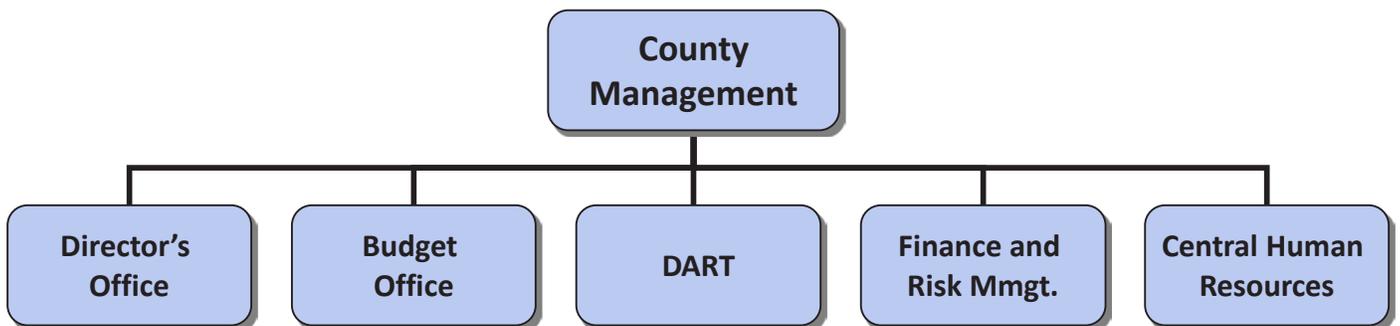


### Department Overview

The Department of County Management (DCM) is responsible for collecting, protecting and investing Multnomah County’s financial and human capital. The department hires and trains the county’s workforce, pays the county’s bills and safeguards the county’s funds. The divisions of Finance and Risk Management, Central Human Resources, and Central Budget work with the Chair and across county departments under the supervision of the Chief Operating Officer (COO) to set county-wide corporate policies aimed at protecting county assets, reducing financial risk and preserving the ability of the county to serve the community. The Division of Assessment, Recording and Taxation maintains property records and assessments, and it collects property taxes, the primary source of General Fund revenue.

DCM provides administrative services and guidance to all county departments. DCM also supports the Chair, Commissioners and other elected officials with high-level forecasts and analysis of policy impacts and opportunities. The COO, the Chief Financial Officer (CFO), the Budget Director and the Human Resources Director work closely with the Chair, County Attorney and Chief Information Officer (CIO) to ensure strong and consistent management of day-to-day county operations.



### Budget Overview

The Department of County Management’s budget is \$153.2 million and has 252.85 FTE in all funds. This is an increase of \$4.6 million or 3.1% over the FY 2016 Adopted Budget. Budgeted positions have increased by 6.25 FTE.

The General Fund budget has decreased by \$2.7 million (-6.5%) to \$38.5 million. Other Funds have increased by \$7.3 million. The largest category of expenditures is in materials and supplies at \$105.8 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$8.1 million due to rate changes and countywide FTE increases. Contractual Services has decreased by \$4.4 million (-27.5%) mainly because programs that were funded on a one-time basis in FY 2016 are no longer included in the FY 2017 budget.

The following programs are funded on a one-time-only basis:

- 72025B DART County Clerk Carryover, \$164,000.
- 72040 Tax Title Affordable Housing, \$2,500,000.

<b>Budget Trends</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2016</b>	<b>FY 2017</b>	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	239.10	246.60	246.60	252.85	6.25
Personnel Services	\$26,460,212	\$27,766,479	\$29,925,703	\$30,677,455	\$751,752
Contractual Services	6,298,127	12,746,301	15,821,657	11,469,086	(4,352,571)
Materials & Supplies	89,129,648	93,973,574	97,663,903	105,833,550	8,169,647
Internal Services	5,062,158	5,255,677	5,256,089	5,263,396	7,307
Capital Outlay	<u>59,411</u>	<u>19,132</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Costs</b>	<b>\$127,009,556</b>	<b>\$139,761,163</b>	<b>\$148,667,352</b>	<b>\$153,243,487</b>	<b>\$4,576,135</b>

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

## Successes and 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:

- The Budget Office Evaluation and Research Unit issued and analyzed the countywide employee survey and evaluated Central HR initiatives.
- Central Human Resources implemented paid parental leave administration. Central Human Resources is also leading a county-wide project to align key aspects of the selection process with values and best practices to achieve a diverse, talented workforce; increase transparency; streamline processes; and improve the overall candidate experience.
- Finance & Risk Management General Ledger section successfully implemented GASB 68 (accounting and financial reporting for pensions). The Accounts Payable section now offers a new prepaid debit card payment method as an employee payroll alternative. Central Purchasing completed a year long project aimed at increasing the County's stewardship of surplus goods. Since FY 2015, the project has processed more than 131,000 pounds of surplus property with a non-cash releasing value of \$394,000.
- DART worked with the Chair and the legislature to amend ORS 275.275, which changed the distribution of net proceeds from sales of tax foreclosed properties to support funds for housing placement and retention support services for youth and families with children, flexible rental assistance to place youth and families with children into housing, and funds to develop new low income housing.

DCM faces a number of opportunities and challenges in the coming year. Our strong departments and decentralized infrastructure create a challenging environment for the implementation of corporate policy. DCM continues to work to improve communication, relationships and understanding between central policy makers and department administration and leadership.

The county supports a market based pay structure and as salaries in the market fluctuate, departments are faced with difficult recruitment and retention issues. The generally rising costs of infrastructure, employment, and the county's payments to PERS put pressure on leadership to remain disciplined and planful as we venture into a future certain to bring change to our climate, our economy and our technology.

### Diversity and Equity

DCM believes that a strong and healthy county begins with an equitable and diverse workforce and community. To achieve that goal, the following work is underway.

The Budget Office Evaluation and Research Unit, in coordination with the Office of Diversity and Equity, is working on several projects, including a pay equity classification review, an evaluation of job applicant patterns, and a qualitative review of terminations.

Central Human Resources is partnering with the Office of Diversity and Equity to provide technical assistance in applying the Equity and Empowerment Lens to policies and practices and to provide a range of classes related to diversity and equity.

The Economic Development program is working with local financial institutions and foundations to leverage the county's investment dollars to support under-served and vulnerable populations.

The Fiscal Compliance group is providing guidance to small non-profit human service contractors in complying with federal rules and regulations.

DART participates in the Office of Diversity and Equity College to County internship program, providing work experience to six interns in the coming year. The county has successfully recruited former interns into permanent positions within the county, securing a bright future for the organization.

### Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$782,869	\$0	\$782,869	4.00
Budget Office	2,348,360	0	2,348,360	13.00
Finance and Risk Management	8,483,545	8,962,685	17,446,230	60.50
Central Human Resources	4,070,573	101,705,417	105,775,990	35.35
Division of Assessment, Recording & Taxation (DART)	<u>22,796,038</u>	<u>4,094,000</u>	<u>26,890,038</u>	<u>140.00</u>
<b>Total County Management</b>	<b>\$38,481,385</b>	<b>\$114,762,102</b>	<b>\$153,243,487</b>	<b>252.85</b>

### Director's Office

The Director's Office is home to the County's Chief Operating Officer (COO) who also serves as the DCM Department Director. The COO is responsible for the administrative infrastructure and financial health of the overall organization, provides project management and direction for county-wide projects and insures that complex decisions are informed by a countywide perspective.

The Director's Office works with DCM divisions, departments, elected officials and staff to establish operational priorities and policy objectives. The directors of the Department of County Human Services, Health Department, Department of County Assets, Department of Community Services and Department of Community Justice are supervised by the COO, providing a crucial link between corporate policy setters and department implementers.

### Significant Changes

### 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 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 or resources.

The Budget Office is responsible for the following:

- Preparing 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
- Countywide research and evaluation.

Staff assist departments by providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on county-wide task forces related to budget, finance and other policy and fiscal matters; identify and resolve financial problems; and support county labor relations in collective bargaining and cost analysis.

### Significant Changes

Responsibility for internal budget support to the Department of County Management was transferred from the budget office to the Division of Assessment, Recording and Taxation Administration unit during FY 2016. This results in a transfer of 1.00 FTE.

### 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, investments and debt issuance, issues payroll checks, conducts fiscal compliance activities 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. The Economic Development program leverages existing county programs and policies to enhance the competitiveness of local businesses and increase the economic success of all county residents.

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 every year for the past 31 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.

### Significant Changes

Payroll and Retirement Services (program offer 72007) reclassified an Office Assistant 2 position to a Finance Technician and increased the FTE from 0.50 to 1.00. The position handles employment verifications, payroll filings and supports the payroll taxes and PERS processing.

### Central Human Resources

The Central Human Resources Division is driven by its 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, 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 as well as 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;
- County-wide training and organizational development;
- HR process monitoring and evaluation;
- Recruitment and retention systems and processes;
- Employee Benefits and Wellness programs

### Significant Changes

The Privacy Officer program for HIPAA and Privacy Rule compliance was moved to the County Attorney's Office for FY 2017.

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

The Division of Assessment, Recording and Taxation (DART) collects and distributes approximately \$1.5 billion in annual property taxes on behalf of all Multnomah County taxing districts, while ensuring that all property is valued and taxed fairly and accurately. DART performs the statutorily required functions of Tax Assessor, Tax Collector and certain County Clerk functions including Recording, Marriage Licenses, Domestic Partnership Registrations, Passports 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 approximately 344,000 property tax accounts, calculates tax levies, certifies the tax roll for collection, collects and processes property tax payments, and distributes property taxes to over 60 taxing districts. The Division provides responsive customer service, maintains ownership records and property descriptions, records over 148,000 documents, issues over 7,700 marriage licenses and domestic partnership registrations, processes over 8,700 passport applications and responds to 110,000 inquiries and serves 55,000 walk-in customers.

