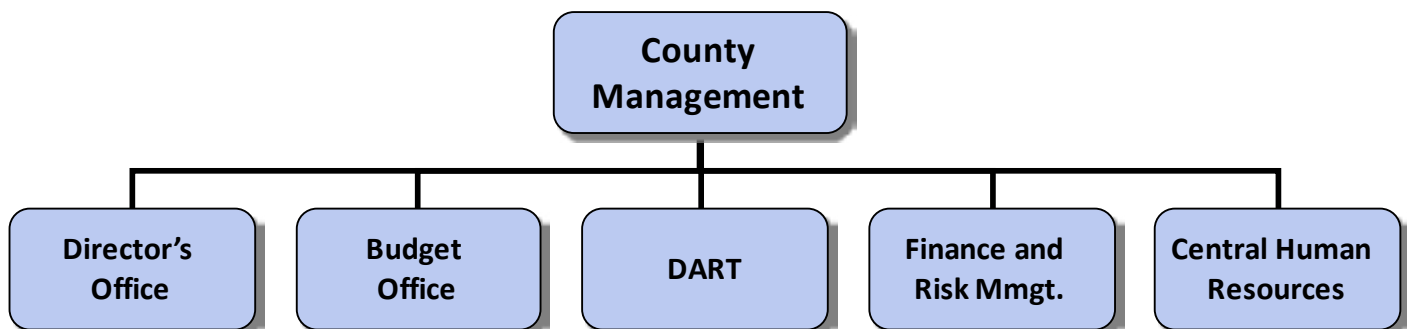


### Department Overview

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; develops and implements policies and programs for effective human resources management; and ensures that all financial-related activities meet generally accepted accounting principles.

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.



### Budget Overview

The Department of County Management’s budget is \$128.7 million and has 235.60 FTE in all funds. This is an increase of \$926,000 or under 1% over the FY 2013 adopted budget. Budgeted positions increased by 5.80 FTE.

The General Fund budget increases by \$1.8 million (6%) to \$31.2 million. Other funds decrease by \$846,000. The largest category of expenditures is in materials and supplies at \$96.5 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs.

The budget includes the following innovative/new programs:

- 72000B - Administrative Support - \$136,682 - 1.00 FTE.
- 72007B - Payroll/Retirement Services Support - \$31,454 - 0.50 FTE.
- 72009B - Worker’ Compensation/Safety - \$124,965 - 1.00 FTE.
- 72017B - Increase Capacity Countywide Training and Organizational Development - \$134,499 - 1.00 FTE.

The following program is funded on a one-time-only basis:

- 72025B - Assessment, Recording and Taxation County Clerk - \$361,000 remaining unspent restricted revenues to convert documents to digital format.

Budget Trends*	FY 2012	FY 2013	FY 2013	FY 2014	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	227.24	229.80	229.80	235.60	5.80
Personnel Services	\$21,963,999	\$23,727,869	\$23,764,376	\$25,776,068	\$2,011,692
Contractual Services	3,478,242	4,321,433	6,439,750	6,426,036	(13,714)
Materials & Supplies	80,779,147	81,336,735	97,523,433	96,451,262	(1,072,171)
Capital Outlay	20,588	0	8,000	8,000	0
<b>Total Costs</b>	<b>\$106,241,976</b>	<b>\$109,386,037</b>	<b>\$127,735,559</b>	<b>\$128,661,366</b>	<b>\$925,807</b>

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

## Successes and Challenges

FY 2013 budget reductions 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:

Central Human Resources - Established countywide HIPAA Privacy Program; expanded Wellness Program; completed Strategic Planning process; settled five labor agreements, new prescription administration vendor saving \$210K and contributing to a 0% cost increase on health insurance premiums for self-insured medical plans.

DART - Implemented a new property tax payment processing system providing operational efficiencies, improved reporting, infrastructure for county-wide utilization, and cost savings to the County of \$60,000 annually.

Budget - Implementation of Qwestica's Team Budget software for the FY 2015 budget cycle. The new budget system will replace the fragmented applications and tools currently used to manage the annual budgeting process with a single integrated application.

Finance - Invested \$5.4 million in 22 community banks throughout the state of Oregon through the Community Advantage Banking program.

Finance - Structured and executed a \$128 million full faith and credit bond sale to support replacement of the Sellwood Bridge, provided sufficient funding to complete the project while saving an estimated \$20 - \$25 million over the life of the bonds.

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

Central Human Resources - managing the impact of healthcare reform; secure resources to automate processes and expand employee development; bargain seven labor agreements.

DART - Implementation of the new Property Tax and Assessment System. Implementation of new digital Public Research Room for access to County Clerk records.

Finance - SAP support and the ability to leverage technology to implement best practices and standardize business processes across the County.

All DCM - Succession planning and how to adapt business needs to a changing workforce.

### 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.
- Offered to all DCM employees two Building Partnerships Across Differences workshops in Communication Styles and Cultural Values.
- Encouraged employees to participate in County sponsored diversity efforts including the Regional Government Diversity Conference.
- Human Resources worked with the Office of Diversity and Equity to develop New Employee training that has an increased emphasis on the County's commitment to diversity.

### Budget by Division

Division Name	FY 2014 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$627,656	\$0	\$627,656	3.00
Budget Office	1,537,560	0	1,537,560	10.00
Finance and Risk Management	7,414,378	7,914,965	15,329,343	57.50
Central Human Resources	3,703,552	86,063,315	89,766,867	34.60
Division of Assessment, Recording and Taxation (DART)	<u>17,958,065</u>	<u>3,441,875</u>	<u>21,399,940</u>	<u>130.50</u>
<b>Total County Management</b>	<b>\$31,241,211</b>	<b>\$97,420,155</b>	<b>\$128,661,366</b>	<b>235.60</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 countywide 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.

### Significant Changes

Program 72000B - Administrative Support is a new program that provides administrative, analytical and emerging issues support to the Director's Office and the department leadership team.

### 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 their priorities. It also serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program and management analysis.

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

The Budget Office prepares and presents the following:

- Prepares the annual budget, budget in brief and associated documents;
- Financial forecasting and budget projections;
- Ad Hoc analysis for County Management and the Chair's Office; and
- Monthly expenditure and revenue monitoring.

Staff also assist departments by providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on countywide task forces related to budget, finance and other fiscal matters; identify and resolve financial problems; and support County Labor Relations in collective bargaining research and detailed cost analysis.

### Significant Changes

The Budget Office is implementing Questica's Team Budget software for the FY 2015 budget cycle. The new budget system will replace the fragmented applications and tools that are currently used to manage the annual budgeting process with a single integrated application. The new budget system meets Central Budget Office requirements and will provide departments with both tools for developing annual budgets and the ability to extract budget data for ongoing analysis.

### 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. 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.

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 27 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 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

Two new programs are funded

- 72007B - Payroll/Retirement Services Support - \$31,454 - 0.50 FTE. This program provides administrative support so that additional training can be provided to timekeepers, supervisors and managers.
- 72009B - Worker' Compensation/Safety - \$124,965 - 1.00 FTE. This program increases the ability to meet legal and financial objectives related to loss prevention.

### Central Human Resources

The Central Human Resources Division is driven by the division Strategic Plan Mission, "Through leadership and collaborative partnerships, we foster organizational excellence, ensure equity and provide strategic human resources 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 ensures HR processes are aligned with county-wide goals and oversees evaluation of HR contributions to organizational effectiveness. Central Human Resources manages the following services and systems to support employees, managers and the business needs of the County.

- Collective bargaining and labor contract interpretation
- Personnel rules and County HR policy development and interpretation
- Job classification & compensation plans
- Countywide training and organizational development
- HR process monitoring and evaluation
- Recruitment and retention systems and processes
- Employee Benefits and Wellness programs
- Privacy Officer program for HIPAA and Privacy Rule compliance.

### Significant Changes

The Chair's Wellness Initiative was created in 2012 to promote a healthier workforce, retirees and their family members. The Wellness Program was expanded by 2.00 FTE in FY 2013 to increase capacity needed to effectively implement recommendations to impact workplace culture. An HR Manager 1 and an HR Tech were added to the program and both positions are within the Risk Fund.

Program redesign in Central HR Services re-prioritizes resources to expand support for county wide workforce development and succession planning, while maintaining current service levels in other areas. An HR Analyst Sr. is reduced by 0.50 FTE and a 0.60 FTE HR Tech is added within department General Fund constraint.



### 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 160,000 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 2013, DART completed the project to combine direct customer service functions into one comprehensive service area, promoting efficiencies, reducing costs, and improving DART's customer service model. DART's records research area was relocated to the new service area. A long-term project to provide an online public research room continues in FY 2014. Digitization of historic public records, a web-based search tool, and image availability via an existing County Clerk System provide easily accessible digital records. These changes also result in ongoing savings due to reduced space and equipment requirements.

In FY 2013, DART implemented a new tax payment processing system which is estimated to save the County nearly \$60,000 annually beginning in FY 2014, due to reductions in software and hardware maintenance.

DART continues to evolve and embrace operational efficiencies realized from consolidation of direct services, a new payment processing system, online access to records, and full implementation of process changes resulting from the Assessment and Taxation system upgrade, estimated to go live in January 2014.

### Department of County Management

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

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
<b>Director's Office</b>					
72000A	DCM Director's Office	\$488,974	\$0	\$488,974	2.00
72000B	Administrative Support	138,682	0	138,682	1.00
<b>Budget Office</b>					
72001	Budget Office	1,537,560	0	1,537,560	10.00
<b>Finance and Risk Management</b>					
72002	FRM Accounts Payable	674,790	0	674,790	6.60
72003	FRM Chief Financial Officer	1,372,619	178,327	1,550,946	2.95
72004	FRM General Ledger	1,048,541	0	1,048,541	10.00
72005	FRM Purchasing	1,992,058	0	1,992,058	18.00
72006	FRM Property & Liability Risk Mgmt	0	2,779,352	2,779,352	1.00
72007A	FRM Payroll/Retirement Svcs	815,720	0	815,720	7.45
72007B	Payroll/Retirement Svcs Support	31,454	0	31,454	0.50
72008	FRM Treasury and Tax Administration	1,479,196	0	1,479,196	4.00
72009A	FRM Worker's Compensations /Safety & Health	0	4,730,161	4,730,161	6.00
72009B	FRM Workers' Comp/Safety	0	124,965	124,965	1.00
72010	FRM Recreation Fund Payment to Metro	0	102,160	102,160	0.00
<b>Central Human Resources</b>					
72016	Central HR Administration	795,019	221,974	1,016,993	4.63
72017A	Central HR Services	1,799,978	0	1,799,978	9.60
72017B	Increase Capacity Countywide Training and Organizational Development	134,499	0	134,499	1.00
72018	Central HR Labor Relations	974,056	50,892	1,024,948	5.85
72019	Central HR Unemployment	0	1,553,251	1,553,251	0.15
72020	Central HR Employee Benefits	0	84,237,198	84,237,198	13.37

# County Management

fy2014 proposed budget

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
<b>Division of Assessment, Recording and Taxation (DART)</b>					
72023	Div of Assessment, Recording & Taxation Administration	870,320	0	870,320	5.00
72024	DART Customer Service	986,166	0	986,166	9.30
72025A	DART County Clerk Functions	1,417,482	0	1,417,482	12.00
72025B	DART County Clerk	361,000	0	361,000	0.00
72026	DART Ownership	415,230	0	415,230	4.20
72027	DART Tax Revenue Management	1,720,195	0	1,720,195	11.50
72028	DART GIS & Parcel Management	529,367	0	529,367	4.15
72029	DART Assessment Performance Analysis	414,104	0	414,104	3.15
72030	DART Property Assessment Special Programs	1,309,845	0	1,309,845	11.30
72031	DART Personal Property Assessment	1,344,821	0	1,344,821	10.70
72032	DART Property Assessment Industrial	946,319	0	946,319	7.55
72033	DART Commercial Property Appraisal	1,855,667	0	1,855,667	14.40
72034	DART Residential Property Appraisal	3,654,500	0	3,654,500	29.35
72035	DART Assessment & Taxation System Upgrade	0	3,441,875	3,441,875	0.00
72037	DART Applications Support	1,401,849	0	1,401,849	6.70
72038	DART Tax Title	731,200	0	731,200	1.20
<b>Total County Management</b>		<b>\$31,241,211</b>	<b>\$97,420,155</b>	<b>\$128,661,366</b>	<b>235.60</b>

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**Lead Agency:** County Management

**Program Contact:** Joanne Fuller

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Director's Office manages the administrative infrastructure and financial health of the entire county and sets administrative policy. The 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.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Each Supervisee will complete a minimum of 8 training and development hours.	8	8	8	8
Outcome	Supervisors and employees discuss how to meet training needs of the employee.	100.0%	100.0%	100.0%	100.0%
Output		0	0	0	0

**Performance Measure - Description**

These performance measures align with the goals in the Administrative Review report. Discussing how to meet the training needs of employees helps supervisors identify appropriate training opportunities. We expect this this discussion will take place during the performance review process and/or the stay interview. The selection of a minimum of 8 training and development hours is fairly low, and it is assumed that most if not all employees will meet this minimum threshold through a combination of training sessions and development components of internal meetings.

