b>	<b>\$0</b>
Program Total:	<b>\$602,962</b>		<b>\$601,073</b>	
Program FTE	5.60	0.00	5.55	0.00
<b>Program Revenues</b>				
Intergovernmental	\$145,950	\$0	\$116,439	\$0
<b>Total Revenue:</b>	<b>\$145,950</b>	<b>\$0</b>	<b>\$116,439</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$154,440 allocated to DART Property Assessment-Industrial Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

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

**Lead Agency:** County Management

**Program Contact:** Rene Grier

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72037, 72042, 72043, 72045, 72047, 72048, 72050

**Program Characteristics:** In Target

### Executive Summary

The Commercial Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all commercial, high-rise condominiums, and large multi-family property. Commercial property represents 19% 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 38,000 commercial, multi-family, and high-rise condominium properties. Staff physically inspects and appraises 1,200 properties annually due to permits having been issued for new construction, remodeling or renovation.

Under Measure 50, such 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 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Accounts Appraised	1,721	1,500	1,500	2,000
Outcome	New Taxable Exception Value in Millions	1,254	850	850	850
Efficiency	% Automated Recalculation	55.0%	25.0%	55.0%	55.0%
Outcome	% Market Groupings with COD Compliance	89.0%	70.0%	70.0%	85.0%

### 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 2010 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$1,363,476	\$0	\$1,445,462	\$0
Contracts	\$57,475	\$0	\$64,677	\$0
Materials & Supplies	\$32,456	\$0	\$34,549	\$0
Internal Services	\$150,431	\$0	\$144,111	\$0
Total GF/non-GF:	<b>\$1,603,838</b>	<b>\$0</b>	<b>\$1,688,799</b>	<b>\$0</b>
Program Total:	<b>\$1,603,838</b>		<b>\$1,688,799</b>	
Program FTE	14.30	0.00	15.30	0.00
<b>Program Revenues</b>				
Intergovernmental	\$383,950	\$0	\$395,280	\$0
Total Revenue:	<b>\$383,950</b>	<b>\$0</b>	<b>\$395,280</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$395,280 allocated to DART Commercial Appraisal Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72046, DCM - DART Commercial Property Appraisal

High-rise condominiums are now reported under this program instead of program 72047 - Residential Appraisal in order to best represent the work completed by each unit. This reporting change inflates both the actual and estimated percentage of accounts that are automatically recalculated (the third performance measure). Although accurate, the increase to 55% is primarily generated by the new reporting method.



**Lead Agency:** County Management

**Program Contact:** Rene Grier

**Program Offer Type:** Existing Operating

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

**Program Characteristics:** In Target

### 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 62% 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 209,000 single family and two-four family properties; 19,000 condominiums; 4,900 manufactured homes; 1,800 floating properties; 2,850 farm/forest deferral properties; and 4,000 business accounts. Staff physically inspects and appraises 8,000 to 10,000 properties annually due to permits issued for new construction, remodeling or renovation. They also appraise 3,000 to 4,000 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 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Accounts Appraised	15,952	25,000	25,000	18,000
Outcome	New Taxable Exception Value in Millions of Dollars	459	850	850	500
Efficiency	Accounts Appraised Per Appraiser	665	1,100	1,100	750
Outcome	% Neighborhoods with COD Compliance	100.0%	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 2010 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$2,592,647	\$0	\$2,594,314	\$0
Contracts	\$0	\$0	\$10,000	\$0
Materials & Supplies	\$123,345	\$0	\$125,075	\$0
Internal Services	\$329,780	\$0	\$324,505	\$0
Total GF/non-GF:	<b>\$3,045,772</b>	<b>\$0</b>	<b>\$3,053,894</b>	<b>\$0</b>
Program Total:	<b>\$3,045,772</b>		<b>\$3,053,894</b>	
Program FTE	28.30	0.00	26.25	0.00
<b>Program Revenues</b>				
Intergovernmental	\$741,300	\$0	\$795,600	\$0
Total Revenue:	<b>\$741,300</b>	<b>\$0</b>	<b>\$795,600</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$795,600 allocated to Residential Property Appraisal Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72047, DCM - DART Residential Property Appraisal

The name of performance measure "Accounts Appraised Per FTE" has been changed to "Accounts Appraised Per Appraiser" for clarification purposes; this is a name change only.

High-rise condominiums are now reported under program 72046 - Commercial Appraisal instead of residential in order to best represent work completed by each unit. This reporting change reduces both the actual and estimated amounts reported for the first three performance measures: "Accounts Appraised," "New Taxable Exception Value in Millions of Dollars," and "Accounts Appraised per Appraiser."