### Significant Changes

For FY 2017, six positions have been reallocated to manage an increasing workload throughout DART, affecting tax title, customer service, passport application processing and recording. Customer Service alone has produced over a 50% increase in the number of passport applications and photos prepared, year over year, along with a general increase in all work-related activities for this section. Consistent with this trend, DART's Appraisal Sections have processed over \$2 billion in new assessed value resulting in approximately \$40 million in new tax revenue.

Effective January 1, 2016, ORS 275.275 was amended to direct the distribution of proceeds from sales of real property acquired by foreclosure of a delinquent tax lien, net of approved expenses, to the County's general fund. The Tax Title Affordable Housing program (72040) includes \$2.5 million for the development of low income housing that is affordable to youth and families with children with 30 percent or lower median family income.

Pending retirements of long-term DART employees speak to not only the quality and diversity of our work environment but a requirement to focus on knowledge management. An effort has begun to utilize county tools in addressing the challenges of these retirements. College-to-County is an indispensable DART strategy which will continue with 6 interns for the coming year.

### 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 2017 General Fund	Other Funds	Total Cost	FTE
<b>DCM Director's Office</b>					
72000	DCM Director's Office	\$498,061	\$0	\$498,061	2.00
72013	Capital Asset Strategic Planning	284,808	0	284,808	2.00
<b>Budget Office</b>					
72001	Budget Office	2,348,360	0	2,348,360	13.00
<b>Finance and Risk Management</b>					
72002	FRM Accounts Payable	771,788	0	771,788	7.10
72003	FRM Chief Financial Officer	1,459,150	212,979	1,672,129	3.95
72004	FRM General Ledger	1,019,374	0	1,019,374	9.00
72005	FRM Purchasing	2,280,561	0	2,280,561	19.00
72006	FRM Property & Liability Risk Management	0	3,845,985	3,845,985	1.50
72007	FRM Payroll/Retirement Services	897,175	0	897,175	8.45
72008	FRM Treasury and Tax Administration	1,882,497	0	1,882,497	4.00
72009	FRM Worker's Compensation/Safety & Health	0	4,620,766	4,620,766	6.50
72010	FRM Recreation Fund Payment to Metro	0	102,640	102,640	0.00
72011	FRM Economic Development	173,000	180,315	353,315	1.00
<b>Central Human Resources</b>					
72016	Central HR Administration	1,473,696	0	1,473,696	5.63
72017	Central HR Services	1,800,877	0	1,800,877	10.60
72018	Central HR Labor Relations	796,000	58,082	854,082	4.85
72019	Central HR Unemployment	0	954,320	954,320	0.15
72020	Central HR Employee Benefits	0	100,693,015	100,693,015	14.12

# County Management

fy2017 proposed budget

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
<b>Division of Assessment, Recording and Taxation (DART)</b>					
72023	Div of Assessment, Recording & Taxation Administration	1,582,500	0	1,582,500	9.80
72024	DART Customer Service	1,070,058	0	1,070,058	9.40
72025A	DART County Clerk Functions	1,675,528	0	1,675,528	13.70
72025B	DART County Clerk Carryover	164,000	0	164,000	0.00
72026	DART Ownership	454,753	0	454,753	4.20
72027	DART Tax Revenue Management	1,810,854	0	1,810,854	11.50
72028	DART GIS/Cartography & Parcel Management	942,269	0	942,269	8.10
72029	DART Assessment Performance Analysis	507,949	0	507,949	3.40
72030	DART Property Assessment Special Programs	1,359,340	0	1,359,340	10.05
72031	DART Personal Property Assessment	1,299,877	0	1,299,877	10.20
72032	DART Property Assessment Industrial	980,072	0	980,072	7.70
72033	DART Commercial Property Appraisal	1,996,878	0	1,996,878	15.00
72034	DART Residential Property Appraisal	3,918,880	0	3,918,880	29.60
72035	DART Assessment & Taxation System Upgrade	0	4,094,000	4,094,000	0.00
72037	DART Applications Support	1,321,522	0	1,321,522	5.00
72038	DART Tax Title	1,211,558	0	1,211,558	2.35
72040	Tax Title Affordable Housing	<u>2,500,000</u>	<u>0</u>	<u>2,500,000</u>	<u>0.00</u>
Total County Management		\$38,481,385	\$114,762,102	\$153,243,487	252.85

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**Department:** County Management      **Program Contact:** Marissa Madrigal  
**Program Offer Type:** Administration      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Director's Office manages the organizational health of the entire county and sets administrative policy. The areas of responsibility with countywide implications include Budget, Finance, Property Assessments & Recording, Tax Collections and Human Resources. The director is also the county's chief operating officer.

**Program Summary**

The director works with the Chief Financial Officer, Budget Director, and Human Resources Director to develop and present administrative, financial, human resource and infrastructure guidelines and policy to executive level staff, the County Chair and the Board of County Commissioners. The director works with DCM division directors, Chair, Board of County Commissioners (Board) and county department directors 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 workforce; provides management for county-wide projects identified by the Chair's Office; and works with the Board, the Department of County Assets (DCA) and other departments on the funding policies involving the physical infrastructure of the county.

In FY 2017, the Director's Office will continue to work with DCM division directors and department directors to strengthen the relationship between centralized policy setters and department implementers to ensure better consistency in application and to improve compliance. The Director's Office will also work with DCM division directors and department directors to propose a strategic framework plan that prioritizes department work based on a shared county-wide vision and goals.

**Performance Measures**

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Development of metrics and regular tracking system for monitoring of countywide organizational health	0	1	1	1
Outcome	Percent of identified "problem trends" addressed timely	0	100%	100%	100%
Output	County-wide executive leadership training events held	4	0	5	4
Output	Regional multi-jurisdictional leadership events held	0	0	1	1

**Performance Measures Descriptions**

In 2016, the first multi-jurisdictional leadership event was held on governing for racial equity. Regional local government partners were invited and leaders from the cities of Portland and Gresham, Metro and the Governor's Office participated.

## 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	2016	2016	2017	2017
Personnel	\$398,789	\$0	\$389,428	\$0
Contractual Services	\$48,483	\$0	\$61,754	\$0
Materials & Supplies	\$11,200	\$0	\$11,200	\$0
Internal Services	\$31,358	\$0	\$35,679	\$0
<b>Total GF/non-GF</b>	<b>\$489,830</b>	<b>\$0</b>	<b>\$498,061</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$489,830</b>		<b>\$498,061</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<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: FY 2016: 72000-16 DCM Director's Office

**Department:** County Management      **Program Contact:** Mike Jaspin  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**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 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. It also houses the County's Evaluation and Research Unit.

### Program Summary

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;
- Countywide research and evaluation and cost control analyses;
- Prepares the supplemental budget;
- Maintains the legal budget throughout the course of the year; and
- Provides budget support to Nondepartmental Offices.

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 policy or fiscal matters; identify and resolve problems; and support County Labor Relations in collective bargaining research and detailed cost analysis.

The Budget Office houses the Evaluation and Research Unit, which provides high-quality, Countywide data-driven research and evaluation. The Unit also provides research and evaluation capacity for the Department of County Management and responds to information requests from County leadership and consults on program evaluation, analytical methods, and data visualization.

Over the past 14 years, the County has received the Government Finance Officers Association's (GFOA) Distinguished Budget Annual Award. The award represents a significant achievement by the County. It reflects the commitment of Multnomah County's governing body and staff to meet the highest principles of governmental budgeting.

### Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of budget modifications processed (includes internal)	196	180	200	200
Outcome	% of budget modifications entered into SAP within 4 weeks of Board approval	98%	95%	98%	95%
Quality	Percent error in General Fund Revenue Forecast	4.08%	2.0%	0.98%	2.0%
Quality	% of customers rating Budget Office efforts as either "good" or "excellent" *	96%	95%	88%	94%

### Performance Measures Descriptions

\*Because the budget process ends prior to the beginning of the fiscal year, the FY 2016 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	2016	2016	2017	2017
Personnel	\$2,014,966	\$0	\$1,921,201	\$0
Contractual Services	\$26,000	\$0	\$30,000	\$0
Materials & Supplies	\$102,969	\$0	\$151,000	\$0
Internal Services	\$325,028	\$0	\$246,159	\$0
<b>Total GF/non-GF</b>	<b>\$2,468,963</b>	<b>\$0</b>	<b>\$2,348,360</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,468,963</b>		<b>\$2,348,360</b>	
<b>Program FTE</b>	14.00	0.00	13.00	0.00

Program Revenues				
<b>Total Revenue</b>	<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:** FY 2016: 72001-16 Budget Office

Responsibility for budget support for the Department of County Management was transferred from the Budget Office to the Division of Assessment, Recording & Taxation Administration during FY2016. 1.00 FTE Principal Budget Analyst was transferred to program offer 72023.

FY 2016 program offer 72012 Evaluation and Research has been rolled into this program.

The internal service reimbursement for information technology has decreased for FY 2017.

**Department:** County Management      **Program Contact:** Mike Waddell  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

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

**Program Summary**

Accounts Payable (AP) processes approximately 128,000 vendor invoice payments and refunds annually; this includes check payments, electronic payments and intergovernmental funds transfers. AP administers the purchasing card program and facilitates the establishment and monitoring of petty cash accounts countywide; furthermore, it coordinates the year-end expenditure accruals; conducts internal audits of AP functions while 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 informational updates, group training, and peer/professional support which ultimately contribute to staff competencies.