Providing employees with training and development opportunities 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.

DCM has five divisions: Director, Budget, DART, Central Human Resources and Finance and Risk Management

### 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
	2013	2013	2014	2014
<b>Program Expenses</b>				
Personnel	\$366,677	\$0	\$392,895	\$0
Contracts	\$50,480	\$0	\$58,000	\$0
Materials & Supplies	\$8,163	\$0	\$8,263	\$0
Internal Services	\$25,170	\$0	\$29,816	\$0
Total GF/non-GF:	<b>\$450,490</b>	<b>\$0</b>	<b>\$488,974</b>	<b>\$0</b>
Program Total:	<b>\$450,490</b>		<b>\$488,974</b>	
Program FTE	2.00	0.00	2.00	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: #72000, DCM Director's Office

**Lead Agency:** County Management  
**Program Offer Type:** Innovative/New Program  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Joanne Fuller

**Executive Summary**

The Department of County Management (DCM) Administrative Support program provides administrative, analytical and emerging issues support to the Director's Office and the department leadership team. This function is engaged in a complex array of program and fiscal activities affecting all DCM divisions while providing county-wide financial analyses, allowing DCM program leadership to remain focused on delivering their core services.

**Program Description**

The establishment of this program aligns DCM with administrative support programs in other departments allowing core service delivery programs to better utilize their resources. Administrative Support provides reliable information for decision making while improving and reporting results to department leadership team. Administrative Support reports to the DCM Director and supports the administrative and operational needs of the department by providing budget, financial and general administrative support to better comply with relevant regulatory standards and with County Administrative Procedures, policies and best practices. Services include coordination, analysis and monitoring of a complex budget as well as other department-wide administrative functions including but not limited to strategic planning, span of control analyses, fee and policy review, and financial and program analytics. These functions are not typically supported by the Administrative Services Hub. This functional area will also represent the department on several county-wide workgroups and committees including Continuity of Operations planning and County Operating Council.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percentage of projects completed on time	0.0%	0.0%	0.0%	100.0%
Outcome	Annual satisfaction rating by department leadership (1Low-10High)	0	0	0	8

**Performance Measure - Description**

Department leadership satisfaction rating will meet or exceed 8 based on a 1-10 scale.

## Legal/Contractual Obligation

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

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$114,988	\$0
Materials & Supplies	\$0	\$0	\$3,415	\$0
Internal Services	\$0	\$0	\$20,279	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$138,682</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$138,682</b>	
Program FTE	0.00	0.00	1.00	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 offer is entirely supported by County General Funds

## Significant Program Changes

### Last year this program was:

This is a new program offer. This program function was formerly budgeted in the Director's Office in previous years but the activities were suspended when the Business Services functions, funding and staff were moved to the newly established DCA Administrative Service Hub. These are not considered Hub activities. Since then, the budget has been constrained and these functions have been unfulfilled creating a operations risk to department.



**Lead Agency:** County Management

**Program Contact:** Karyne Kieta

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Budget Office guides the development of the County's Budget Process, prepares the annual budget and supports the Chair and the Board of County Commissioners 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; providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting.

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

The Budget Office is implementing Questica's Team Budget software for the FY 2015 budget cycle. The overall goal of the new budget system is to replace the current set of fragmented applications and tools that are used to manage the annual budgeting process with a single integrated application. The new budget system meets Central Budget Office requirements and will provide departments with both tools for developing annual budgets and the ability to extract budget data for ongoing analysis.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of budget modifications processed (includes internal)	175	160	150	150
Outcome	% of budget modifications entered into SAP within 4 weeks of Board approval	91.0%	85.0%	85.0%	85.0%
Quality	Percent error in General Fund Revenue Forecast	0.5%	2.0%	0.8%	2.0%
Quality	% of customers satisfied with the Budget Office staff performance*	93.8%	90.0%	94.7%	95.0%

**Performance Measure - Description**

\*Because the budget process ends prior to the beginning of the fiscal year the FY 2013 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 communicating the outcome from public funds entrusted to the County.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,225,169	\$0	\$1,325,959	\$0
Contracts	\$2,291	\$0	\$0	\$0
Materials & Supplies	\$51,675	\$0	\$56,240	\$0
Internal Services	\$155,823	\$0	\$155,361	\$0
Total GF/non-GF:	<b>\$1,434,958</b>	<b>\$0</b>	<b>\$1,537,560</b>	<b>\$0</b>
Program Total:	<b>\$1,434,958</b>		<b>\$1,537,560</b>	
Program FTE	10.00	0.00	10.00	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

✔ Significantly Changed

**Last year this program was:** #72001A, Budget Office

This program offer also includes Program Offer 72001B 1.00 DCM Nonrepresented Research and Evaluation Sr. that serves as a shared Department of County Management resource for the Director's Office, Budget Office, Central Human Resources and the Finance and Risk Management Divisions.

Analytical capacity leads to increased data-based decision making, improves identification and analysis of emerging issues, increases research and reporting capabilities and supports performance review of the County's administrative infrastructure.

**Lead Agency:** County Management

**Program Contact:** Mike Waddell

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

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

**Program Description**

AP processes approximately 127,000 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; AP 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 best practice updates, group training, and peer/professional support 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Invoice Payments Processed	123,045	155,000	127,761	128,845
Outcome	Percent of Invoices Paid on Time within std NET30	85.9%	96.0%	88.5%	89.0%
Outcome	Percent of Total Payments that are Electronic	52.1%	45.0%	58.9%	60.0%
Outcome	Procurement Card Program Rebates	150,715	145,000	133,000	145,000

**Performance Measure - Description**

Invoice payments processed increased from previous year actual and estimated volume due to popularity of electronic payments which are processed daily as compared to weekly check payment processing. Current Year Purchased was too optimistic.

Electronic Payments as a percentage of total payments. Electronic or paperless payments are made via ACH (Automated Clearing House), wire transfer, government funds transfer or credit card purchase--growth correlates with popularity and more cost effective electronic payment methods for vendors and County alike.

Procurement Card Rebates are directly associated with the total amount spent in the P-Card system; current year purchased was based on optimistic sales via the new Multco Marketplace. Previous year actual included one-time incentive bonus from Bank of America for sales growth in excess of previous year.

## 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 would result in the County being assessed penalties and fines.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$624,451	\$0	\$664,050	\$0
Materials & Supplies	\$9,000	\$0	\$10,740	\$0
<b>Total GF/non-GF:</b>	<b>\$633,451</b>	<b>\$0</b>	<b>\$674,790</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$633,451</b>		<b>\$674,790</b>	
Program FTE	6.60	0.00	6.60	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$0	\$180	\$0
Other / Miscellaneous	\$145,000	\$0	\$145,000	\$0
<b>Total Revenue:</b>	<b>\$145,000</b>	<b>\$0</b>	<b>\$145,180</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 1.2% 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: #72002, FRM Accounts Payable

**Lead Agency:** County Management

**Program Contact:** Mark Campbell

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Chief Financial Officer manages the financial health of the entire county and sets administrative policy related to financial management. Direct responsibilities include Accounts Payable, General Ledger, Risk Management, 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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>	2013	2013	2014	2014
Personnel	\$351,312	\$39,510	\$400,344	\$43,720
Contracts	\$165,690	\$0	\$50,000	\$0
Materials & Supplies	\$15,695	\$0	\$109,558	\$1,500
Internal Services	\$714,725	\$102,486	\$812,717	\$133,107
Total GF/non-GF:	<b>\$1,247,422</b>	<b>\$141,996</b>	<b>\$1,372,619</b>	<b>\$178,327</b>
Program Total:	<b>\$1,389,418</b>		<b>\$1,550,946</b>	
Program FTE	2.70	0.20	2.75	0.20
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$141,996	\$0	\$178,327
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$141,996</b>	<b>\$0</b>	<b>\$178,327</b>

## Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

## Significant Program Changes

Last year this program was: #72004, FRM Chief Financial Officer

**Lead Agency:** County Management

**Program Contact:** Cara Fitzpatrick

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The General Ledger (GL) program manages central financial accounting and reporting, including the annual external financial audit, audit of the County's expenditures of Federal awards, the indirect 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 Commons and internet supports Countywide initiatives for paper/waste reduction.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of properly stated balance sheet accounts per review of external auditors	298	298	300	300
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	66.0%	70.0%	65.0%	70.0%
Outcome	% of external auditor recommendations successfully implemented in a fiscal year	60.0%	80.0%	70.0%	75.0%

**Performance Measure - Description**

**Output:** In the County's external financial audit, the auditors will analyze and audit our balance sheet accounts. Fewer balance sheet 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 County's financial statements and related documents.

**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 a list of recommendations to management on areas noted for improvement. A high percent of auditor recommendations successfully addressed indicates a improved/strengthened internal controls and management review over the County's financial data and operations.

## 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 passthrough 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
	2013	2013	2014	2014
<b>Program Expenses</b>				
Personnel	\$951,447	\$0	\$1,026,941	\$0
Contracts	\$1,100	\$0	\$1,000	\$0
Materials & Supplies	\$22,800	\$0	\$20,600	\$0
<b>Total GF/non-GF:</b>	<b>\$975,347</b>	<b>\$0</b>	<b>\$1,048,541</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$975,347</b>		<b>\$1,048,541</b>	
Program FTE	9.80	0.00	10.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$15,000	\$0	\$15,000	\$0
<b>Total Revenue:</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$15,000</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 each Service District.

## Significant Program Changes

Last year this program was: #72005, FRM General Ledger



**Lead Agency:** County Management

**Program Contact:** Brian Smith

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** Climate Action Plan

**Executive Summary**

Purchasing oversees the County's goods and services procurement activities and provides leadership, expertise, and training to employees who perform purchasing functions. Purchasing supports departments to procure products and services in human services, construction, materials, and both 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.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent of contracts awarded to MWESB and QRF businesses	34.3%	35.0%	34.0%	35.0%
Outcome	Number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	70	50	60	70
Output	Number of contracts processed	679	900	686	700

**Performance Measure - Description**

These are the same performance measures as in FY 2013. 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. We've seen a reduction in the number of contracts and amendments due to a push by the Department towards multi-year contracts.