**Lead Agency:** County Management

**Program Contact:** Randy Walruff

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72037, 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 included detailed analysis of the required functionality and the vendor's software application, and defining the programming changes required due to Oregon property tax statutes. FY10/11 will complete the detailed analysis and definition of programming changes, and the beginning of development by the vendor as well as the beginning of data migration analysis. The project's major stages will be completed in FY11/12 with the completion of development, testing of those changes, staff training, and implementation of the new software.

### 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of A&T System Project Milestones Met	4	8	5	7
Outcome	% of A&T Project Milestones Completed on Time and within Budget	100.0%	100.0%	100.0%	100.0%

### 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; FY09/10-GAP Analysis Start, Design Start, Development Start (a), and Server/Oracle Installed. The FY10/11 milestones are: GAP Analysis Finish, Design Finish, Development Start (b), Data Migration Start, and Integrations Start. The FY11/12 milestones are: Development Finish, Data Migration Finish, System Testing, Training, PC Deployment, Integrations Finish and Go-Live. FY12/13 milestone is: Post Go-Live Support.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$156,660	\$0	\$154,036
Contracts	\$0	\$2,930,337	\$0	\$2,031,981
Materials & Supplies	\$0	\$1,958,539	\$0	\$1,515,021
Internal Services	\$0	\$54,464	\$0	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$5,100,000</b>	<b>\$0</b>	<b>\$3,701,038</b>
Program Total:	<b>\$5,100,000</b>		<b>\$3,701,038</b>	
Program FTE	0.00	1.00	0.00	1.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$5,100,000	\$0	\$3,701,038
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$5,100,000</b>	<b>\$0</b>	<b>\$3,701,038</b>

**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 FY11 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:** #72048, DCM - DART Assessment & Taxation System Upgrade

**Program # 72049 - DART Data Operations**

**Version 4/07/2011 s**

**Lead Agency:** County Management

**Program Contact:** Sally Brown

**Program Offer Type:** Support

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

**Program Characteristics:** In Target

**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, related reports and public information. The program enters a high volume of data, reviews data request changes and performs subsequent quality control in support of linked DART programs. The program supplies data to satisfy public requests for information. The program utilizes staff expertise in answering user questions and resolving application problems, contributing to an efficient work environment. Staff also provides advice on the effective use of the computer assisted mass appraisal system. The program's responsibilities for calculating the special assessment tax roll and contributing to the creation of tax statements are mandated functions of the supported programs. This work positions the program to assist in efficiently and accurately answering public and media questions about property tax bills and related topics. This contributes to the accountability factor of the public's perception of fairness in assessing and collecting property taxes. The program's other duties as described above provide support for linked programs in order to perform their program functions. Data Operations links to all of the DART programs and supports their contributions to accountability in governance.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Records Keyed for Appraisal, Personal Property, Recording, Etc.	178,560	320,000	150,000	150,000
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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$480,713	\$0	\$403,151	\$0
Contracts	\$85,114	\$0	\$21,360	\$0
Materials & Supplies	\$6,587	\$0	\$5,597	\$0
Internal Services	\$87,563	\$0	\$84,165	\$0
Total GF/non-GF:	<b>\$659,977</b>	<b>\$0</b>	<b>\$514,273</b>	<b>\$0</b>
Program Total:	<b>\$659,977</b>		<b>\$514,273</b>	
Program FTE	6.20	0.00	5.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$159,600	\$0	\$128,715	\$0
<b>Total Revenue:</b>	<b>\$159,600</b>	<b>\$0</b>	<b>\$128,715</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$142,920 allocated to DART Data Operations Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

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

Due to a division reorganization, reallocated management positions to another program as follows: .40 FTE Operations Supervisor and .10 FTE Program Manager 1 reallocated to Program #72039 DCM-DART Ownership. Net overall decrease of .50 FTE for this program.