Accounts Payable promotes continuous process improvement by exploring/adopting AP best practices while leveraging technology to evolve the Accounts Payable function from a paper intensive payment process to a more sustainable, electronic payment process. This single objective has reduced the cost of government by providing operating efficiency while maintaining internal controls and supporting the Climate Action Plan (Action Area 18-8).

**Performance Measures**

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Payments Processed	131,537	123,000	128,016	128,000
Outcome	Percent of Invoices Paid On Time within std NET 30	88.50%	90%	87.8%	89%
Outcome	Percent of Total Payments that are Electronic	69.2%	68%	72%	72%
Outcome	Procurement Card Rebates	\$185,586	\$180,000	\$197,000	\$191,000

**Performance Measures Descriptions**

Invoice payments processed will decrease as we progress to more consolidated billings, electronic payments and growth in Multco Marketplace activity. Net payment is due 30 days after receipt of original invoice. Percent of total payments that are electronic--growth correlates with more cost effective electronic payment methods including ACH, ePayables and Pcards. Procurement Card Rebates are directly associated with the total amount spent in the P-Card system which reflects modest ePavables and Multco Marketplace growth.

## Legal / Contractual Obligation

Tax Information Returns (i.e. 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	2016	2016	2017	2017
Personnel	\$726,156	\$0	\$755,458	\$0
Materials & Supplies	\$18,041	\$0	\$16,330	\$0
<b>Total GF/non-GF</b>	<b>\$744,197</b>	<b>\$0</b>	<b>\$771,788</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$744,197</b>		<b>\$771,788</b>	
<b>Program FTE</b>	7.10	0.00	7.10	0.00

Program Revenues				
Other / Miscellaneous	\$180,180	\$0	\$191,180	\$0
<b>Total Revenue</b>	<b>\$180,180</b>	<b>\$0</b>	<b>\$191,180</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 purchasing card program; rebates from BOA are generally 1.2% of total value of transactions processed annually. 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: FY 2016: 72002-16 FRM Accounts Payable

**Department:** County Management

**Program Contact:** Mark Campbell

**Program Offer Type:** Administration

**Program Offer Stage:** As Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Chief Financial Officer (CFO) manages the financial health of the entire County and sets administrative policy related to financial management. Direct responsibilities include Accounts Payable, General Ledger, Fiscal Compliance, Risk Management, Payroll, Retirement Programs, Tax Administration, Central Purchasing and Treasury.

### Program Summary

The Chief Financial Officer (CFO) develops and presents financial guidelines to executive level staff, the County Chair's Office, and the Board of County Commissioners. The CFO presents recommendations related to public financial policy to these groups as well as 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) and works with partner jurisdictions to develop and present legislative policy. This involves communication with the Board, the Oregon Legislature and/or PERS Board and labor groups. The CFO works with the Budget Office, the Chair's Office, the Board and County departments to establish priorities and guidelines, and ensure that policies are aligned with these priorities. The CFO works with departmental finance sections, DCM divisions, and all County department stakeholders on all administrative policies and procedures.

### Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
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 Measures Descriptions

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 of the fiscal year. 1=achieved; 0=not achieved.

County maintains the 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
Program Expenses	2016	2016	2017	2017
Personnel	\$558,651	\$66,864	\$552,478	\$69,500
Contractual Services	\$30,000	\$0	\$30,000	\$0
Materials & Supplies	\$24,142	\$0	\$23,645	\$0
Internal Services	\$774,294	\$127,189	\$853,027	\$143,479
<b>Total GF/non-GF</b>	<b>\$1,387,087</b>	<b>\$194,053</b>	<b>\$1,459,150</b>	<b>\$212,979</b>
<b>Program Total:</b>	<b>\$1,581,140</b>		<b>\$1,672,129</b>	
<b>Program FTE</b>	3.60	0.35	3.60	0.35

Program Revenues				
Other / Miscellaneous	\$0	\$194,053	\$0	\$212,979
<b>Total Revenue</b>	<b>\$0</b>	<b>\$194,053</b>	<b>\$0</b>	<b>\$212,979</b>

## Explanation of Revenues

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

## Significant Program Changes

Last Year this program was: FY 2016: 72003-16 FRM Chief Financial Officer



## Legal / Contractual Obligation

Oregon Revised Statutes (ORS), Ch. 297~Audits of Public Funds and Financial Records requires governments to have an external audit and that it be submitted to the Secretary of State - Audits Division. The Office of Management and Budget (OMB) Federal Register requires entities expending Federal funds over \$750,000 in a fiscal year to have a single audit of Federal awards. Also, according to the Federal Register, Federal funds that are passed on to other organizations (such as non-profits) must perform subrecipient monitoring on those contracts funded with pass-through dollars. The Federal Register requires organizations to publish an approved indirect cost allocation plan for any indirect or administrative costs allocated to Federal awards.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2016</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>
Personnel	\$950,489	\$0	\$989,034	\$0
Contractual Services	\$6,500	\$0	\$6,500	\$0
Materials & Supplies	\$27,590	\$0	\$23,840	\$0
<b>Total GF/non-GF</b>	<b>\$984,579</b>	<b>\$0</b>	<b>\$1,019,374</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$984,579</b>		<b>\$1,019,374</b>	
<b>Program FTE</b>	9.00	0.00	9.00	0.00

<b>Program Revenues</b>				
Service Charges	\$17,000	\$0	\$17,000	\$0
<b>Total Revenue</b>	<b>\$17,000</b>	<b>\$0</b>	<b>\$17,000</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received from the County's separately issued component unit financial reports: Mid County Service District, Dunthorpe-Riverdale Service District and the Library District. The revenues are a reimbursement for central accounting and reporting services provided to each component unit.

## Significant Program Changes

Last Year this program was: FY 2016: 72004A-16 FRM General Ledger

**Department:** County Management

**Program Contact:** Brian Smith

**Program Offer Type:** Existing Operating Program

**Program Offer Stage:** As Proposed

**Related Programs:**
**Program Characteristics:**

### 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 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 Summary

Purchasing provides leadership, policy oversight and monitoring, contract procurement, compliance, staff training, support services and overall accountability for several thousand contracts and hundreds of millions of dollars awarded each year.

Key efforts include the following: (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 business practices; (5) provide on-going guidance, support, training, and consultation 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; (9) oversee the County's surplus program; and (10) develop and implement sustainable purchasing policies, procedures and training.

Purchasing contributes to the Climate Action Plan, Local Government Operations section 18-9, by ensuring sustainable practices of prospective vendors, contractors and service providers are included as evaluation criteria in all contract awards over \$10,000. 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of contracts awarded to MWESB and QRF businesses	19%	30%	25%	25%
Outcome	Number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	87	70	90	80
Output	Number of contracts and amendments processed	1227	1000	1050	1000

### Performance Measures Descriptions

Purchasing manages formal Request For Proposal (RFP) and bid solicitations (>\$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 measures listed are good indicators of the volume of formal procurements we conduct and the contract processing activity across all County departments.

## Legal / Contractual Obligation

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

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$2,038,810	\$0	\$2,117,119	\$0
Contractual Services	\$65,459	\$0	\$73,882	\$0
Materials & Supplies	\$91,460	\$0	\$89,560	\$0
Internal Services	\$1,200	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$2,196,929</b>	<b>\$0</b>	<b>\$2,280,561</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,196,929</b>		<b>\$2,280,561</b>	
<b>Program FTE</b>	19.00	0.00	19.00	0.00

Program Revenues				
Other / Miscellaneous	\$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, and when County surplus is sold through the surplus program. The estimate from these sources for FY 2017 is \$2,000.

## Significant Program Changes

Last Year this program was: FY 2016: 72005A-16 FRM Purchasing

**Department:** County Management      **Program Contact:** Michelle Cross  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Property & Liability Risk Program (P&LRP) manages the County's property and liability risks in accordance with all legal requirements and County policies/procedures. It focuses on countywide risk exposures, liability/subrogation claims, property claims, purchasing insurance, loss control/prevention, and assists departments in managing identified risks.

**Program Summary**

Each year, the Property & Liability Risk Program (P&LRP) seeks to determine the County's "Cost of Risk", benchmark against other entities and continually improve the program by implementing best practices. The (P&LRP) purchases property insurance, marine coverage, crime coverage, excess liability, excess medical malpractice coverage, bonds, and other specialized insurance coverage for the County. Where the cost of insurance prohibits purchase or coverage is not available, we self fund losses. The P&LRP recommends the types/limits of insurance for contracts, recommends the purchase of specialized insurance and develops countywide policies and procedures related to loss prevention and control. The P&LRP designs and implements risk management strategies for the prevention of risk exposure and property and liability loss countywide. The program adjusts property loss claims, and oversees the Third Party Administrator contracted to process general liability insurance claims for the County. Litigation and large general liability insurance claims are settled with expertise from 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 decision 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 allocated charges are based on their past losses using actuarial data and historical loss data to determine cost percentage rates based on anticipated future losses.

**Performance Measures**

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	*Number of policies for liability ins. bond, crime, coverages purchased/renewed	17	17	17	17
Outcome	**Total Cost of Risk as a percentage of Operational Budget	.46	.67	.67	.59

**Performance Measures Descriptions**

\*Appropriate types of insurance coverage indicate strong safeguarding of the County's Assets.

\*\*Total Cost of Risk is measured and compared to other public entities annually and provides information on the financial impact of the County's risk assumption.