## 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
Program Expenses	2013	2013	2014	2014
Personnel	\$1,773,469	\$0	\$1,865,452	\$0
Contracts	\$49,000	\$0	\$49,103	\$0
Materials & Supplies	\$78,910	\$0	\$77,503	\$0
<b>Total GF/non-GF:</b>	<b>\$1,901,379</b>	<b>\$0</b>	<b>\$1,992,058</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,901,379</b>		<b>\$1,992,058</b>	
Program FTE	18.00	0.00	18.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$2,000	\$0	\$2,000	\$0
<b>Total Revenue:</b>	<b>\$2,000</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 primarily when fees are collected for services performed in response to public records requests.

## Significant Program Changes

Last year this program was: #72006, FRM Purchasing

**Lead Agency:** County Management

**Program Contact:** Helen Barkley

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

### Executive Summary

The Property & Liability Risk Program (P&LRP) manages the County's property and liability programs 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 Property & Liability Risk Program (P&LRP) purchases property insurance, County vehicle/fleet coverage, marine coverage, crime coverage, excess liability, excess medical malpractice coverage, bonds, and other specialized insurance coverage for the County. The P&LRP recommends the types/limits of insurance for contracts, recommends the purchase of specialized insurance, and develops County-wide policies/procedures. The P&LRP designs and implements risk management strategies for the prevention of risk exposure and property and liability losses County-wide. This program adjusts property loss claims, and liability 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 purchases property and excess liability coverage for large property and liability related 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 property and liability rates are based on their past losses.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of policies for liability ins., bond, crime coverages purchased/renewed	16	16	16	16
Outcome	Annual premium rate for liability ins/bond-cents per \$1,000 budget	2	2	2	2
Output	Annual number of property insurance policies	7	8	8	8
Outcome	Annual premium rate for property ins. coverage-cents per \$100 in property value	8	8	8	8

### 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 once again 9 cents. The County's rate is consistent at 8 cents, indicating that the cost of the Liability Risk Program again this year is below the average premium rate for self-insured Oregon public entities.

**Output:** Number of property policies, 8, including Primary, Justice Center, Boiler & Machinery, Vehicle, Marine, Terrorism, Flood, and Earthquake coverage.

## Legal/Contractual Obligation

The Property & 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 P&LRP manages the County's compliance with numerous OSHA requirements to promote employee safety, including driver's license validation and inspections by regulatory and insurance carrier representatives.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$161,862	\$0	\$139,928
Contracts	\$0	\$271,200	\$0	\$271,200
Materials & Supplies	\$0	\$5,250,071	\$0	\$2,368,224
Total GF/non-GF:	<b>\$0</b>	<b>\$5,683,133</b>	<b>\$0</b>	<b>\$2,779,352</b>
Program Total:	<b>\$5,683,133</b>		<b>\$2,779,352</b>	
Program FTE	0.00	1.00	0.00	1.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$5,663,133	\$0	\$2,774,352
Other / Miscellaneous	\$0	\$20,000	\$0	\$5,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$5,683,133</b>	<b>\$0</b>	<b>\$2,779,352</b>

## Explanation of Revenues

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

## Significant Program Changes

Last year this program was: #72009, FRM Property & Liability Risk Mgmt

**Lead Agency:** County Management

**Program Contact:** Susie Cameron

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

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

**Program Description**

Central Payroll produces 24 payrolls per year for all Multnomah County 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;
- Ensuring that timekeeping and wage payments are done in compliance with Federal and State wage and hour laws, labor contracts, and County Administrative guidelines.
- Reconciles and remits mandated deductions for creditor garnishments, child support, bankruptcies, tax levies, and union dues.
- Reconciles and produces year-end tax statements for employees (W2's) and vendors (1099's) of Multnomah County following strict federal and state regulations.

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. This program contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste by providing electronic disbursements of wages to employee's financial institutions and providing paperless notification of their deposits. Currently 97% of employees participate in direct deposit of funds and of those, 92% receive the notification of deposit via email.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average number of payments issued per period	6,737	6,800	6,730	6,700
Outcome	Percent issued without error	99.0%	99.0%	99.0%	99.0%
Output	Percent of employees participating in Deferred Comp	47.0%	48.0%	48.0%	50.0%

**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%.

## 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 to the above laws and regulations could result in the County being assessed penalties and fines.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$730,595	\$0	\$765,841	\$0
Contracts	\$20,000	\$0	\$25,675	\$0
Materials & Supplies	\$26,405	\$0	\$24,204	\$0
<b>Total GF/non-GF:</b>	<b>\$777,000</b>	<b>\$0</b>	<b>\$815,720</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$777,000</b>		<b>\$815,720</b>	
Program FTE	7.50	0.00	7.45	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$0	\$2,400	\$0
Other / Miscellaneous	\$120,000	\$0	\$123,000	\$0
<b>Total Revenue:</b>	<b>\$120,000</b>	<b>\$0</b>	<b>\$125,400</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues. In addition, external revenue for the Deferred Compensation 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 (FY 2012) and CPI-U adjustment for years 2 through 5.

## Significant Program Changes

Last year this program was: #72010, FRM Payroll/Retirement Svcs

**Lead Agency:** County Management

**Program Contact:** Susie Cameron

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

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

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

**Program Description**

This position will provide administrative support by filing, organizing and scanning documents. This will free up staff time to provide additional support for classroom training for timekeepers, supervisors, and managers. In addition this position would provide support to the Payroll Manager for routine task such as scheduling meetings, booking rooms for training, taking and distributing minutes and other tasks.

Central Payroll produces 24 payrolls per year for all Multnomah County 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;
- Ensuring that timekeeping and wage payments are done in compliance with Federal and State wage and hour laws, labor contracts, and County Administrative guidelines.
- Reconciles and remits mandated deductions for creditor garnishments, child support, bankruptcies, tax levies, and union dues.
- Reconciles and produces year-end tax statements for employees (W2's) and vendors (1099's) of Multnomah County following strict federal and state regulations.

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. This program contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste by providing electronic disbursements of wages to employee's financial institutions and providing paperless notification of their deposits. Currently 97% of employees participate in direct deposit of funds and of those, 92% receive the notification of deposit via email.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average number of payments issued per period	6,737	6,800	6,730	6,700
Outcome	Percent issued without errors	99.0%	99.0%	99.0%	99.0%
Output		0	0	0	0

**Performance Measure - Description**

Output: Number of payments per pay period exceeds number of employees due to many employees having multiple direct deposits.

### 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 to the above 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>	2013	2013	2014	2014
Personnel	\$0	\$0	\$29,454	\$0
Materials & Supplies	\$0	\$0	\$2,000	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$31,454</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$31,454</b>	
Program FTE	0.00	0.00	0.50	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 offer is entirely supported by County General Funds.

### Significant Program Changes

✔ Significantly Changed

#### Last year this program was:

This offer adds back a .50 FTE OA2 that was cut several years ago. This position would provide support for payroll. Currently payroll has no dedicated support to provide filing of documents that are required to be retained.



**Lead Agency:** County Management

**Program Contact:** Mark Campbell

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

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

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. 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Compliance w/ Investment Policy	1	1	1	1
Outcome	Tax Returns Filed - Motor Vehicle and Transient Lodging	0	278	278	277
Outcome	Ensure County's Cash Flow Needs are Met	1	1	1	1
Output	# of Business Accounts in County	63,000	63,000	64,752	64,800

**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 at the end of FY 2013.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$347,098	\$0	\$370,895	\$0
Contracts	\$1,082,298	\$0	\$1,096,301	\$0
Materials & Supplies	\$12,460	\$0	\$12,000	\$0
<b>Total GF/non-GF:</b>	<b>\$1,441,856</b>	<b>\$0</b>	<b>\$1,479,196</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,441,856</b>		<b>\$1,479,196</b>	
Program FTE	4.00	0.00	4.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$85,000	\$0	\$100,000	\$0
<b>Total Revenue:</b>	<b>\$85,000</b>	<b>\$0</b>	<b>\$100,000</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: #72013A, FRM Treasury and Tax Administration

**Lead Agency:** County Management

**Program Contact:** Michelle Cross

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**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 a workers' compensation self-insured employer and Oregon OSHA compliance.

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

**Program Description**

The Safety and Health Section is aimed at reducing employee on-the-job injuries and employer liability due to injuries to non-employees. Safety and Health staff consult 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 occupational safety and health regulations. All loss prevention activity needed to maintain the workers' compensation self-insured status is managed by the Safety and Health staff.

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

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of site safety visits designed to meet loss prevention requirements.	29	24	24	24
Outcome	County Experience Rating Modifier less than industry average	30.0%	30.0%	25.0%	25.0%
Output	Review and update 12 RSK Administrative Procedures	0	0	0	12
Quality	Meeting timeliness requirements for notices and payments as measured by OR-WCD.	92.0%	95.0%	95.0%	95.0%

**Performance Measure - Description**

1) Perform site safety visits annually and assist Departments and Offices in abating identified deficiencies. Staff goal is to visit sites engaging in operations that present higher risk of injury. An example is field work conducted by groups including Vector Control, the Bridge Shop, and Road Maintenance.

2) A workers' compensation experience modifier below industry average demonstrates the County's ability to manage claims better than the insurance industry average. Premiums are calculated based on total payroll and the experience modifier is used when factoring amount of premium taxes owed to the State.

3) Administrative Procedures provide guidance to Departments and Offices on how to address select issues to prevent injuries. Some Admin Procedures (e.g. RSK-22 Respiratory Protection, RSK-25 AED Use) serve as the overall program for all County Departments and Offices.

4) Quarterly claims processing performance as reported by OR-WCD. Self-insured employers must be above 90% for timely claim filing, timely first payment of compensation, and compensability determinations. Maintaining this level or above demonstrates high quality of service.

## Legal/Contractual Obligation

MCC 7.102 and 7.103 establishes the safety and loss prevention program in the County. The Oregon Safe Employment Act, ORS 654, establishes minimum safety standards for employers. Oregon OSHA, as outlined in OAR 437-001-1005 through 1020 and 1050 through 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 worksite.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$682,276	\$0	\$741,161
Contracts	\$0	\$155,000	\$0	\$320,000
Materials & Supplies	\$0	\$3,524,284	\$0	\$3,669,000
Internal Services	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$4,361,560</b>	<b>\$0</b>	<b>\$4,730,161</b>
<b>Program Total:</b>	<b>\$4,361,560</b>		<b>\$4,730,161</b>	
Program FTE	0.00	6.00	0.00	6.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$4,211,560	\$0	\$4,420,161
Other / Miscellaneous	\$0	\$150,000	\$0	\$310,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$4,361,560</b>	<b>\$0</b>	<b>\$4,730,161</b>

## Explanation of Revenues

The Workers' Compensation Section receives reimbursement from the State of Oregon for claims cost when specific eligibility criteria is met. Claim processing overpayment reimbursements are also received as revenue. Safety and Health receives internal service reimbursements from departments whose staff attend the first aid/CPR/AED classes taught by Safety and Health instructors. The revenues received are to offset the cost paid to the Red Cross for course materials and completion certificates. The cost to Departments/Offices whose staff attend these internal classes are well below the cost of taking the class from an external provider.