**Program # 72050 - DART Applications Support**

**Version 4/07/2011 s**

**Lead Agency:** County Management

**Program Contact:** June Tilgner

**Program Offer Type:** Support

**Related Programs:** 72036A, 72037, 72038, 72039, 72040, 72041, 72042, 72043, 72044, 72045, 72046, 72047, 72048, 72049

**Program Characteristics:** In Target

**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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Requests & Support Activities Completed	0	0	0	6,500
Outcome	% of Requests Associated with Program Revenue	0.0%	0.0%	0.0%	4.0%

**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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$608,603	\$0	\$677,981	\$0
Contracts	\$1,750	\$0	\$15,750	\$0
Materials & Supplies	\$295,979	\$0	\$304,755	\$0
Internal Services	\$107,500	\$0	\$253,242	\$0
Capital Outlay	\$12,000	\$0	\$0	\$0
Total GF/non-GF:	<b>\$1,025,832</b>	<b>\$0</b>	<b>\$1,251,728</b>	<b>\$0</b>
Program Total:	<b>\$1,025,832</b>		<b>\$1,251,728</b>	
Program FTE	5.00	0.00	5.80	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$80,000	\$0	\$70,000	\$0
Intergovernmental	\$248,150	\$0	\$317,880	\$0
Total Revenue:	<b>\$328,150</b>	<b>\$0</b>	<b>\$387,880</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$317,880 allocated to DART Applications Support Program. Additional program revenue of \$70,000 is from service fees for access to Assessment & Taxation information (subscription website user fees) and requests for Assessment & Taxation Data files. Service fee rates are as authorized in the Department of County Management Fee Ordinance. Fees are projected based upon historical trends. Remaining support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72050, DCM - DART Applications Support  
1.00 FTE (Vacant GIS/Cartographer Sr) was transferred to this program from Program #72041 GIS/Parcel Management, in order to respond to GIS business requirements of new A&T Software System.

**Lead Agency:** County Management

**Program Contact:** Sally Brown

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72040

**Program Characteristics:** In Target

### 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 390 properties. Every year, 15 to 20 properties are deeded to the county in the fall with the taking of the Tax Foreclosure Deed. Of the current inventory, approximately 73% of the properties are strips of various sizes, 24% are vacant lots that are mostly irregular in shape and not buildable, and 3% are properties with improvements or structures 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 those 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 specifically states 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 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 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 15 to 20 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Properties remaining in Tax Title Inventory	381	388	361	349
Outcome	Properties placed back on the tax roll & into community use	13	40	39	30
Outcome	Revenue disbursed to taxing districts for public use	188,187	20,000	400,000	356,400

### 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 passthrough expenses for liens and other obligations are accounted for, and the balance of revenue is disbursed to taxing districts within the county. For FY2011 under current year purchased, the amount estimated for revenues in excess of expenses, for disbursement to taxing districts, was understated by \$380,000



## Legal/Contractual Obligation

Oregon Revised Statutes (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 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$78,066	\$0	\$106,426	\$0
Contracts	\$368,260	\$0	\$452,888	\$0
Materials & Supplies	\$61,500	\$0	\$38,199	\$0
Internal Services	\$29,660	\$0	\$15,787	\$0
Total GF/non-GF:	<b>\$537,486</b>	<b>\$0</b>	<b>\$613,300</b>	<b>\$0</b>
Program Total:	<b>\$537,486</b>		<b>\$613,300</b>	
Program FTE	1.00	0.00	1.20	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$329,477	\$0	\$564,300	\$0
Intergovernmental	\$7,000	\$0	\$0	\$0
Taxes	\$45,000	\$0	\$24,000	\$0
Other / Miscellaneous	\$156,009	\$0	\$25,000	\$0
Total Revenue:	<b>\$537,486</b>	<b>\$0</b>	<b>\$613,300</b>	<b>\$0</b>

## Explanation of Revenues

The Program has to be financially self sustaining. Program revenues include contract principle estimated at \$24,000 and interest on contracts and repurchases est. at \$25,000. Sales of properties at auction, private sales and repurchases are estimated at \$564,200. When actual revenues exceed the program's operating costs, the balance is distributed to taxing districts in Multnomah County, in accordance with ORS 275.275, per formula provided in ORS 311.390.

## Significant Program Changes

✓ Significantly Changed

### Last year this program was:

Allocated management positions to reflect actual program requirements over the past year. Allocated .25 FTE Program Manager 1 and .10 FTE Sr. Valuation Manager. Net overall increase of .35 FTE for this program.



**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

### 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, 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, 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. Effective July 2010, the County transitioned to an Online Only paperless job application process. This countywide process contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of countywide job applications in the Neogov applicant tracking system.	16,860	17,000	21,000	21,000
Outcome	Countywide employee turnover rate.	10.0%	13.0%	10.0%	10.0%

### Performance Measure - Description

These measures are among several used to provide performance information for decision-making. Due to previous budget reductions, 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$562,229	\$0	\$514,597	\$0
Contracts	\$56,400	\$0	\$79,005	\$0
Materials & Supplies	\$45,750	\$0	\$33,240	\$0
Internal Services	\$144,061	\$0	\$90,145	\$0
Total GF/non-GF:	<b>\$808,440</b>	<b>\$0</b>	<b>\$716,987</b>	<b>\$0</b>
Program Total:	<b>\$808,440</b>		<b>\$716,987</b>	
Program FTE	4.50	0.00	4.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

This program is supported exclusively by General Fund revenues.