## 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 third-party liability in accordance with the provisions of the Oregon Tort Claims Act, ORS 30.270 and purchases Excess General 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 Oregon Occupational Safety and Health Administration (OR-OSHA) and Life Safety requirements to promote employee and public safety, including driver's license validation program 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	2016	2016	2017	2017
Personnel	\$0	\$182,130	\$0	\$197,840
Contractual Services	\$0	\$294,200	\$0	\$240,000
Materials & Supplies	\$0	\$2,619,655	\$0	\$3,408,145
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,095,985</b>	<b>\$0</b>	<b>\$3,845,985</b>
<b>Program Total:</b>	<b>\$3,095,985</b>		<b>\$3,845,985</b>	
<b>Program FTE</b>	0.00	1.50	0.00	1.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,095,985	\$0	\$3,845,985
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,095,985</b>	<b>\$0</b>	<b>\$3,845,985</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 P&LRP also receives subrogation money and reimbursement related to liability claims.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72006-16 FRM Property & Liability Risk Management

Software and Maintenance costs increased in anticipation of procuring a Risk Management Information System (RMIS) to manage internal claims administration processes, assist in the performance of loss control analysis, and to capture financial implications of the County's risk management programs.



## Legal / Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws, 11 union contracts, and Multnomah County Personnel Rules. Withholding and remitting employment taxes is mandated by the Internal Revenue Service and the Oregon Dept of Revenue. Pension contributions are mandated by union contracts, Multnomah County Personnel Rules and Oregon Revised Statutes. Failure to comply with these laws and regulations result in fines and penalties being assessed.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$819,381	\$0	\$842,970	\$0
Contractual Services	\$25,000	\$0	\$25,000	\$0
Materials & Supplies	\$32,142	\$0	\$29,205	\$0
<b>Total GF/non-GF</b>	<b>\$876,523</b>	<b>\$0</b>	<b>\$897,175</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$876,523</b>		<b>\$897,175</b>	
<b>Program FTE</b>	7.95	0.00	8.45	0.00

Program Revenues				
Other / Miscellaneous	\$135,243	\$0	\$149,741	\$0
<b>Total Revenue</b>	<b>\$135,243</b>	<b>\$0</b>	<b>\$149,741</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

External revenues for the deferred compensation program are 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 estimated reimbursement for FY 2017 is \$132,741 and is adjusted each following year by the CPI-U amount. The remaining \$17,000 is miscellaneous revenue.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72007-16 FRM Payroll/Retirement Services

Reclass existing Office Assistant 2 position to a Finance Technician and increase the FTE from .50 to 1.0. The position will process employment verifications, cover front desk (customers inquiries & phone calls), support with payroll filings, and other payroll related functions. The additional FTE support will enable the payroll unit to perform more cross-training around payroll taxes and PERS processing/management.

**Department:** County Management      **Program Contact:** Eric Arellano  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**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 manages the Excise Tax Administration program which includes management of revenue collections for Motor Vehicle Rental Tax (MVRT), Transient Lodging Tax (TLT) and Business Income Tax (BIT) in accordance with Multnomah County Code, the County's fiduciary responsibilities and revenue & taxation policies and procedures.

### Program Summary

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 Chief Financial Officer 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 17% 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 Visitors 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 6%, another 3% is dedicated to operating the Oregon Convention Center, and 2.5% is passed through to the Visitors Development Fund.

Treasury maintains effective banking relationships to keep pace with technology and adapt to the needs of County Departments to provide better service to County residents.

### Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	312	295	315	315
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Business Accounts in County****	61,248	62,500	69,000	69,300

### Performance Measures Descriptions

\*Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures compliance to applicable ORS)

\*\*The number of tax returns filed is a measure of compliance with applicable code requirements.

\*\*\*Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures County meets its debt obligations)

\*\*\*\*The number 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 ORS 294 and 295 (primarily ORS 294.035), Multnomah County Code Chapter 12 (BIT) and Chapter 11 (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 2019 (with an option to reopen IGA in July 2016).

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$406,729	\$0	\$421,626	\$0
Contractual Services	\$1,421,585	\$0	\$1,442,531	\$0
Materials & Supplies	\$12,610	\$0	\$18,340	\$0
<b>Total GF/non-GF</b>	<b>\$1,840,924</b>	<b>\$0</b>	<b>\$1,882,497</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,840,924</b>		<b>\$1,882,497</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$120,000	\$0
Service Charges	\$115,152	\$0	\$132,400	\$0
<b>Total Revenue</b>	<b>\$235,152</b>	<b>\$0</b>	<b>\$252,400</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 Visitors Development Fund Board. Under terms of the IGA that created the Visitors Development Fund the County receives an administrative fee equal to 0.7% of MVRT and TLT revenues recorded in the fund.

Investment earnings from the investment portfolio are allocated to this program to cover administrative fees for non-discretionary investment advisory services.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72008A-16 FRM Treasury and Tax Administration



## 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 work site.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$823,630	\$0	\$853,691
Contractual Services	\$0	\$329,780	\$0	\$349,000
Materials & Supplies	\$0	\$3,483,650	\$0	\$3,418,075
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,637,060</b>	<b>\$0</b>	<b>\$4,620,766</b>
<b>Program Total:</b>	<b>\$4,637,060</b>		<b>\$4,620,766</b>	
<b>Program FTE</b>	0.00	6.50	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,637,060	\$0	\$4,620,766
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,637,060</b>	<b>\$0</b>	<b>\$4,620,766</b>

## Explanation of Revenues

The Workers' Compensation Section receives reimbursement from the State of Oregon for claims cost when specific eligibility criteria are met. Claim processing over payment 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 Medic First Aid 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. Workers compensation internal service reimbursements are estimated at \$4 million for FY 2017.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72009-16 FRM Worker's Compensation/Safety & Health



## 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>	<b>2016</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>
Contractual Services	\$0	\$100,000	\$0	\$100,000
Internal Services	\$0	\$2,710	\$0	\$2,640
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$102,710</b>	<b>\$0</b>	<b>\$102,640</b>
<b>Program Total:</b>	<b>\$102,710</b>		<b>\$102,640</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$102,710	\$0	\$102,640
<b>Total Revenue</b>	<b>\$0</b>	<b>\$102,710</b>	<b>\$0</b>	<b>\$102,640</b>

## Explanation of Revenues

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

## Significant Program Changes

Last Year this program was: FY 2016: 72010-16 FRM Recreation Fund Payment to Metro



## Legal / Contractual Obligation

Pursuant to an Intergovernmental Agreement with the Portland Development Commission dated July 12, 2012, the County has agreed to support the six Neighborhood Prosperity Initiative districts by paying an amount equal to revenues the County receives pursuant to ORS 457.470(4) in connection with each district. This obligation continues until 2022 or until certain funding limits have been reached. FY 2017 payments will total approximately \$173,000.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$130,859	\$0	\$134,761
Contractual Services	\$150,000	\$3,000	\$173,000	\$2,615
Materials & Supplies	\$0	\$34,030	\$0	\$34,030
Internal Services	\$0	\$7,044	\$0	\$8,909
<b>Total GF/non-GF</b>	<b>\$150,000</b>	<b>\$174,933</b>	<b>\$173,000</b>	<b>\$180,315</b>
<b>Program Total:</b>	<b>\$324,933</b>		<b>\$353,315</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is primarily funded with State Video Lottery dollars. The payment to the Portland Development Commission for the Neighborhood Prosperity Initiative districts is County General Fund.

## Significant Program Changes

Last Year this program was: FY 2016: 72011A-16 FRM Economic Development

**Department:** County Management      **Program Contact:** Marissa Madrigal  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

The Capital Asset Strategic Planning team's purpose is to guide and coordinate the county's capital asset strategic planning process, create and monitor a countywide capital "master plan", and link capital planning to financial planning through integrated financial modeling. This program works with the central Budget Office to create an integrated capital budget that addresses connections between infrastructure costs and ongoing operating costs.

### Program Summary

In order to ensure effective management of capital assets, the Government Finance Officers Association (GFOA) recommends that local governments prepare multi-year capital plans that clearly identify major infrastructure projects and their impact on operating budgets. A 2015 audit by the Multnomah County Auditor identified this as a need within Multnomah County and called for increased participation of the Budget Director and CFO in this process.

The Capital Asset Strategic Planning team is responsible for the creation and maintenance of a long-term capital asset management "master" plan with a 10 – 20 year timeline. The capital planning director, with support from key departmental stakeholders, oversees the planning process and final capital master plan. The director ensures that the plan addresses the full scope, timing, and total cost of ownership for all projects. This includes forecasting revenue and expenditure trends, evaluating financing strategies, and connecting capital plans to yearly operating budgets and countywide financial planning. The director also staffs both a Capital Projects Steering Committee and a Capital Projects Technical Work group. This program works with the central Budget Office to research, analyze, and make recommendations on the creation of a separate capital budget for inclusion in the county's annual budget document.

The budget analyst performs the analysis necessary to support a robust strategic plan, including cash-flow modeling, cost-benefit analysis, forecasts of financial condition and trends, and other research as required. The budget analyst also prepares reports and supporting documents to assist stakeholders in the planning and monitoring process.

This team is located in the Department of County Management and reports directly to the chief operating officer.

### Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Development of long-range capital management "master plan"	0	1	1	1
Outcome	Percent of future infrastructure needs accurately identified	0	0	0	100%
Output	Annual report on capital planning program presented to the Board of County Commissioners	0	0	0	1
Output		0			

### Performance Measures Descriptions

The capital asset strategic planning program was a new program offer for FY16. First year milestones include the hiring of a capital planning director, formation of a capital planning steering committee charter and a scaled implementation plan. The program is expected to be fully implemented over fiscal years 2016 - 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$339,900	\$0	\$275,232	\$0
Materials & Supplies	\$7,750	\$0	\$7,750	\$0
Internal Services	\$2,000	\$0	\$1,826	\$0
<b>Total GF/non-GF</b>	<b>\$349,650</b>	<b>\$0</b>	<b>\$284,808</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$349,650</b>		<b>\$284,808</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

This program is supported by county General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72013-16 Capital Asset Strategic Planning

**Department:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Administration

**Program Offer Stage:** As Proposed

**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 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; and the Unemployment Insurance Program.