## Significant Program Changes

Last year this program was: #72014, FRM Worker's Compensation/Safety & Health

**Lead Agency:** County Management

**Program Contact:** Michelle Cross

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

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This scaled offer increases Risk Management's ability to assist the County in meeting legal and financial objectives related to employee and public safety. Loss prevention efforts will be enhanced and current program constraints adequately addressed.

**Program Description**

Risk Management's loss prevention efforts assist departments/offices in meeting the loss prevention requirements of a workers' compensation self-insured employer as defined by Oregon OSHA Statutes, and oversees the loss prevention activity for general liability self-insurance. This program offer adds one Risk Analyst position (HR Analyst series) to assist Risk Management in meeting compliance or best practices areas currently recognized as program deficiencies. This position will provide professional and technical support in areas of analytics, auditing, procedural development, and general loss prevention field work to meet Oregon OSHA compliance. Loss investigation activities and corrective action recommendation for property and liability losses are not being performed due to personnel constraints. This position would develop and implement this process.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Audit and present findings for 4 OSHA programmatic areas for compliance	0.0%	0.0%	0.0%	1.0%
Outcome	Provide analytical loss prevention data to each department quarterly	0	0	0	4

**Performance Measure - Description**

Oregon OSHA programmatic requirements for employer initiated audits and corrective action will be satisfied on a consistent and on-going schedule.

Compile and assist in presenting, loss prevention analytics to Department Management quarterly to meet the Oregon OSHA Self-Insured management involvement in employee safety.

## Legal/Contractual Obligation

MCC 7.102 and 7.103 establishes the safety and loss prevention program in the County. The Oregon Safe Employment Act, ORS 654, establishes minimum safety standards for employers. Oregon OSHA, as outlined in OAR 437-001-1005 through 1020 and 1050 through 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 worksite. Contractual loss prevention efforts included in the Regional Arts and Culture Council agreement will be satisfied with this program.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$0	\$104,617
Internal Services	\$0	\$0	\$0	\$20,348
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$124,965</b>
Program Total:	<b>\$0</b>		<b>\$124,965</b>	
Program FTE	0.00	0.00	0.00	1.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$0	\$0	\$124,965
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$124,965</b>

## Explanation of Revenues

Departments are charges a risk rate based on claims experience and an actuarial evaluation performed every three years. The workers' compensation program receives subrogation, reimbursement, and Employer-At-Injury monies depending on claim specifics.

The Workers' Compensation Section receives reimbursement from the State of Oregon for claims cost when specific eligibility criteria is met. Claim processing overpayment reimbursements are also received as revenue. Safety and Health receives internal service reimbursements from departments whose staff attend the first aid/CPR/AED classes taught by Safety and Health instructors. The revenues received are to offset the cost paid to the Red Cross for course materials and completion certificates. The cost to Departments/Offices whose staff attend these internal classes are well below the cost of taking the class from an external provider.

## Significant Program Changes

### Last year this program was:

This is a scaled offer to #72009A. This program adds one FTE to the Risk Management staff, with identified tasks lowering the classification to an analyst level . Program constraints for analytics, compliance driven audits, and field work will be satisfied with this addition.

**Lead Agency:** County Management

**Program Contact:** Mark Campbell

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Recreation Fund Payment to Metro program provides support funding to Metro for the operation and maintenance of community parks. The expenditures of the fund are pass-through payments to Metro under an intergovernmental agreement(IGA) 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 derive from Marine Fuel Tax apportioned to Multnomah County. The expenditures of the fund are pass-through payments to Metro under an IGA 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, Phillippi 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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>	2013	2013	2014	2014
Contracts	\$0	\$100,000	\$0	\$100,000
Internal Services	\$0	\$2,080	\$0	\$2,160
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$102,080</b>	<b>\$0</b>	<b>\$102,160</b>
<b>Program Total:</b>	<b>\$102,080</b>		<b>\$102,160</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Taxes	\$0	\$102,080	\$0	\$102,160
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$102,080</b>	<b>\$0</b>	<b>\$102,160</b>

## Explanation of Revenues

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

## Significant Program Changes

Last year this program was: #72015, FRM Recreation Fund Payment to Metro



**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Central Human Resources (HR) Administration provides strategic leadership and partnership to department HR units to guide consistent, efficient and cost effective HR processes and practices across the County organization. It also provides administrative and business services management for Central HR programs, including Labor Relations; Classification and Compensation; Talent Development, Employee Benefits and Wellness, Privacy Officer Program 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. Additionally, the Privacy Officer program provides countywide accountability for HIPAA and Privacy Rule compliance to ensure that county operations and services safeguard the privacy of employee and client protected health information.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of countywide job applications in the Neogov applicant tracking system.	20,233	23,000	25,000	25,000
Outcome	Percentage of new employees completing countywide Privacy training.	0.0%	100.0%	0.0%	100.0%
Output	Completed countywide Privacy Assessment.	0	1	1	0

**Performance Measure - Description**

An updated countywide Privacy Assessment identifies organizational strengths and areas of improvement for internal action planning and prioritization. The program began in December 2012 and the assessment is a one time measure for the initiation of the program. The Privacy Assessment provides foundational information to identify and build future opportunities for improved processes and performance.

Training is a key component to Privacy Rule compliance and the County's ability to mitigate Privacy Rule violations. Next steps after the recent countywide Privacy Assessment is the development of privacy training incorporated into countywide new employee orientation. There is no current year estimate for this measure because new training will start next fiscal year. Please note countywide privacy training will be in addition to currently delivered department-based training.

## 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. Health Insurance Portability and Accountability Act of 1996 U.S. Department of Health and Human Services Standards for Privacy of Individually Identifiable Health Information (Privacy Rule).

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2013	2013	2014	2014
Personnel	\$537,525	\$150,231	\$561,617	\$144,957
Contracts	\$79,193	\$30,000	\$99,005	\$30,675
Materials & Supplies	\$34,817	\$17,842	\$30,950	\$17,842
Internal Services	\$106,272	\$0	\$103,447	\$28,500
<b>Total GF/non-GF:</b>	<b>\$757,807</b>	<b>\$198,073</b>	<b>\$795,019</b>	<b>\$221,974</b>
<b>Program Total:</b>	<b>\$955,880</b>		<b>\$1,016,993</b>	
Program FTE	3.63	1.00	3.63	1.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$0	\$0	\$221,974
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$221,974</b>

## Explanation of Revenues

This offer is supported by County General Fund and the Risk Fund

## Significant Program Changes

**Last year this program was:** #72016, Central HR Administration

This offer incorporates FY 2013 offers #72016 Central HR Administration and #72022 Central HR Privacy Officer.

A currently budgeted HRM 1 position is transferred from Program Offer 72018 Labor Relations to 72016 Central HR Administration.

An additional 0.2FTE of the HR Director position is transferred to Program Offer 72020 Central HR Employee Benefits due to increase oversight of Risk Fund services.

**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Existing Operating

**Related Programs:** 72017B

**Program Characteristics:**

**Executive Summary**

Central Human Resources (HR) Services, comprised of the Classification and Compensation and the Talent Development units, provides critical infrastructure systems and tools to attract, train, and retain a diverse workforce at all levels of the organization. Classification & Compensation provides pay and classification structures necessary for the County to offer competitive pay and 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 Academ; 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of positions reviewed as a result of class/comp studies.	437	350	344	325
Outcome	Percent of total positions reclassified, revised, updated.	15.0%	13.0%	13.0%	12.7%
Output	# of positions reviewed as a result of individual requests.	219	250	260	250
Output	Number of Countywide training class attendees.	4,008	4,500	4,500	4,500

**Performance Measure - Description**

The percentage of all positions re-classed, revised, or updated as a result of classification or compensation review indicates County positions better aligned to current competitive job market factors, such as technology changes, regulatory requirements, 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
Program Expenses	2013	2013	2014	2014
Personnel	\$1,180,684	\$0	\$1,237,271	\$0
Contracts	\$136,803	\$0	\$182,720	\$0
Materials & Supplies	\$30,314	\$0	\$35,089	\$0
Internal Services	\$321,920	\$0	\$344,898	\$0
Total GF/non-GF:	<b>\$1,669,721</b>	<b>\$0</b>	<b>\$1,799,978</b>	<b>\$0</b>
Program Total:	<b>\$1,669,721</b>		<b>\$1,799,978</b>	
Program FTE	9.50	0.00	9.60	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 by General Fund revenues.

### Significant Program Changes

**Last year this program was:** #72017, Central HR Services

Reduce HR Analyst Sr. to .50FTE and addition of .60FTE HR Tech within department GF constraint.

**Lead Agency:** County Management

**Program Contact:** Travis Graves

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

**Related Programs:** 72017A

**Program Characteristics:**

**Executive Summary**

The Central Human Resources Strategic Plan includes Equitable and Empowering Practices and Workforce Development as two of the four primary goals identified and prioritized by county leaders and stakeholders. This scaled offer increases capacity to provide expanded management and supervisory development, and resources to partner with the Office of Diversity and Equity for the countywide implementation of the Equity and Empowerment Lens.

**Program Description**

The Equity and Empowerment Lens embodies social responsibility as a quality improvement process and tool. Implementation of the Lens provides a structured, rigorous evaluative focus on the organizational conditions, context and methods used to develop county policies and operations.

Increased capacity enables Talent Development to support the Office of Diversity and Equity with the implementation and adoption of the Equity and Empowerment Lens within all departments' policies, practices and programs. Supports and resources include:

- Orientation and continuous education for Equity Facilitators, cohorts of employees drawn from all departments who are charged with implementing the Equity and Empowerment Lens at the department level.
- Establish and support Community of Practice for Equity Facilitators group, to foster continuous social collaborative learning to effectively and courageously promote equity and eliminate institutional barriers and bias in county programs, policies, and practices.
- Increase number of training courses of "Leveraging our Diversity, Nurturing our Excellence," and expand diversity learning opportunities delving deeper into the challenges of equity and social justice for all employees.

Data from the last two County Employee Surveys indicate that over 30% of employees are dissatisfied with the quality of supervision they receive. They lack guidance, feedback, and developmental planning. In the last year Talent Development has implemented a successful classroom-based Supervisory Learning Series, but its scope is limited.

Increased capacity enables Talent Development to support Central Human Resources' focus and coordinated emphasis on workforce development and succession planning. Supports and resources for management and supervisory development include: evidence-based 360-degree assessment, customized developmental and professional growth planning, and ongoing performance consultation. Similar to the Multnomah County Leadership Academy for future leaders, additional resources for management and supervisory development will strengthen and build current expertise and skills.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Equity Facilitators trained to implement Equity and Empowerment Lens	0	0	15	40
Outcome	% of managers and supervisors receiving assessment, growth plan, consultation.	0.0%	0.0%	0.0%	5.0%
Output		0	0	0	0

**Performance Measure - Description**

Train, coordinate, and oversee two cohorts of 20 employees each to facilitate and advance the Equity and Empowerment Lens.  
Provide evidence-based management and supervisor development to 30 front-line supervisors and mid-level managers selected by their departments.

### 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>	2013	2013	2014	2014
Personnel	\$0	\$0	\$134,499	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$134,499</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$134,499</b>	
Program FTE	0.00	0.00	1.00	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 by General Fund revenues.