### Significant Program Changes

**Last year this program was:** #72056, Central Human Resources - Administration

FY11 Adopted Budget approved the transfer of .5 FTE HR Tech to the DCM Business Services Unit effective January 2011. Reduction in FY12 FTE compared to FY11 is due to this previous budget action.

**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

### 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 career paths. Talent Development provides countywide training for all employees and leads organizational development activities.

### Program Description

Central HR Services implements strategies to address key components of the Countywide Human Resources Strategic Plan in order 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, aligning 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. The Classification and Compensation team identifies and analyzes job duties and qualifications that define the scope and complexity of work performed as documented in position descriptions. The unit also researches labor market pay range data for the most accurate indicator of prevailing wages and salaries 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; and technology training and policy or process-focused learning opportunities. The Countywide Training Needs Survey informs training offerings. Talent Development develops training options by using the survey findings, as well as 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	# of positions reviewed as a result of class/comp studies.	530	300	400	430
Outcome	Percent of total positions reclassified, revised, updated.	19.0%	13.0%	14.0%	15.0%
Output	# of positions reviewed as a result of individual requests.	285	250	210	225
Output	Number of Countywide training class attendees.	3,077	3,500	4,500	4,000

### Performance Measure - Description

The number of FY11 Countywide training classes estimate includes Google g-mail transition classes.

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, and the inability to fill vacancies and/or impact on essential public services.

### 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$1,080,127	\$0	\$1,091,391	\$0
Contracts	\$176,000	\$0	\$164,000	\$0
Materials & Supplies	\$25,600	\$0	\$30,314	\$0
Internal Services	\$240,375	\$0	\$286,566	\$0
Total GF/non-GF:	<b>\$1,522,102</b>	<b>\$0</b>	<b>\$1,572,271</b>	<b>\$0</b>
Program Total:	<b>\$1,522,102</b>		<b>\$1,572,271</b>	
Program FTE	9.00	0.00	9.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

This program is supported exclusively by General Fund revenues.

### Significant Program Changes

Last year this program was: #72057, Central Human Resources - Central HR Services

**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

### 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 does better support Labor Relations and department management staff to focus and prepare for each labor agreement.

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:

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

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Labor disputes.	225	200	185	200
Outcome	Percentage of labor disputes settled collaboratively.	96.0%	95.0%	76.0%	85.0%

### 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$777,053	\$38,108	\$796,210	\$38,493
Contracts	\$20,000	\$0	\$20,000	\$0
Materials & Supplies	\$11,500	\$0	\$14,124	\$0
Internal Services	\$155,808	\$0	\$130,094	\$0
Total GF/non-GF:	<b>\$964,361</b>	<b>\$38,108</b>	<b>\$960,428</b>	<b>\$38,493</b>
Program Total:	<b>\$1,002,469</b>		<b>\$998,921</b>	
Program FTE	5.60	0.25	5.60	0.25
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$38,108	\$0	\$38,493
Total Revenue:	<b>\$0</b>	<b>\$38,108</b>	<b>\$0</b>	<b>\$38,493</b>

### Explanation of Revenues

This offer is supported primarily by County General Fund with .25FTE Labor Relations Manager personnel costs from the Risk Fund.

### Significant Program Changes

Last year this program was: #72058, Central Human Resources - Labor Relations

**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

### 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 (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of employee claims.	540	650	500	500
Outcome	Percentage of claim appeals found in the County's favor.	73.0%	70.0%	80.0%	80.0%
Output	Number of appeals.	11	15	10	10

### 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
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$26,158	\$0	\$29,679
Materials & Supplies	\$0	\$1,342,685	\$0	\$1,745,059
Internal Services	\$0	\$4,216	\$0	\$3,494
Total GF/non-GF:	<b>\$0</b>	<b>\$1,373,059</b>	<b>\$0</b>	<b>\$1,778,232</b>
Program Total:	<b>\$1,373,059</b>		<b>\$1,778,232</b>	
Program FTE	0.00	0.15	0.00	0.15
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,373,059	\$0	\$1,778,232
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$1,373,059</b>	<b>\$0</b>	<b>\$1,778,232</b>

### Explanation of Revenues

Unemployment claims are funded by assessing a rate based on .6% of monthly payroll for each department.

### Significant Program Changes

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