### Program Summary

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 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 program integration and performance measurement; leads HR technology development and process automation; provides budget and financial management; implements employee recognition programs; and ensures compliance with federal, state, local laws, rules, regulations and labor agreements.

### Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of countywide job applications in the Neogov applicant tracking system.	26,210	27,000	27,000	27,000
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	N/A	N/A	90%	90%

### Performance Measures Descriptions

Output: The number of countywide job applications measures the number of applicants interested in county employment. Outcome: (new measure) Percentage of respondents that either "agree" or "strongly agree" to the question "I am fully engaged in my job" on the biannual Countywide Employee Survey. A 2014 national survey of state and local government officials found that 81% were engaged in their jobs. Measure will update in FY 2018.

## 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, and other employment related issues. Eleven 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	2016	2016	2017	2017
Personnel	\$797,966	\$0	\$819,681	\$0
Contractual Services	\$63,506	\$0	\$63,506	\$0
Materials & Supplies	\$46,430	\$0	\$46,430	\$0
Internal Services	\$359,359	\$0	\$544,079	\$0
<b>Total GF/non-GF</b>	<b>\$1,267,261</b>	<b>\$0</b>	<b>\$1,473,696</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,267,261</b>		<b>\$1,473,696</b>	
<b>Program FTE</b>	5.63	0.00	5.63	0.00

Program Revenues				
<b>Total Revenue</b>	<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:** FY 2016: 72016-16 Central HR Administration

The Privacy Officer Program was moved to the County Attorney's Office budget. Privacy related performance measure was removed, and a new Outcome was added.

**Department:** County Management      **Program Contact:** Travis Graves  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

Central Human Resources, including Classification and Compensation and Talent Development teams, provides systems and tools to attract, train, and retain a diverse, highly qualified workforce. Classification and Compensation provides pay and classification structures necessary for the County to offer competitive pay and appealing career paths. Talent Development coordinates training for employees, provides management/ supervisory coaching, partners with the Office of Diversity and Equity on implementing the Equity and Empowerment Lens and leads organizational development activities.

### Program Summary

Central HR Services implements strategies to address key components of the countywide Human Resources Strategic Plan. That plan aims 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.

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 team identifies and analyzes job duties and qualifications that define the scope and complexity of work performed. It 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 classes including: employee, management and supervisory skill development, including the Multnomah Leadership Academy; diversity awareness and skills building; partnering with the Office of Diversity and Equity for the countywide implementation of the Equity and Empowerment Lens; technology training; and quality improvement activities (such as strategic planning and LEAN/Six Sigma).

Talent Development also develops training options by using data from employees’ needs surveys, consulting with senior leadership, aligning with key trends and best practices in training and organizational development and responding to urgent emerging needs. This comprehensive system is essential to create a thriving learning organization, build opportunities for professional growth and support the achievement of organizational program goals.

### Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employees satisfied with training they received.	95.95	N/A	95%	95%
Outcome	Percent of total positions reclassified, revised, updated.	28.9%	10.1%	10.8%	16.5%
Output	Number of Countywide training class attendees.	6096	6000	6000	6000

### Performance Measures Descriptions

Output: Employees evaluate the applicability of the training they receive to their job duties. Outcome: Positions studied, reclassified, revised, or updated as a result of classification or compensation review indicates better alignment to job market factors; technology changes, regulatory requirements and the inability to fill vacancies and/or impact on essential public services. Output: The number of employees taking Talent Development sponsored 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. Eleven 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	2016	2016	2017	2017
Personnel	\$1,443,153	\$0	\$1,508,356	\$0
Contractual Services	\$125,000	\$0	\$140,000	\$0
Materials & Supplies	\$53,700	\$0	\$63,700	\$0
Internal Services	\$180,469	\$0	\$88,821	\$0
<b>Total GF/non-GF</b>	<b>\$1,802,322</b>	<b>\$0</b>	<b>\$1,800,877</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,802,322</b>		<b>\$1,800,877</b>	
<b>Program FTE</b>	10.60	0.00	10.60	0.00

Program Revenues				
Service Charges	\$0	\$0	\$25,000	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues. For training events that require administration of certain tools or tests or provide professional certifications outside the usual scope of countywide training, a portion of the cost of attendance will be charged back to the cost center of the employee attendee, for an aggregate total of \$25,000 for FY 2017.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72017A-16 Central HR Services

The accounting for charges due to training events that are requested by other County departments has changed for FY 2017. Those charges will be added to this program costs, along with the revenues from the requesting departments.

**Department:** County Management      **Program Contact:** Travis Graves  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**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 11 labor contracts, representing 85% of the County workforce.

### Program Summary

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 previous negotiations to achieve 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 Advisory Team along with tools such as negotiated memorandum 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 develops personnel rules and administers 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Labor disputes.	88	120	152	120
Outcome	Percentage of labor disputes settled collaboratively.	93%	93%	85%	90%

### Performance Measures Descriptions

Output and Outcome: Disputes include formal and informal disagreements about the interpretation or application of labor contracts, Personnel Rules, practices or policies. Resolving labor disputes collaboratively means all involved parties have agreed to the resolution without going to arbitration. Arbitration can be costly and result in a binding decision that is not in the County's best interest. Estimate for FY 2016 is high compared to purchase, as disputes have trended upward based on a number of factors both within and outside the County's control.

## Legal / Contractual Obligation

Eleven 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	2016	2016	2017	2017
Personnel	\$738,468	\$46,657	\$773,150	\$48,135
Contractual Services	\$7,000	\$0	\$7,000	\$0
Materials & Supplies	\$15,850	\$0	\$15,850	\$0
Internal Services	\$42,485	\$9,143	\$0	\$9,947
<b>Total GF/non-GF</b>	<b>\$803,803</b>	<b>\$55,800</b>	<b>\$796,000</b>	<b>\$58,082</b>
<b>Program Total:</b>	<b>\$859,603</b>		<b>\$854,082</b>	
<b>Program FTE</b>	4.60	0.25	4.60	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$55,800	\$0	\$58,082
<b>Total Revenue</b>	<b>\$0</b>	<b>\$55,800</b>	<b>\$0</b>	<b>\$58,082</b>

## Explanation of Revenues

This program is supported primarily by General Fund with 0.25 FTE Labor Relations Manager supported by the Risk Fund.

## Significant Program Changes

Last Year this program was: FY 2016: 72018-16 Central HR Labor Relations



## 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>	<b>2016</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>
Personnel	\$0	\$30,022	\$0	\$31,831
Materials & Supplies	\$0	\$844,068	\$0	\$922,489
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$874,090</b>	<b>\$0</b>	<b>\$954,320</b>
<b>Program Total:</b>	<b>\$874,090</b>		<b>\$954,320</b>	
<b>Program FTE</b>	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$874,090	\$0	\$954,320
<b>Total Revenue</b>	<b>\$0</b>	<b>\$874,090</b>	<b>\$0</b>	<b>\$954,320</b>

## Explanation of Revenues

This program is supported by the Risk Fund. Unemployment claims are funded by assessing a rate based on 0.25% of monthly payroll for each department.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72019-16 Central HR Unemployment

The Unemployment Insurance benefits estimate for FY 2017 is based on 0.25% of total personnel costs. This has increased the estimate of benefits for next year by over \$50,000.

**Department:** County Management      **Program Contact:** Travis Graves  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**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 11,000 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 nutrition, weight control, fitness and overall health and wellbeing.

**Program Summary**

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 regular wellness campaigns, 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Medical plan annual member count	12,600	12,000	13,000	14,500
Outcome	Participation in County Wellness Campaigns	0	1451	2000	3500
Efficiency	County's monthly per employee benefit cost (increase)	4.5%	4.5%	3.14%	6%

**Performance Measures Descriptions**

Output: Total number of members enrolled in health plan coverage during the plan year. This includes employees, retirees, COBRA participants and dependents from all. Outcome: Reports number of individuals participating in County Wellness Campaigns, these began in 2013. Efficiency: Actual dollar costs per FY 2014 \$1,179, FY 2015 \$1,759, FY 2016 \$1,759, FY 2017 \$1864.54. Four-year national average increase has been 5.4%, but is expected to increase in 2016 by 4%.

## 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 EEO laws. Labor contracts require transit pass be provided by employer. OAR Chapter 340, Div 242 requires employers to provide commute options to achieve and maintain a reduced auto trip rate. 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	2016	2016	2017	2017
Personnel	\$0	\$2,715,903	\$0	\$2,814,935
Contractual Services	\$0	\$1,451,464	\$0	\$1,603,587
Materials & Supplies	\$0	\$88,596,731	\$0	\$95,937,556
Internal Services	\$0	\$358,172	\$0	\$336,937
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$93,122,270</b>	<b>\$0</b>	<b>\$100,693,015</b>
<b>Program Total:</b>	<b>\$93,122,270</b>		<b>\$100,693,015</b>	
<b>Program FTE</b>	0.00	13.37	0.00	14.12

Program Revenues				
Other / Miscellaneous	\$0	\$93,084,270	\$0	\$100,643,015
Service Charges	\$0	\$50,000	\$0	\$50,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$93,134,270</b>	<b>\$0</b>	<b>\$100,693,015</b>

## Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$83,607,566), Long Term Disability (\$1,450,000) and Life Insurance (\$525,000); benefit administration charge (1.00% of gross payroll, \$5,765,551), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$4,535,100), premium payments from retirees and COBRA participants (\$4,059,798), operational refunds/rebates/performance guarantee penalties from vendors (\$150,000), tax credits due to Federal and State subsidies (\$550,000), revenues from parking garage fees (applied to Wellness program only) (\$20,000), fees paid by Wellness program participants (\$30,000).