### Significant Program Changes

#### Last year this program was:

This is a scaled offer to #72017 Central HR Services

**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

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

**Program Description**

Contract negotiations present one of the most significant opportunities to forge partnerships with labor unions that serve the needs of both the County and its employees. Labor Relations was successful during the last round of negotiations in achieving staggered dates for contract renewals, which provides the County a better opportunity to strategically plan and time proposals for contract changes. While this approach means contract negotiations have become a year round workload, it 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Labor disputes.	125	180	120	170
Outcome	Percentage of labor disputes settled collaboratively.	93.0%	90.0%	90.0%	90.0%

**Performance Measure - Description**

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

## Legal/Contractual Obligation

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

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$737,159	\$40,868	\$778,572	\$43,767
Contracts	\$19,151	\$0	\$22,540	\$0
Materials & Supplies	\$12,641	\$0	\$13,350	\$0
Internal Services	\$159,593	\$0	\$159,594	\$7,125
Total GF/non-GF:	<b>\$928,544</b>	<b>\$40,868</b>	<b>\$974,056</b>	<b>\$50,892</b>
Program Total:	<b>\$969,412</b>		<b>\$1,024,948</b>	
Program FTE	5.60	0.25	5.60	0.25
Program Revenues				
Fees, Permits & Charges	\$0	\$40,868	\$0	\$50,892
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$40,868</b>	<b>\$0</b>	<b>\$50,892</b>

## Explanation of Revenues

This offer is supported primarily by County General Fund with 0.25 FTE Labor Relations Manager personnel costs charged to Risk Fund.

## Significant Program Changes

**Last year this program was:** #72018, Central HR Labor Relations

A currently budgeted HRM 1 position is transferred from Program Offer 72018 Labor Relations to 72016 Central HR Administration.



**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

### Executive Summary

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

### Program Description

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

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of employee claims.	404	590	754	525
Outcome	Percentage of claim appeals found in the County's favor.	61.0%	65.0%	70.0%	66.0%
Output	Number of appeals.	28	13	20	18

### 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>	2013	2013	2014	2014
Personnel	\$0	\$25,672	\$0	\$27,501
Materials & Supplies	\$0	\$1,826,429	\$0	\$1,521,475
Internal Services	\$0	\$4,221	\$0	\$4,275
Total GF/non-GF:	<b>\$0</b>	<b>\$1,856,322</b>	<b>\$0</b>	<b>\$1,553,251</b>
Program Total:	<b>\$1,856,322</b>		<b>\$1,553,251</b>	
Program FTE	0.00	0.15	0.00	0.15
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,856,322	\$0	\$1,553,251
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$1,856,322</b>	<b>\$0</b>	<b>\$1,553,251</b>

### Explanation of Revenues

Unemployment claims are funded by assessing a rate based on 0.5% of monthly payroll for each department.

### Significant Program Changes

Last year this program was: #72019, Central HR Unemployment

**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Employee Benefits and Wellness Program provides comprehensive health plan coverage, life insurance options and disability benefits for over 10,000 eligible individuals, including employees, their spouse or domestic partner, dependent children and retirees. The Program also includes a Wellness component, which promotes and supports a healthier workforce, retirees and their family members by providing a wide variety of affordable activities and services addressing proper nutrition, weight control, fitness and stress management.

**Program Description**

Internal administration of the Benefit Programs supports the County's unique business and financial requirements, while providing sound fiscal management of the offered plans to obtain the best benefit value for employees and the organization. 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 and mandates.

The Benefits Program consults and coordinates with all County employees and departments to ensure timely enrollment in benefit plans, complete accurate payroll deductions, produce user friendly benefit communication/educational materials, and act as an effective liaison between employees and benefit providers to facilitate problem resolution. The program works closely with County labor and management to structure benefit components that provide desirable benefit options within budgetary constraints.

Wellness programs can contribute to a reduction in employee absenteeism, lower health plan costs, enhanced employee retention, and increased employee morale and productivity. 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. 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, a library of wellness related subject matter and incentives program for weight loss.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Medical plan annual member count	12,576	11,500	12,600	12,600
Outcome	Enrollment in Wellness sponsored activity	23,872	21,000	24,000	25,000
Efficiency	County's monthly per employee benefit cost - rate of increase	4.5%	4.4%	4.5%	4.5%

**Performance Measure - Description**

**Output:** Reports total number of members enrolled in health plan coverage at some point during the plan year. This includes employees, retirees, COBRA participants and dependents from all three. The FY year member count reflects the prior year experience.

**Outcome:** 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 loss subsidy).

**Efficiency:** Actual dollar costs per FTE FY 2011 \$1,080, FY 2012 \$1,128, FY 2013 \$1179. New federal benefit requirements will likely cause cost increases over the next few implementation years. Four-year national average increase has been 6.20%.

## 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, Genetic Information Nondiscrimination act (GINA), HIPAA, Patient Protection and Affordable Care Act (PPACA), CHIP, as well as civil rights and Equal Employment Opportunity laws.

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.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$23,413	\$1,220,538	\$0	\$1,555,238
Contracts	\$3,192	\$1,253,000	\$0	\$1,272,000
Materials & Supplies	\$654	\$79,566,946	\$0	\$81,072,436
Internal Services	\$3,824	\$310,319	\$0	\$337,524
<b>Total GF/non-GF:</b>	<b>\$31,083</b>	<b>\$82,350,803</b>	<b>\$0</b>	<b>\$84,237,198</b>
<b>Program Total:</b>	<b>\$82,381,886</b>		<b>\$84,237,198</b>	
Program FTE	0.20	11.17	0.00	13.37
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$73,908,442	\$0	\$75,721,872
Other / Miscellaneous	\$0	\$8,442,361	\$0	\$8,515,326
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$82,350,803</b>	<b>\$0</b>	<b>\$84,237,198</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 Federal and State subsidies, revenues from parking garage fees (applied to Wellness program only), fees paid by Wellness program participants. Revenues collected under 705210 pay for expenses recorded under 705200, 705211, 705212, 705213, 705216, 705217, 705218, 705230, 705240, 705245.

## Significant Program Changes

**Last year this program was:** #72020, Central HR Employee Benefits

An additional 0.2FTE of the HR Director position is transferred to Program Offer 72020 Central HR Employee Benefits due to increase oversight of Risk Fund services.

Addition of 2.0 FTE, an HR Manager 2 and an HR Tech, to expand the Wellness Program in FY 2013 continues in FY 2014. Both positions are within the Risk Fund.

**Lead Agency:** County Management

**Program Contact:** Randy Walruff

**Program Offer Type:** Administration

**Related Programs:** 72024, 72025A, 72026, 72027, 72028, 72029, 72030, 72031, 72032, 72033, 72034, 72035, 72037, 72038

**Program Characteristics:**

**Executive Summary**

The Division of Assessment Recording & Taxation (DART) Administration Program performs the Assessor and Tax Collector functions required by statute and manages all Property Tax Collection and Property Tax Assessment functions as well as certain County Clerk functions (Recording, Marriage Licenses, Domestic Partnerships, and Board of Property Tax Appeals); monitors all processes for statutory compliance, certifying the property tax roll for collection, maintaining values on over 340,000 property tax accounts and collection and distribution of over \$1.2 billion in property taxes; provides leadership and strategic direction; plans, manages, directs, and coordinates the activities of the division; provides fiscal and operational oversight; employee development and performance management, tactical/resource planning, program measurement and evaluation and process/technology improvements.

**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, and coordinates the activities of the division; is responsible for strategic direction, policy development, financial planning, employee development and performance management, tactical/resource planning, program measurements and evaluation, work plans, continuity of operations planning, 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 quality customer service to taxpayers. 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 and contributing to a reduced facilities footprint.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total Number of Property Tax Accounts Administered	339,698	341,000	340,436	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	5.3%	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. FY 2012 was 5.3%. FY 2013 estimated is 5%. FY14 estimated is 5%. The cost of collection per account will fluctuate depending on costs of collection activities and the number of accounts. FY 2012 was \$3.23; FY 2013 estimated is \$3.59. FY14 is estimated to be \$3.59.

## 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 Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$550,532	\$0	\$607,812	\$0
Contracts	\$2,000	\$0	\$2,000	\$0
Materials & Supplies	\$141,508	\$0	\$157,901	\$0
Internal Services	\$116,627	\$0	\$102,607	\$0
<b>Total GF/non-GF:</b>	<b>\$810,667</b>	<b>\$0</b>	<b>\$870,320</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$810,667</b>		<b>\$870,320</b>	
Program FTE	6.00	0.00	5.00	0.00
Program Revenues				
Fees, Permits & Charges	\$80,000	\$0	\$85,000	\$0
Intergovernmental	\$147,064	\$0	\$173,610	\$0
<b>Total Revenue:</b>	<b>\$227,064</b>	<b>\$0</b>	<b>\$258,610</b>	<b>\$0</b>

## Explanation of Revenues

Intergovernmental Revenues: Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$165,110 allocated to the DART Administration Program. \$8,500 in Inter-Governmental revenue is for reimbursement from other local governments for registration fees for participation in International Association of Assessing Officers (IAAO) training workshops sponsored by and held on site at Multnomah County.

Program General Fund Revenue of \$85,000 is from document recording fees allocated to County Assessment and Taxation Programs, and includes 5% of the \$10 per document Recording Fee for the maintenance of county property tax systems. The Document Recording fee 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 balance of the \$10 document recording fee is allocated to the County Clerk (5%) and to the County Assessment & Taxation Fund (90%) for distribution to the State Dept of Revenue for deposit into the County Assessment Function Assistance Account.]

Remaining Program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72023, Div of Assessment, Recording & Taxation Administration  
Position was reclassified Data Analyst Sr to Property Appraiser 2 and transferred to Residential Appraisal (72034). Net Change -1.00 FTE from FY13 to FY14

**Lead Agency:** County Management

**Program Contact:** Gary Bartholomew

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72025A, 72026, 72027, 72028, 72035, 72037

**Program Characteristics:**

**Executive Summary**

The Division of Assessment, Recording, and Taxation (DART) Customer Service Program is the first primary point of contact for DART customers at the public counter, through the organization's incoming phone system, by email and via online chat.

**Program Description**

The Customer Service program responds to approximately 90,000 telephone inquiries and 30,000 walk-in customers annually (which includes approximately 18,000 reported in the County Clerk Function Program Offer). Staff process tax payments, sell copies of records and provide general information on behalf of the organization. Property owners, taxpayers and citizens in general have an expectation of local government to provide responsive, accurate, and quality service. The ability to connect directly with the taxpayer increases the understanding of government and the role of property taxation.

Staff spend several hours each year training with other sections throughout the organization, as well as gaining knowledge by reading a variety of relevant informational materials. Customer Service staff also assist the Tax Revenue Management Program by processing approximately 11,000 over-the-counter tax payments totaling approximately \$50 million dollars annually. The Customer Service office, Recording office and Public Research Room were integrated in 2012 thereby improving efficiency and quality of service delivery. Additional improvements from technology updates included an electronic customer queuing system and an online chat tool. Further improvements are expected from a new assessment and taxation system scheduled for 2014.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of counter transactions	40,743	30,000	35,000	37,000
Outcome	Average number of transactions per cashier	4,074	3,200	3,600	3,800
Output	Number of phone calls received and answered	75,015	90,000	90,000	85,000
Outcome	Average number of phone calls per operator	6,251	6,500	6,500	6,500

**Performance Measure - Description**

"Number of counter transactions" includes both computer-generated statistics from the operating systems used in Customer Service and statistics from staff production reports. The system tracks revenue generating transactions including tax payments, marriage licenses, Domestic Partnership Registrations, passport applications and 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, 311, 312 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property taxation 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 Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$722,499	\$0	\$750,465	\$0
Materials & Supplies	\$11,685	\$0	\$16,744	\$0
Internal Services	\$238,396	\$0	\$218,957	\$0
Total GF/non-GF:	<b>\$972,580</b>	<b>\$0</b>	<b>\$986,166</b>	<b>\$0</b>
Program Total:	<b>\$972,580</b>		<b>\$986,166</b>	
Program FTE	9.30	0.00	9.30	0.00
Program Revenues				
Intergovernmental	\$273,017	\$0	\$306,520	\$0
<b>Total Revenue:</b>	<b>\$273,017</b>	<b>\$0</b>	<b>\$306,520</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$306,520 allocated to DART Customer Service Program. Remaining Customer Service Program support is provided by General Fund revenues.