## Significant Program Changes

**Last Year this program was:** FY 2016: 72020-16 Central HR Employee Benefits

**Department:** County Management      **Program Contact:** Randy Walruff  
**Program Offer Type:** Administration      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

DART Administration plans, directs, coordinates and provides leadership for operations and activities of the County's Division of Assessment, Recording and Taxation; performs state mandated functions of the Assessor, Tax Collector, and certain County Clerk functions; monitors activities for statutory compliance; establishes effective implementation of policies, strategic direction, program evaluation, and process/technology improvements; provides financial and tactical resource planning and employee development and performance management.

### Program Summary

DART Administration performs the duties of the County Assessor including property valuation and assessment, property tax rate/levy calculation, certifying the property tax roll for collection, ownership and records management, and mapping; is responsible for maintaining Real Market Value on over 344,000 real and personal property accounts, and capturing and calculating Measure 50 "exception value" defined as new construction, renovation or remodeling, which increases total Assessed Value of taxing districts. DART Administration performs the duties of the Tax Collector who certifies the billing, collecting, and distribution of over \$1.5 billion in property taxes; and the County Clerk functions of document recording, marriage licenses and domestic partnership registrations, and administration of the Board of Property Tax Appeals.

The program plans, directs and coordinates the operations and activities of Multnomah County's Division of Assessment, Recording and Taxation. Administration is responsible for: strategic direction and tactical planning; policy development and implementation; financial planning and budget development; employee development, training, succession planning and performance management; continuity of operations planning; technology and information systems which includes a new Assessment and Taxation System; quality control, program measurement and evaluation and process improvements; administrative support, communications, including the news media, and oversight of over 500,000 customer service interactions annually. DART Administration will also provide department-wide finance support to DCM.

The program 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, monitors division activities and processes for statutory compliance, and submits required compliance reports to the Oregon Dept of Revenue. 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 Climate Action Plan 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total Number of Property Tax Accounts Administered	340,940	341,000	344,065	345,000
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100%	100%	100%	100%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	6.54%	5.5%	6.50%	6.50%
Efficiency	Cost of Collection per Account (in Dollars)	\$3.84	\$4.00	\$3.54	\$4.00

### Performance Measures Descriptions

The percent of required compliance reports received and accepted by the Dept of Revenue (CAFFA Grant Document, Appraisal Plan, Sales Ratio Study) implies adequacy of DART operations and uniform taxation. The goal is to maintain administrative costs at 6-7% of total DART operating program expenditures. The cost of collection per account will fluctuate depending on costs of collection activities and the number of accounts.

## 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 the grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,023,457	\$0	\$1,203,202	\$0
Contractual Services	\$4,572	\$0	\$5,000	\$0
Materials & Supplies	\$162,561	\$0	\$186,170	\$0
Internal Services	\$143,942	\$0	\$188,128	\$0
<b>Total GF/non-GF</b>	<b>\$1,334,532</b>	<b>\$0</b>	<b>\$1,582,500</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,334,532</b>		<b>\$1,582,500</b>	
<b>Program FTE</b>	7.00	0.00	9.80	0.00

Program Revenues				
Fees, Permits & Charges	\$70,000	\$0	\$70,000	\$0
Intergovernmental	\$175,751	\$0	\$283,811	\$0
Service Charges	\$0	\$0	\$20,000	\$0
<b>Total Revenue</b>	<b>\$245,751</b>	<b>\$0</b>	<b>\$373,811</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Dept of Revenue's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of program expenditures. Grant amounts can vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total share of CAFFA is estimated at \$3,624,656 for FY17, with \$283,811 allocated to DART Administration Program. General Fund Revenue of \$70,000 is from a portion of the document recording fee for County Assessment and Taxation Programs (5% of the \$10 per document fee) and is 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 recorded. (Note: 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 Oregon Dept of Revenue for deposit into the statewide CAFFA Account.) Remaining program support is from General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72023-16 Div of Assessment, Recording & Taxation Administration

Two positions were reclassified to a Contract Specialist and a Budget Analyst and temporary positions were converted to an Office Assistant 2 and .50 FTE Finance Specialist 1; all were transferred to DART Administration to provide Business Services support for the Department of County Management. The Deputy County Assessor has been reallocated to various DART programs for FY 2017. Net Change of +2.80 FTE.



## 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
<b>Program Expenses</b>	<b>2016</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>
Personnel	\$757,697	\$0	\$799,818	\$0
Materials & Supplies	\$16,162	\$0	\$16,305	\$0
Internal Services	\$231,906	\$0	\$253,935	\$0
<b>Total GF/non-GF</b>	<b>\$1,005,765</b>	<b>\$0</b>	<b>\$1,070,058</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,005,765</b>		<b>\$1,070,058</b>	
<b>Program FTE</b>	9.30	0.00	9.40	0.00

<b>Program Revenues</b>				
Intergovernmental	\$272,644	\$0	\$272,212	\$0
<b>Total Revenue</b>	<b>\$272,644</b>	<b>\$0</b>	<b>\$272,212</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$272,212 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:** FY 2016: 72024-16 DART Customer Service

Allocated .10 FTE Deputy County Assessor position to Customer Service program for FY 2017.

**Department:** County Management      **Program Contact:** Gary Bartholomew  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**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 Summary

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 2015, 148,851 documents were recorded, 7,766 Marriage Licenses were processed, 150 Domestic Partnership Registrations were issued and 8,716 Passport Applications were accepted. Last year 843 BoPTA appeals were processed. All areas within the County Clerk Functions program provide direct customer service by responding to telephone, chat and email inquiries and walk-in customers. The Recording staff assist approximately 15,000 customers at the counter annually and respond to an estimated 15,000 inquiries. The Marriage License and Domestic Partnership staff assist approximately 28,000 customers at the counter annually and respond to a high volume of inquiries 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 and additional service providers were added in subsequent years, thereby improving efficiency and customer service. Currently approximately 70% of recording transactions are completed electronically. Over the past three years records were digitized and a new search engine for PC's used by customers was installed. Future plans, pending County Executive approval, include providing digitized records over the internet for public use.

Passport photos were added in 2014 as an additional customer service. Acceptance of debit and credit cards for point of sale transactions was initiated also. Performing marriage solemnizations is scheduled to begin in 2016. In 2015 the Passport photo and County photo ID processes were transferred under supervision of DART Customer Service and relocated to the DART office.

### Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Marriage Licenses Issued	7,766	7,000	7,600	7,600
Outcome	Number of Accurately Processed Licenses	7,752	6,980	7,585	7,585
Output	Number of Documents Recorded	148,851	170,000	170,000	170,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	2	4	3	3

### Performance Measures Descriptions

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; 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	2016	2016	2017	2017
Personnel	\$1,070,957	\$0	\$1,156,493	\$0
Contractual Services	\$79,430	\$0	\$97,214	\$0
Materials & Supplies	\$95,872	\$0	\$104,219	\$0
Internal Services	\$293,310	\$0	\$317,602	\$0
<b>Total GF/non-GF</b>	<b>\$1,539,569</b>	<b>\$0</b>	<b>\$1,675,528</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,539,569</b>		<b>\$1,675,528</b>	
<b>Program FTE</b>	12.50	0.00	13.70	0.00

Program Revenues				
Fees, Permits & Charges	\$4,335,000	\$0	\$5,144,000	\$0
Intergovernmental	\$35,009	\$0	\$34,435	\$0
Other / Miscellaneous	\$35,000	\$0	\$35,000	\$0
<b>Total Revenue</b>	<b>\$4,405,009</b>	<b>\$0</b>	<b>\$5,213,435</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 (for licenses and State DP), \$25 to County Community and Family Services for domestic violence victims (for County DP), and \$10 to Court Conciliation Services. Estimated fees for marriage licenses, domestic partnerships, marriage record copies, amendments to marriage and DP records, and waivers of 3-day waiting period for a marriage license are \$280,000. Passport application acceptance fees are \$250,000 and Passport photo fees are \$58,000. Document Recording page fees retained by the County General Fund are \$4,386,000. Recording record copy fees are \$35,000. A portion of recording fees collected for the Corner Preservation Fund and the County Assessment Function Funding Account are credited to the County Clerk Fund pursuant to ORS 205.320(18) are projected at \$140,000. Fees for filing a Board of Property Tax (BoPTA) Appeal are estimated at \$30,000. County Assessment Function Funding Assistance (CAFFA) Grant allocated to BoPTA is \$34,435.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72025A-16 DART County Clerk Functions

This program offer includes a new 1.00 FTE permanent position (Office Assistant 2) for FY 2017 to support Passport Photo and Employee photo ID services. The cost is covered by an increase in revenues for passport photos and conversion of temporary to permanent. Allocated .20 FTE Deputy County Assessor to the program for FY 2017.

**Department:** County Management      **Program Contact:** Gary Bartholomew  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The County Clerk scaled offer represents a carryover of unspent restricted revenues for the County Clerk that reside within the General Fund. A portion of fees on recorded documents is dedicated for the County Clerks pursuant to Oregon Revised Statute 205.320(18), to acquire storage and retrieval systems and maintain and restore records as authorized by the County Clerk. Carryover funds will be used for services to continue conversion of historical recorded documents and other County Clerk records to digital format for a Digital Research Room, and to maintain County Clerk records & systems.

**Program 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 values or waive personal property late filing fees based on evidence provided by the taxpayer.