## Significant Program Changes

**Last year this program was:** #72024, DART Customer Service

OA2 position transferred from Personal Property (#72031) to Customer Service Program. Position reclassified from A&T Technician 1 to Property Appraiser 2 and portion allocated to Customer Service in FY13 (.50 FTE) was transferred to Residential Appraisal (#72034). Tech 2 position formerly allocated to Customer Service, was partially allocated (.50 FTE) to County Clerk Function (#72025). No net change in FTE overall from FY13 to FY14.



**Lead Agency:** County Management

**Program Contact:** Gary Bartholomew

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72024, 72026, 72028, 72030, 72031, 72032, 72033, 72034, 72035, 72037

**Program Characteristics:**

**Executive Summary**

The County Clerk Functions program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, acceptance of Passport Applications, creation and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA).

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, thus 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 processes for Recording, Marriage Licenses, Domestic Partnership Registrations and Passport Applications include 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.

For FY 2012, 154,514 documents were recorded, 6,410 Marriage Licenses were processed, 395 Domestic Partnership Registrations were issued and 2,503 Passport Applications were accepted. Last year 1,919 BoPTA appeals were processed. 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 18,000 customers at the counter annually and responds to a high volume of calls that are reported within the Customer Service total of approximately 90,000 annually.

This program also makes available records for customer use. Electronic recording functionality was installed in 2012 thereby improving efficiency and customer service. The Recording Office, Customer Service Office and Public Research Room were integrated in 2012 which improved efficiency and quality of service delivery. Additional improvements from technology updates included an electronic customer queuing system, an online chat tool and an upgraded customer PC menu and services. Additional improvements for 2013 include further digitization of records and a new search engine for PC's used by customers.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Marriage Licenses Issued	6,410	6,300	6,300	6,300
Outcome	Number of Accurately Processed Licenses	6,290	6,250	6,250	6,200
Output	Number of Documents Recorded	154,514	170,000	175,000	175,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	4	5	5	5

**Performance Measure - Description**

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 licenses were returned to the county by the state for minor corrections. The "Average Number of Business Days to Return Original Recorded Documents" is a measure of compliance with the statutory requirement that documents be returned within 10 business days.

## 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). Guidelines for the acceptance of Passports are set by the US Department of State. Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the Dept of Revenue determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART is already at the minimally acceptable level to perform their functions. Any reduction to the BoPTA portion of this Program may jeopardize the grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$930,593	\$0	\$967,138	\$0
Contracts	\$537,898	\$0	\$87,175	\$0
Materials & Supplies	\$92,515	\$0	\$90,850	\$0
Internal Services	\$310,976	\$0	\$272,319	\$0
Capital Outlay	\$8,000	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$1,879,982</b>	<b>\$0</b>	<b>\$1,417,482</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,879,982</b>		<b>\$1,417,482</b>	
Program FTE	12.00	0.00	12.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$4,817,000	\$0	\$5,085,750	\$0
Intergovernmental	\$35,183	\$0	\$39,500	\$0
Other / Miscellaneous	\$456,636	\$0	\$0	\$0
<b>Total Revenue:</b>	<b>\$5,308,819</b>	<b>\$0</b>	<b>\$5,125,250</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 fund, and \$10 to Court Conciliation Services. Fees are charged for certified copies of licenses. The General Fund portion of marriage licenses/DP registrations and copy fees is estimated at \$257,500. The County collects a \$25 fee for accepting each Passport application, estimated at 2,500 passport applications for FY14, or \$62,500 GF revenue. Fees are collected for the recording of documents for: the Corner Preservation Fund; the State DOR for the Housing & Community Services Dept for housing related programs, the Oregon Land Information Systems Fund (OLIS), and the County Assessment Function Funding Assistance (CAFFA) Account in support of Assessment & Taxation functions; and the Oregon State Treasurer for the Foreclosure Avoidance Mediation Fund. A portion of some recording fees is credited to the County Clerk Fund for purposes described in ORS 205.320(18) and is estimated at \$155,750 for FY14. Remaining recording page fees of \$4,560,000 and Document Copy Fees of \$50,000 are retained by the County Gen Fund as Recording Program revenues.

BoPTA is supported by participation in the Oregon Dept of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, providing reimbursement of approximately 25% of BoPTA program expenditures. Multnomah County estimated share of CAFFA is \$3,950,000 for FY14, with \$39,500 allocated to BoPTA, with remaining support from the General Fund.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72025A, DART County Clerk Functions

Position reclassified from A&T Technician 1 to Property Appraiser 2 and .50 FTE portion that was allocated to County Clerk in FY13, was transferred to Residential Appraisal(#72034)for FY14. Another position was partially allocated from Customer Service (72024) to County Clerk Functions for FY14. No net change from FY13 to FY14.

**Lead Agency:** County Management

**Program Contact:** Gary Bartholomew

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72025A

**Program Characteristics:** One-Time-Only Request

**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 and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA). 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.

A portion of fees on recorded documents is dedicated to Records Storage and Retrieval Systems for the County Clerks. Under GASB #54, these funds are restricted, and per Oregon Revised Statute 205.320(18) the funds are to be used for acquiring storage and retrieval systems, and maintaining and restoring records as authorized by the County Clerk.

This Scaled Offer represents a carryover of unspent restricted revenues for the County Clerk that reside within the General Fund, and which are to be used during FY14 for services to continue conversion of historical recorded documents and other county clerk records to digital format.

**Program Description**

This Program will achieve the digitization of a large portion of the County Clerk historical records that are currently in microfiche and microfilm format. In the past, these records have been available to the public in DART's on site public research room. A portion of the recorded document records are in digital format and are available in electronic format through on site access terminals. The digitization of the historical records will improve access to a large portion of public records, providing for more efficient service delivery methods. In addition, by converting records to digital/electronic format, the County is positioned to no longer rely upon antiquated microfilm and microfiche equipment, and to provide for optimal space utilization.

The Program aligns the organization to relocate a large portion of the public records currently in a public research room into DART's newly consolidated Customer Service Office, by providing public records in electronic format accessible via web-based portals. This comprehensive approach provides improved service delivery for access to public records.

This scaled Program Offer utilizes unspent restricted revenues for the County Clerk that reside within the General Fund, for services to convert historical recorded documents and other county clerk records to digital format. In FY13 a portion of the records were digitized and made available in electronic format via a new web-based access portal. The carryover of unspent funds provides for further digitization of additional records, and services to prepare the records for access via the web-based search engine for PC's used by customers in the DART Customer Service Office.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output		0	0	0	0
Outcome		0	0	0	0

**Performance Measure - Description**

### Legal/Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. ORS 205.320 (18) requires that a portion of the document recording fees be dedicated to a County Clerk Fund established by the County governing body, for the purpose of acquiring records storage and retrieval systems, and maintaining and restoring records as authorized by the County Clerk.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$17,569	\$0
Contracts	\$0	\$0	\$324,083	\$0
Materials & Supplies	\$0	\$0	\$11,348	\$0
Capital Outlay	\$0	\$0	\$8,000	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$361,000</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$361,000</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$0	\$361,000	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$361,000</b>	<b>\$0</b>

### Explanation of Revenues

The carryover revenue in this Program, in the amount of \$361,000, represents unspent "restricted revenues", and is a portion of recording fees dedicated to the County Clerk that reside in the general fund. Under GASB #54, these funds are restricted pursuant to Oregon Revised Statute 205.320 (18).

### Significant Program Changes

Last year this program was: #72025B, DCM DART County Clerk

**Lead Agency:** County Management

**Program Contact:** Gary Bartholomew

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72024, 72025A, 72028, 72030, 72032, 72033, 72034, 72035, 72037

**Program Characteristics:**

**Executive Summary**

The Ownership Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for making real property ownership changes and adding sale information, when applicable, to the tax roll. Through examination of recorded and unrecorded documents, this program verifies the documentation and ensures 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 the public counter.

**Program Description**

The Ownership Program updates and maintains the ownership and property description 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. Accurate ownership information is essential to other DART programs in ensuring that various notices and tax statements are sent to the correct party. This information is also used for the production of county maps. Property sales are utilized by the Valuation Section in the process of updating property values. The Ownership Program monitors certain types of accounts for notification to other areas throughout the organization. Developed databases enable related work units to access shared data, thereby reducing transfer time and the need for paper records. A new assessment and taxation system scheduled to go live in 2014 is expected to further increase efficiencies.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Ownership Changes Processed	25,894	25,000	27,000	27,000
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 by logging both the date the work is begun and the date of completion. Those numbers are then combined and divided by the 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, 205,222,308,457, 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 Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART staffing is already at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$318,267	\$0	\$333,342	\$0
Contracts	\$0	\$0	\$1,474	\$0
Materials & Supplies	\$2,583	\$0	\$2,686	\$0
Internal Services	\$79,029	\$0	\$77,728	\$0
<b>Total GF/non-GF:</b>	<b>\$399,879</b>	<b>\$0</b>	<b>\$415,230</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$399,879</b>		<b>\$415,230</b>	
Program FTE	4.20	0.00	4.20	0.00
<b>Program Revenues</b>				
Intergovernmental	\$123,491	\$0	\$138,645	\$0
<b>Total Revenue:</b>	<b>\$123,491</b>	<b>\$0</b>	<b>\$138,645</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$138,645 allocated to DART Ownership Program. Remaining Ownership Program support is provided by General Fund revenues.

## Significant Program Changes

Last year this program was: #72026, DART Ownership

**Lead Agency:** County Management

**Program Contact:** Gary Bartholomew

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72024, 72030, 72031, 72035, 72037, 72038

**Program Characteristics:**

**Executive Summary**

The Tax Revenue Management Program administers the County Tax Collector responsibilities. The program manages the collection, accounting and distribution of property tax revenues and assessments for over 60 Multnomah County taxing districts and several state agencies. Revenue from 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 real and personal property taxes and various fees, issues property tax refunds, distributes tax revenues to taxing districts, 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. 370,000 tax statements are sent annually and \$1.25 billion in property taxes is levied for collection. Approximately 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 hardware and software is currently being replaced and is expected to result in cost savings and efficiencies. Customer use of electronic payment continues to increase. Credit card options and payment by phone have been implemented. Roll corrections and issuance of tax refunds are monitored closely to minimize the amount of interest paid on refunds. Legislation (2013) is being proposed for efficiencies and improvements. Delinquencies are monitored closely and addressed effectively. A new assessment and taxation computer system scheduled to go live in 2014 is expected to increase efficiency and customer service.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Property Tax Statements Issued	360,639	370,000	365,000	365,000
Outcome	Percentage of Current Year Property Taxes Collected	96.9%	97.2%	97.2%	97.2%
Outcome	Tax Collected Via Electronic Payment (in Dollars)	44,519,075	55,000,000	50,000,000	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 Assistance" (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
Program Expenses	2013	2013	2014	2014
Personnel	\$1,007,683	\$0	\$1,056,447	\$0
Contracts	\$146,900	\$0	\$142,925	\$0
Materials & Supplies	\$125,276	\$0	\$61,494	\$0
Internal Services	\$457,758	\$0	\$459,329	\$0
<b>Total GF/non-GF:</b>	<b>\$1,737,617</b>	<b>\$0</b>	<b>\$1,720,195</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,737,617</b>		<b>\$1,720,195</b>	
Program FTE	11.50	0.00	11.50	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$384,400	\$0	\$402,800	\$0
Intergovernmental	\$338,106	\$0	\$379,595	\$0
Other / Miscellaneous	\$250	\$0	\$500	\$0
<b>Total Revenue:</b>	<b>\$722,756</b>	<b>\$0</b>	<b>\$782,895</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$379,595 allocated to DART Tax Revenue Management Program.