The County Clerk Carryover Program for FY 2017 will continue the digitization of a large portion of the County Clerk historical records that are currently in microfiche and microfilm format, as well as some hard copy records, in addition to providing for maintenance of existing county clerk records and systems. In the past, these records have been available to the public in DART's public research room via microfilm and microfiche. Records from 2007 forward have been available electronically at public access terminals on site, via the County Clerk Recording system. The digitization of historical records in FY 2017 continues an ongoing records digitization project. 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 with DART's strategic business plan to provide public access to County Clerk records through the consolidated Customer Service Office, providing public records in an accessible electronic format via a new Digital Research Room implemented during FY 2014. This comprehensive approach provides improved and efficient service delivery for access to public records. The scaled Program Offer utilizes unspent restricted revenues dedicated for the County Clerk that reside within the County General Fund, to continue digitization of County Clerk records, services related to the new Digital Research Room and maintenance of County Clerk records and systems.

**Performance Measures**

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of digital records converted and uploaded to Digital Research Room (in millions)	0	1.1	.311	1.1
Outcome					

**Performance Measures Descriptions**

The number of digital records converted and uploaded to the Digital Research Room was a new measure in FY15. Digital images include record index and recorded document images. Initial conversion completed in FY2013 included 1.8 million index and document images for 1994 to 2001 records. In FY14, 2.4 Mil records were converted for 1965 through 1993. In FY15 no images were converted. For FY16 311,000 images are estimated for 1955 to 1964 years. Years prior to 1955 are anticipated to be completed in FY17 and forward.

## 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
<b>Program Expenses</b>	<b>2016</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>
Personnel	\$91,554	\$0	\$37,138	\$0
Contractual Services	\$60,446	\$0	\$126,862	\$0
<b>Total GF/non-GF</b>	<b>\$152,000</b>	<b>\$0</b>	<b>\$164,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$152,000</b>		<b>\$164,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Beginning Working Capital	\$152,000	\$0	\$164,000	\$0
<b>Total Revenue</b>	<b>\$152,000</b>	<b>\$0</b>	<b>\$164,000</b>	<b>\$0</b>

## Explanation of Revenues

The carryover revenue in this Program, in the amount of \$164,000, 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 for purposes described in Oregon Revised Statute 205.320(18).

## Significant Program Changes

Last Year this program was: FY 2016: 72025B-16 DART County Clerk Carryover



## 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	2016	2016	2017	2017
Personnel	\$343,064	\$0	\$364,045	\$0
Contractual Services	\$1,474	\$0	\$1,474	\$0
Materials & Supplies	\$2,658	\$0	\$1,750	\$0
Internal Services	\$77,379	\$0	\$87,484	\$0
<b>Total GF/non-GF</b>	<b>\$424,575</b>	<b>\$0</b>	<b>\$454,753</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$424,575</b>		<b>\$454,753</b>	
<b>Program FTE</b>	4.20	0.00	4.20	0.00

Program Revenues				
Intergovernmental	\$123,062	\$0	\$121,788	\$0
<b>Total Revenue</b>	<b>\$123,062</b>	<b>\$0</b>	<b>\$121,788</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$121,788 allocated to DART Ownership Program. Remaining Ownership Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72026-16 DART Ownership



## 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	2016	2016	2017	2017
Personnel	\$1,139,287	\$0	\$1,110,603	\$0
Contractual Services	\$146,075	\$0	\$149,450	\$0
Materials & Supplies	\$64,461	\$0	\$64,228	\$0
Internal Services	\$457,884	\$0	\$486,573	\$0
<b>Total GF/non-GF</b>	<b>\$1,807,707</b>	<b>\$0</b>	<b>\$1,810,854</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,807,707</b>		<b>\$1,810,854</b>	
<b>Program FTE</b>	11.50	0.00	11.50	0.00

Program Revenues				
Fees, Permits & Charges	\$400,000	\$0	\$450,400	\$0
Intergovernmental	\$337,005	\$0	\$333,106	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
<b>Total Revenue</b>	<b>\$742,505</b>	<b>\$0</b>	<b>\$789,006</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 25% of program expenditures. Grant amounts vary depending upon the state-wide CAFFA pool and Multnomah County's allocated percentage. Multnomah County's share for FY 2017 is estimated to be \$ 3,624,656 with \$333,106 allocated to Tax Revenue Management Program. Program revenues of \$455,900 are service fees required by Oregon Revised Statutes and County Fee Ordinance, are based on historical averages, and include 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. 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 and trip permits, retaining \$30 per ownership transfer and \$5 per trip permit. Remaining Program support is provided by County General Fund revenue.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72027-16 DART Tax Revenue Management



## 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
<b>Program Expenses</b>	<b>2016</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>
Personnel	\$548,910	\$0	\$761,998	\$0
Materials & Supplies	\$41,158	\$0	\$41,470	\$0
Internal Services	\$86,755	\$0	\$138,801	\$0
<b>Total GF/non-GF</b>	<b>\$676,823</b>	<b>\$0</b>	<b>\$942,269</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$676,823</b>		<b>\$942,269</b>	
<b>Program FTE</b>	5.30	0.00	8.10	0.00

<b>Program Revenues</b>				
Intergovernmental	\$125,891	\$0	\$234,515	\$0
<b>Total Revenue</b>	<b>\$125,891</b>	<b>\$0</b>	<b>\$234,515</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$234,515 allocated to DART GIS & Parcel Management Program. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72028-16 DART GIS / Cartography

Net Change of +2.80 FTE from FY 2016 to FY 2017

Transferred 3.00 FTE from Special Programs #72030 to GIS/Cartography & Parcel Management #72028

Added 1.00 FTE Office Assistant 2 position (converted temporary staffing to permanent)

Reclassified 1.00 FTE to Property Mgmt Specialist Sr and transferred .75 FTE to Tax Title program #72038 and .25 FTE to Special Programs #72030

Transferred allocation of .30 FTE Sr Manager position to APA Program #72029

Added allocation of .10 FTE Chief Appraiser position

**Department:** County Management      **Program Contact:** Mike Vaughn  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**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 Summary**

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Projects Maintained	13	13	17	17
Outcome	Percentage of Neighborhoods in compliance with State standards.	99	95	95%	95%

**Performance Measures Descriptions**

The output measure called "Number of Projects" refers to the many specific annual studies and reports completed by the team, including the largest: Residential. Performance Measure #2 - outcome- was changed to better reflect and report the performance of this group. The previous measure, while helpful in analysis, was determined to not adequately reflect performance.

## 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	2016	2016	2017	2017
Personnel	\$304,885	\$0	\$438,857	\$0
Materials & Supplies	\$17,747	\$0	\$18,610	\$0
Internal Services	\$35,786	\$0	\$50,482	\$0
<b>Total GF/non-GF</b>	<b>\$358,418</b>	<b>\$0</b>	<b>\$507,949</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$358,418</b>		<b>\$507,949</b>	
<b>Program FTE</b>	2.35	0.00	3.40	0.00

Program Revenues				
Intergovernmental	\$67,542	\$0	\$98,591	\$0
<b>Total Revenue</b>	<b>\$67,542</b>	<b>\$0</b>	<b>\$98,591</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts 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 \$3,624,656 for FY 2017, with \$98,591 allocated to DART Assessment Performance Analysis Program. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72029-16 DART Assessment Performance Analysis

Net increase of 1.05 FTE for FY 2017 due to internal reallocation of various division positions  
 Added .10 FTE allocation of Deputy County Assessor position  
 Added .30 FTE allocation of Sr. Manager position  
 Removed .35 FTE Chief Appraiser - allocated to other DART Appraisal programs  
 Added 1.00 FTE Sr Data Analyst - transferred from Application Support 72037 to APA Program 72029

**Department:** County Management      **Program Contact:** Sally Brown  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

Special Programs Group (SPG), 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 Summary

SPG 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 61% 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 and processes over 11,000 accounts with special assessments and/or exemptions. Specially assessed properties include farm, forest and historic while exempt accounts include property owned and/or occupied by organizations such as charitable, fraternal, and religious. Leasehold records are monitored to maintain accurate, taxable values on over 1,000 accounts where non-exempt tenants lease from exempt government agencies. SPG is responsible for approximately 4,200 property tax exemptions for the War Veteran & Surviving Spouse program and the Active Duty Military program. All of these special assessment and exemption programs are mandated by law. In addition, approximately 500 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Accounts Reviewed and Processed for Current Tax Roll	11,050	9,000	10,000	10,000
Outcome	Taxable Market Value Re-established to the Tax Roll (in Millions of dollars)	\$597 Mil	\$300 Mil	\$500 Mil	\$600 Mil
Input	Total Exempt Accounts Monitored	35,586	36,000	35,500	35,500
Output	Total Number of Accounts Processed for Prior Tax Roll	2,090	2,200	2,200	2,200

### Performance Measures Descriptions

Oregon Revised Statute (ORS) requires all property to be valued according to market as accurate market values directly relate to the bonding capacity and general obligation bond tax rates for taxing districts. Specific property tax exemptions are allowed by law. Measurements indicate exempt and specially assessed properties are accurately assessed and tax rolls properly maintained.