Program revenues of \$403,300 are from service fees, including foreclosure publication fees, title search fees, exemption late filing fees, delinquent personal property tax warrant and warrant recording fees, manufactured structure ownership transfer fees and trip permit fees, and miscellaneous tax collection and copy fees. Service fees are required by Oregon Revised Statutes and County Fee Ordinance, and may vary in volume depending upon 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). 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 depending upon the timeliness of applications each year. The volume of service fees and other revenues is based upon historical averages. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

Last year this program was: #72027, DART Tax Revenue Management



**Lead Agency:** County Management

**Program Contact:** June Tilgner

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72024, 72025A, 72026, 72030, 72033, 72034, 72035, 72037

**Program Characteristics:**

**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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of New Tax Roll Accounts Created	0	615	447	500
Outcome	Average Number of Changes per FTE	0	6,488	4,565	6,200
Output	Number of Mapping & Tax Roll Changes	0	45,400	41,560	45,000

**Performance Measure - Description**

The number of New Tax Roll Accounts Created is affected by the volume of new plats, condominiums, and subdivisions recorded. There has been a significant decrease in the volume since FY 2009 and has continued through FY 2013. The number of Mapping & Tax Roll Changes includes 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 Assistance"(CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that staffing is at the minimally acceptable level to perform the A&T function. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$418,664	\$0	\$401,534	\$0
Contracts	\$3,000	\$0	\$5,000	\$0
Materials & Supplies	\$45,456	\$0	\$45,530	\$0
Internal Services	\$77,578	\$0	\$77,303	\$0
Total GF/non-GF:	<b>\$544,698</b>	<b>\$0</b>	<b>\$529,367</b>	<b>\$0</b>
Program Total:	<b>\$544,698</b>		<b>\$529,367</b>	
Program FTE	5.20	0.00	4.15	0.00
<b>Program Revenues</b>				
Intergovernmental	\$122,084	\$0	\$137,065	\$0
<b>Total Revenue:</b>	<b>\$122,084</b>	<b>\$0</b>	<b>\$137,065</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$137,065 allocated to DART GIS & Parcel Management Program. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72028, DART GIS & Parcel Management GIS Cartographer Sr position reclassified to Sr Data Analyst and transferred to DART Application Support Program (#72037) to provide support for A&T Software System. Sr Manager position allocation to program reduced by .05 FTE, which was transferred to Assessment Performance Analysis Program (#72029). Net reduction of 1.05 FTE from FY13 to FY14.

**Lead Agency:** County Management

**Program Contact:** June Tilgner

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72030, 72031, 72032, 72033, 72034, 72035, 72037

**Program Characteristics:**

**Executive Summary**

The Assessment Performance Analysis Unit, within the Division of Assessment, Recording and Taxation (DART) is responsible for annual adjustments to Real Market Value resulting in assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. Analysts develop and publish the annual Sales Ratio 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Projects Maintained	13	13	13	13
Outcome	Percentage of Residential Neighborhoods With Equity Compliance	90	90	90	90

**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 Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$339,247	\$0	\$352,966	\$0
Materials & Supplies	\$13,595	\$0	\$14,970	\$0
Internal Services	\$41,461	\$0	\$46,168	\$0
Total GF/non-GF:	<b>\$394,303</b>	<b>\$0</b>	<b>\$414,104</b>	<b>\$0</b>
Program Total:	<b>\$394,303</b>		<b>\$414,104</b>	
Program FTE	3.20	0.00	3.15	0.00
Program Revenues				
Intergovernmental	\$92,530	\$0	\$103,885	\$0
<b>Total Revenue:</b>	<b>\$92,530</b>	<b>\$0</b>	<b>\$103,885</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$103,885 allocated to DART Assessment Performance Analysis Program. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72029, DART Assessment Performance Analysis

Removed allocation of .20 FTE Chief Appraiser position (transferred to Residential Appraisal (#72034) and Commercial Appraisal (#72033)). Added allocation of .15 FTE Sr Manager position to the program for FY14. Net Reduction of .05 FTE from FY13 to FY14.

**Lead Agency:** County Management

**Program Contact:** Sally Brown

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72024, 72025A, 72026, 72027, 72028, 72029, 72031, 72032, 72033, 72034, 72035, 72037, 72038

**Program Characteristics:**

**Executive Summary**

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

**Program Description**

Special Programs manages parcels by updating existing accounts and creating new accounts in various databases and 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 timely processing property descriptions, maintaining ownership and creating new accounts and 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.

The Special Programs Group (SPG) maintains over 5,000 property tax exemptions for the War Veteran & Surviving Spouse program and the Active Duty Military program. In addition, there are over 8,000 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 800 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Accounts Reviewed and Processed for Current Tax Roll	8,409	8,400	8,000	8,000
Outcome	Taxable Market Value Re-established to the Roll	475,336,577	325,000,000	500,000,000	500,000,000
Input	Total Exempt Accounts Monitored	37,186	34,450	37,000	37,000
Output	Total Number of Accounts Processed for Prior Tax Roll	2,996	3,000	3,040	3,040

**Performance Measure - Description**

## 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 Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,031,906	\$0	\$1,110,835	\$0
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$13,413	\$0	\$18,620	\$0
Internal Services	\$171,865	\$0	\$180,390	\$0
<b>Total GF/non-GF:</b>	<b>\$1,217,184</b>	<b>\$0</b>	<b>\$1,309,845</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,217,184</b>		<b>\$1,309,845</b>	
Program FTE	11.30	0.00	11.30	0.00
<b>Program Revenues</b>				
Intergovernmental	\$367,307	\$0	\$412,380	\$0
<b>Total Revenue:</b>	<b>\$367,307</b>	<b>\$0</b>	<b>\$412,380</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$412,380 allocated to DART Property Assessment-Special Programs. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last year this program was:** #72030, DART Property Assessment Special Programs

**Lead Agency:** County Management

**Program Contact:** Rick Teague

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72024, 72025A, 72027, 72029, 72030, 72032, 72033, 72035, 72037

**Program Characteristics:**

**Executive Summary**

The Personal Property Assessment Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing 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. The 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Non-Leased Accounts Processed, Coded and Valued	22,100	22,000	21,700	21,800
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	2,276	2,200	2,288	2,290
Output	% of Accounts with Captured Asset Listings	67.0%	70.0%	75.0%	75.0%
Output	% of Accounts Filing Electronically	10.0%	12.0%	10.0%	10.0%

**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. We now 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 Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A& T) staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A& T functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$984,449	\$0	\$1,067,970	\$0
Contracts	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$10,566	\$0	\$12,508	\$0
Internal Services	\$254,700	\$0	\$254,343	\$0
<b>Total GF/non-GF:</b>	<b>\$1,259,715</b>	<b>\$0</b>	<b>\$1,344,821</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,259,715</b>		<b>\$1,344,821</b>	
Program FTE	10.70	0.00	10.70	0.00
<b>Program Revenues</b>				
Intergovernmental	\$314,533	\$0	\$353,130	\$0
<b>Total Revenue:</b>	<b>\$314,533</b>	<b>\$0</b>	<b>\$353,130</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$353,130 allocated to DART Personal Property Assessment Program. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72031, DART Personal Property Assessment OA2 position was transferred from Personal Property to Customer Service (Program 72024). A Fiscal Specialist Senior and an A&T Technician 1 were transferred from Personal Property to Industrial Appraisal (Program 72032) and reclassified as an Industrial Appraiser and a Property Appraiser 2. Three Data Entry positions were transferred from the Residential Appraisal (Program 72034) to Personal Property. No net change in FTE overall from FY13 to FY14.



**Lead Agency:** County Management

**Program Contact:** Rick Teague

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72024, 72026, 72029, 72030, 72031, 72033, 72035, 72037

**Program Characteristics:**

**Executive Summary**

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

**Program Description**

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 250 county-responsibility industrial properties and maintenance of 440 accounts appraised by the Oregon Department of Revenue. In addition this program is responsible for maintaining Real Market Value and Maximum Assessed Value on 524 billboard accounts. 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Industrial Accounts Maintained	700	700	937	940
Outcome	Assessed Value placed on the Tax Roll (in millions)	2,670	2,670	2,772	2,800
Efficiency	Percentage of Sites Reviewed for Transfer	8.0%	10.0%	20.0%	20.0%

**Performance Measure - Description**

Oregon Revised Statutes (ORS) requires property appraisals to be at 100% of Market Value as of January 1st of each year, with all returns processed and values placed on the roll by the third week of September. Failure to meet standards can result

in loss of County Assessment Function Funding Account (CAFFA) grant revenue and program control.

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. The number of Accounts Maintained increased as a result of a statute change requiring industrial machinery and equipment to be listed on their own separate account.

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.

## 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 Assistance" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A& T functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$721,997	\$0	\$822,142	\$0
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$15,595	\$0	\$24,619	\$0
Internal Services	\$99,355	\$0	\$99,558	\$0
<b>Total GF/non-GF:</b>	<b>\$836,947</b>	<b>\$0</b>	<b>\$946,319</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$836,947</b>		<b>\$946,319</b>	
Program FTE	5.55	0.00	7.55	0.00
<b>Program Revenues</b>				
Intergovernmental	\$222,003	\$0	\$249,245	\$0
<b>Total Revenue:</b>	<b>\$222,003</b>	<b>\$0</b>	<b>\$249,245</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$249,245 allocated to DART Property Assessment-Industrial Program. Remaining Program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72032, DART Property Assessment Industrial

Increase of 2.00 FTE. In order to gain more control over the valuation of industrial property in Multnomah County, we are taking back from the Department of Revenue, responsibility for valuation of 160 principal or secondary industrial accounts. A Finance Specialist Sr position in Personal Property (Program 72031) was reclassified as an Industrial Appraiser and transferred to Industrial Program. An A&T Technician 1 was transferred from Personal Property (Program 72031) and reclassified it as a Property Appraiser 2.

**Lead Agency:** County Management

**Program Contact:** Richard Deich

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72024, 72029, 72030, 72032, 72034, 72035, 72037

**Program Characteristics:**

**Executive Summary**

The Commercial Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all commercial, small 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 22,000 commercial, and multifamily properties. Staff physically inspects and appraises 650 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Accounts Appraised	622	550	605	700
Outcome	New Taxable Exception Value in Millions	960	850	840	970
Efficiency	% Automated Recalculation	7.6%	20.0%	7.6%	7.6%
Outcome	% Market Groupings with COD Compliance	73.0%	85.0%	85.0%	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 2012 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 recovery, we are focused on physical reappraisal, targeted resource allocation and improved methodology to maximize assessments. The % of Automated Reclaculation actual for FY11-12 at 7.6% was a reduction from FY10-11 actual of 53%, due to the transfer of high rise condominium projects and 5-20 unit apartment complexes from Commercial Appraisal to Residential Appraisal. The number of Accounts appraised in FY11-12 at 622 was less than the original estimated 2,000, due to a change in the method of measuring to reflect a more accurate representation of the number of Accounts Appraised.

## 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 Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,440,588	\$0	\$1,540,208	\$0
Contracts	\$30,500	\$0	\$30,500	\$0
Materials & Supplies	\$73,931	\$0	\$74,351	\$0
Internal Services	\$203,834	\$0	\$210,608	\$0
Total GF/non-GF:	<b>\$1,748,853</b>	<b>\$0</b>	<b>\$1,855,667</b>	<b>\$0</b>
Program Total:	<b>\$1,748,853</b>		<b>\$1,855,667</b>	
Program FTE	15.30	0.00	14.40	0.00
<b>Program Revenues</b>				
Intergovernmental	\$423,248	\$0	\$475,185	\$0
<b>Total Revenue:</b>	<b>\$423,248</b>	<b>\$0</b>	<b>\$475,185</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$475,185 allocated to DART Commercial Appraisal Program. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72033, DART Commercial Property Appraisal  
 Transferred position from Commercial Appraisal to Residential Appraisal (#72034); Chief Appraiser allocation changed from 30% in FY13 to 40% in FY14 +.10 FTE; Net reduction of .90 FTE from FY13 to FY14.

**Lead Agency:** County Management

**Program Contact:** Leslie CECH

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72024, 72028, 72029, 72030, 72033, 72035, 72037

**Program Characteristics:**

**Executive Summary**

The Residential Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all residential-use Real Property, residential converted to commercial use, generic commercial use and 5-5 unit multi family apartments. 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 209,400 single family and two-four family properties; 35,400 condominiums; 4,900 manufactured homes; 1,800 floating properties; 2,800 farm/forest deferral properties; 2,200 5-20 multifamily unit properties; and 1,300 business accounts. Staff physically inspects and appraises 7,000 to 8,000 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Accounts Appraised	16,019	15,000	15,000	15,000
Outcome	New Taxable Exception Value in Millions of Dollars	322	400	400	400
Efficiency	Accounts Appraised per Appraiser	668	700	700	700
Outcome	% Neighborhoods with COD Compliance	89	98	98	98

**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 2012 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 Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,958,735	\$0	\$3,087,062	\$0
Contracts	\$10,500	\$0	\$10,500	\$0
Materials & Supplies	\$131,244	\$0	\$120,675	\$0
Internal Services	\$402,285	\$0	\$436,263	\$0
Total GF/non-GF:	<b>\$3,502,764</b>	<b>\$0</b>	<b>\$3,654,500</b>	<b>\$0</b>
Program Total:	<b>\$3,502,764</b>		<b>\$3,654,500</b>	
Program FTE	29.25	0.00	29.35	0.00
<b>Program Revenues</b>				
Intergovernmental	\$862,680	\$0	\$968,540	\$0
<b>Total Revenue:</b>	<b>\$862,680</b>	<b>\$0</b>	<b>\$968,540</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$968,540 allocated to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72034, DART Residential Property Appraisal

Small apartments (5-20 units) formerly reported in commercial (72033) are now reported in this program.

One position reclassified from Data Analyst Sr. to Property Appraiser 2 and transferred from Administration(#72023) to Residential Appraisal(#72034)+1.00 FTE; Transferred a position from Commercial Appraisal (#72033) to Residential (#72034) +1.00 FTE; One Position reclassified from A&T Technician 1 to Property Appraiser 2 and transferred from Customer Service & County Clerk (#72024/#72025) to Residential Appraisal (#72034) +1.00 FTE; Three A&T Data Entry Operator positions transferred from Residential to Personal Property (-3.00 FTE); Allocation of Chief Appraiser position changed from 25% in FY13 to 35% in FY14 +.10 FTE. Net Change overall due to above reorganizations from FY13 to FY14 = +.10 FTE

**Lead Agency:** County Management

**Program Contact:** June Tilgner

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72024, 72025A, 72026, 72027, 72028, 72029, 72030, 72031, 72032, 72033, 72034, 72037

**Program Characteristics:**

**Executive Summary**

This multi-year system upgrade project was initially approved in the FY 2008 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 FY 2008 with the evaluation of proposals, selection of a vendor and contract negotiations proceeding through FY 2009. FY 2010 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. In FY 2011 the detailed analysis and definition of programming changes were completed and the vendor started development and data migration. The project's major stages will be completed in FY 2014 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of A&T System Project Milestones Met	0	1	0	8
Outcome	% of A&T Project Milestones Completed on Time and within Budget	0.0%	100.0%	0.0%	100.0%

**Performance Measure - Description**

The multi-year project to select and implement a new A& T system has met the following milestones: FY 2008 - Publish RFP; FY 2009 - Evaluate Proposals, Select Vendor and Negotiate Contract; FY 2010-GAP Analysis Start, Design Start, Development Start (a), Server/Oracle Installed, FY 2011 - GAP Analysis Finish, Design Finish, Development Start (b), Data Migration Start, and Integrations Start. The FY 2013 milestones will be carried forward to FY14: Development Finish, Data Migration Finish, System Testing, Training, PC Deployment, Integrations Finish, Go-Live and Post Go-Live Support.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2013	2013	2014	2014
Personnel	\$0	\$299,462	\$0	\$239,140
Contracts	\$0	\$1,780,016	\$0	\$1,624,116
Materials & Supplies	\$0	\$1,451,805	\$0	\$1,578,619
Total GF/non-GF:	<b>\$0</b>	<b>\$3,531,283</b>	<b>\$0</b>	<b>\$3,441,875</b>
Program Total:	<b>\$3,531,283</b>		<b>\$3,441,875</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$3,531,283	\$0	\$3,441,875
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$3,531,283</b>	<b>\$0</b>	<b>\$3,441,875</b>

## Explanation of Revenues

BWC represents estimated carryover of unspent Fund 2504 project fund balance, and is based upon BWC in FY13, less estimated project expenditures during FY13.

## Significant Program Changes

Last year this program was: #72035, DART Assessment & Taxation System Upgrade



**Lead Agency:** County Management

**Program Contact:** June Tilgner

**Program Offer Type:** Support

**Related Programs:** 72023, 72024, 72025A, 72026, 72027, 72028, 72029, 72030, 72031, 72032, 72033, 72034, 72035, 72038

**Program Characteristics:**

**Executive Summary**

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

**Program Description**

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

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Requests & Support Activities Completed	2,155	3,500	2,350	3,500
Outcome	% of Requests Associated with Program Revenue	5.0%	4.0%	4.0%	4.0%

**Performance Measure - Description**

The Number of Requests & Support Activities measures an Activity representing 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 Assistance" (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>	2013	2013	2014	2014
Personnel	\$763,679	\$0	\$835,292	\$0
Contracts	\$49,750	\$0	\$56,925	\$0
Materials & Supplies	\$325,157	\$0	\$338,130	\$0
Internal Services	\$163,308	\$0	\$171,502	\$0
<b>Total GF/non-GF:</b>	<b>\$1,301,894</b>	<b>\$0</b>	<b>\$1,401,849</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,301,894</b>		<b>\$1,401,849</b>	
Program FTE	5.80	0.00	6.70	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$70,000	\$0	\$50,000	\$0
Intergovernmental	\$197,023	\$0	\$221,200	\$0
<b>Total Revenue:</b>	<b>\$267,023</b>	<b>\$0</b>	<b>\$271,200</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$221,200 allocated to DART Applications Support Program.

Program revenue of \$50,000 is from service fees for access to Assessment & Taxation information (subscription website user fees) and requests for Assessment and Taxation data files. Service fees are authorized by Department of County Management Fee Ordinance. Fees are projected based upon historical trends. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72037, DART Applications Support

Position reclassified from GIS Cartographer Sr to Data Analyst Sr and Transferred from GIS & Parcel Management (Program #72028) to DART Application Support (Program #72037) (+1.00 FTE); Program Manager allocation to Program #72037 changed from 80% in FY13 to 70% for FY14 (-.10 FTE); Net Increase of .90 FTE from FY13 to FY14

**Lead Agency:** County Management

**Program Contact:** Sally Brown

**Program Offer Type:** Existing Operating

**Related Programs:** 72023, 72027, 72030, 72037

**Program Characteristics:**

**Executive Summary**

The Tax Title Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for the management, maintenance and disposition of the County's tax foreclosed property inventory. The County's foreclosed property portfolio consists of 277 properties. Every year property is deeded to the county in the fall through Tax Foreclosure, this year the County received 6 properties. Of the current inventory, approximately 77% of the properties are strips of various sizes, 20 % are vacant lots that are mostly irregular in shape and not buildable, and 3% are properties with improvements or structures. 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 at least once a year through the foreclosure of delinquent property tax liens. The tax foreclosed properties are placed into the Special Program Group's (SPG) inventory and are managed and disposed of pursuant to Multnomah County Code, Chapter 7. Shortly after the properties are deeded to the County they are made available for repurchase to the former owners of record. SPG researches and inspects the properties received to determine highest and best use of the property. To assure this section's fiscal stability the department will identify property to be sold at public auction, private sale or available for donation to governments, non-profit housing sponsors or Open Space Preservation Sponsors.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Properties remaining in Tax Title Inventory	327	345	285	258
Outcome	Properties placed back on the tax roll & into community use	35	30	79	48
Outcome	Revenue disbursed to taxing districts for public use	244,169	371,768	371,768	473,099

**Performance Measure - Description**

The goal of the program is to reinstate tax foreclosed properties to the tax roll or into public use. At the end of every budget year the tax foreclosed property revenues are totaled, operating expenses and set asides are accounted for and the balance of revenue is disbursed to taxing districts.

## Legal/Contractual Obligation

Oregon Revised Statutes (ORS) 275 details how counties are to manage & dispose of tax foreclosed properties. ORS 312 details the foreclosure process & responsibilities of the county including guidance on how the redemption period can be reduced when there is evidence of waste and abandonment. ORS 271 provides information concerning the transfer of foreclosed properties to non-profits & government agencies. ORS 98 details procedures concerning abandoned property & vehicles at foreclosed property. Multnomah County Code Chapter 7 specifically states how tax foreclosed properties are to be managed and the process to be used for disposition.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$110,055	\$0	\$116,479	\$0
Contracts	\$450,788	\$0	\$553,119	\$0
Materials & Supplies	\$35,922	\$0	\$45,890	\$0
Internal Services	\$16,535	\$0	\$15,712	\$0
<b>Total GF/non-GF:</b>	<b>\$613,300</b>	<b>\$0</b>	<b>\$731,200</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$613,300</b>		<b>\$731,200</b>	
Program FTE	1.20	0.00	1.20	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$567,300	\$0	\$700,300	\$0
Taxes	\$25,000	\$0	\$16,700	\$0
Other / Miscellaneous	\$21,000	\$0	\$14,200	\$0
<b>Total Revenue:</b>	<b>\$613,300</b>	<b>\$0</b>	<b>\$731,200</b>	<b>\$0</b>

## Explanation of Revenues

The Program is financially self sustaining. Program revenues include contract principle estimated at \$16,700 and interest estimated \$14,200 from contracts and repurchases of tax foreclosed properties.

Sales of Tax Foreclosed Properties (auction sales, repurchases, and private party sales) are estimated at \$700,000 for FY14. Fees of \$300 are for transfers of Tax Foreclosed properties and are charged in accordance with County Fee Ordinance.

When program actual revenues exceed the program's operating costs, the excess is distributed to the taxing districts in Multnomah County, in accordance with ORS 275.275, and per formula provided in ORS 311.390.

## Significant Program Changes

Last year this program was: #72038, DART Tax Title