## 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	2016	2016	2017	2017
Personnel	\$909,936	\$0	\$1,152,384	\$0
Contractual Services	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$23,173	\$0	\$20,511	\$0
Internal Services	\$192,342	\$0	\$185,445	\$0
<b>Total GF/non-GF</b>	<b>\$1,126,451</b>	<b>\$0</b>	<b>\$1,359,340</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,126,451</b>		<b>\$1,359,340</b>	
<b>Program FTE</b>	8.90	0.00	10.05	0.00

Program Revenues				
Intergovernmental	\$337,005	\$0	\$291,060	\$0
<b>Total Revenue</b>	<b>\$337,005</b>	<b>\$0</b>	<b>\$291,060</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY17, with \$291,060 allocated to DART Property Assessment-Special Programs. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72030-16 DART Property Assessment Special Programs

Transferred .60 FTE from Tax Title Program #72038 to Special Programs #72030;  
 Added 1.00 FTE new Tax Exemption Specialist Position (converted from Temporary position);  
 Increased A&T Technician2 from .50 FTE to 1.00 FTE;  
 Moved 3.00 FTE from Special Programs #72030 to GIS/Parcel Management Program #72028;  
 Added 1.00 FTE Program Supervisor and .50 FTE Property Appraiser 1 (transferred from Residential Appraisal #72034);  
 Added .30 FTE Chief Appraiser position (reallocated across Appraisal programs)  
 Added .25 FTE Property Mgmt Specialist Sr. Net Change +1.15 FTE from FY 2016 to FY 2017



## 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	2016	2016	2017	2017
Personnel	\$1,006,762	\$0	\$1,046,332	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$12,650	\$0	\$12,040	\$0
Internal Services	\$261,807	\$0	\$231,505	\$0
<b>Total GF/non-GF</b>	<b>\$1,291,219</b>	<b>\$0</b>	<b>\$1,299,877</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,291,219</b>		<b>\$1,299,877</b>	
<b>Program FTE</b>	10.20	0.00	10.20	0.00

Program Revenues				
Intergovernmental	\$298,813	\$0	\$295,409	\$0
<b>Total Revenue</b>	<b>\$298,813</b>	<b>\$0</b>	<b>\$295,409</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$295,409 allocated to DART Personal Property Assessment Program. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72031-16 DART Personal Property Assessment

**Department:** County Management      **Program Contact:** Rick Teague  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**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 Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 627 county-responsibility industrial properties and maintenance of 325 accounts appraised by the Oregon Department of Revenue. In addition this program is responsible for maintaining Real Market Value and Maximum Assessed Value on 482 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 61% 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Industrial Accounts Maintained	970	970	952	952
Outcome	Assessed Value placed on the Tax Roll (in millions)	\$2,964	\$2,975	\$3,033	\$3,044
Output	Number of Industrial Sites Reviewed	19	21	10	25

### Performance Measures Descriptions

Oregon Revised Statutes require property appraisals be at 100% of Market Value each year. Failure to meet standards can result in loss of CAFFA grant revenue and program control. Measures include state and county responsible industrial sites to better reflect the contribution of this program. Site Reviews include physical inspections, owner interviews and inventory of machinery and equipment to ensure we have accurate data on which to base our values. 2016 Site Reviews declined due to staff turnover, and will increase for 2017.

## 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
<b>Program Expenses</b>	<b>2016</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>
Personnel	\$902,079	\$0	\$824,948	\$0
Materials & Supplies	\$33,763	\$0	\$49,876	\$0
Internal Services	\$103,066	\$0	\$105,248	\$0
<b>Total GF/non-GF</b>	<b>\$1,038,908</b>	<b>\$0</b>	<b>\$980,072</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,038,908</b>		<b>\$980,072</b>	
<b>Program FTE</b>	8.30	0.00	7.70	0.00

<b>Program Revenues</b>				
Intergovernmental	\$213,943	\$0	\$222,916	\$0
<b>Total Revenue</b>	<b>\$213,943</b>	<b>\$0</b>	<b>\$222,916</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$222,916 allocated to DART Property Assessment-Industrial Program. Remaining Program support is from General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72032-16 DART Property Assessment Industrial

Transferred 1.00 FTE (A&T Technician 2) to County Clerk Recording program.

Added new Property Appraiser 2 position with existing resources for appeals management and coordination. Position is split between Industrial Appraisal 72032 (.40 FTE) and Commercial Appraisal 72033 (.60 FTE). Net decrease of .60 FTE from FY 2016 to FY 2017.



## 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	2016	2016	2017	2017
Personnel	\$1,570,997	\$0	\$1,648,123	\$0
Contractual Services	\$30,500	\$0	\$30,500	\$0
Materials & Supplies	\$75,636	\$0	\$85,901	\$0
Internal Services	\$227,674	\$0	\$232,354	\$0
<b>Total GF/non-GF</b>	<b>\$1,904,807</b>	<b>\$0</b>	<b>\$1,996,878</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,904,807</b>		<b>\$1,996,878</b>	
<b>Program FTE</b>	14.75	0.00	15.00	0.00

Program Revenues				
Intergovernmental	\$433,544	\$0	\$434,596	\$0
<b>Total Revenue</b>	<b>\$433,544</b>	<b>\$0</b>	<b>\$434,596</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$434,596 allocated to DART Commercial Appraisal Program. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72033-16 DART Commercial Property Appraisal

Added new Property Appraiser 2 position with existing resources for appeals management and coordination. Position is split between Industrial Appraisal 72032 (.40 FTE) and Commercial Appraisal 72033 (.60 FTE). Reallocated .35 FTE Chief Appraiser position to other Appraisal programs. Net increase of .25 FTE from FY 2016 to FY 2017



## 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	2016	2016	2017	2017
Personnel	\$3,457,040	\$0	\$3,292,221	\$0
Contractual Services	\$10,500	\$0	\$10,500	\$0
Materials & Supplies	\$139,698	\$0	\$129,271	\$0
Internal Services	\$513,341	\$0	\$486,888	\$0
<b>Total GF/non-GF</b>	<b>\$4,120,579</b>	<b>\$0</b>	<b>\$3,918,880</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,120,579</b>		<b>\$3,918,880</b>	
<b>Program FTE</b>	31.40	0.00	29.60	0.00

Program Revenues				
Intergovernmental	\$919,779	\$0	\$857,231	\$0
<b>Total Revenue</b>	<b>\$919,779</b>	<b>\$0</b>	<b>\$857,231</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$857,231 allocated to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72034-16 DART Residential Property Appraisal

Transferred a Property Appraiser 1 to DART Special Programs #72030 (.50 FTE) and DART Tax Title Program #72038 (.50 FTE); Transferred a Program Supervisor to DART Special Programs #72030. Added .20 FTE allocation of Chief Appraiser. Net decrease of 1.80 FTE from FY 2016 to FY 2017.

**Department:** County Management      **Program Contact:** Mike Vaughn  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

In FY 2014, the Board of County Commissioners approved a Sole Source Exemption for vendor Tyler Technologies under Sole Source Rule 47-0288(1). In June 2014, Multnomah County executed a multi-year contract to provide the County with Tyler Technologies' Orion CAMA/Tax Standard software system, support, and professional services required to customize, enhance and implement the system.

**Program Summary**

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 operational 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. Deliverables Accomplished in FY15: Project Plan, Install Base System, Fit Analysis Report. Deliverables Accomplished to date in FY16: Data Conversion Strategy/Specifications, Initial CAMA Valuation & Calculation Pages. Remaining Deliverables expected in FY16: Initial 50% Development Specifications, Data Conversion Coding & Testing, Conversion Program Testing, Simple Conversion Balancing, Initial Assessment Administration/Exemptions Calculations & Setup, Initial Tax & Balancing Setup. Deliverables expected in FY17: Initial 50% Assessment Administration Programming, Initial 50% CAMA Programming, Initial 50% Tax Programming, Final 50% Development Specifications, Final Tax Balancing & Calculation Setup, Development Phased Delivery, Final 50% Testing, Final CAMA Valuation & Calculation Pages, Final Assessment Administration/Exemption Calculation & Setup, Configuration Test and Validation, End-to-End Application Testing, Initial 50% of Unit Testing, Final 50% CAMA Programming, Final 50% of Tax Programming, Final 50% Assessment Administration Programming, Production Conversion, Production Conversion Balancing, UAT Development Support, Training, First Year Annual Maintenance. Deliverables expected in FY18: Go-Live Support, Acceptance Support, Final Acceptance

**Performance Measures**

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of A&T System Project Milestones Met	3	15	7	19
Outcome	% of A&T Project Milestones Completed on Time	100%	100%	50%	100%
Outcome	% of A&T Project Milestones Completed within Budget	100%	100%	100%	100%

**Performance Measures Descriptions**

The multi-year project to select and implement a new A&T System has defined milestones for deliverables and budget, listed by fiscal year above in the Program Description section.

## Legal / Contractual Obligation

Multnomah County contract #4400001183 with Tyler Technologies Inc. totalling \$5,504,327. Multi-year contract executed in June 2014 to provide the County with Tyler Technologies' Orion CAMA/Tax Standard software system, support, and professional services required to customize, enhance and implement the system. \$1,354,860 paid in FY14 for Software License. Additional contract payments due upon completion and acceptance of project milestones in FY 2015, FY 2016 and FY 2017.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$322,210	\$0	\$338,334
Contractual Services	\$0	\$4,111,738	\$0	\$3,339,466
Materials & Supplies	\$0	\$496,052	\$0	\$416,200
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,930,000</b>	<b>\$0</b>	<b>\$4,094,000</b>
<b>Program Total:</b>	<b>\$4,930,000</b>		<b>\$4,094,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$4,930,000	\$0	\$4,094,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,930,000</b>	<b>\$0</b>	<b>\$4,094,000</b>

## Explanation of Revenues

Beginning Working Capital for FY 2017 represents the estimated carryover of unspent Fund 2504 project fund balance, after projected FY 2016 expenditures.

## Significant Program Changes

Last Year this program was: FY 2016: 72035-16 DART Assessment & Taxation System Upgrade

**Department:** County Management

**Program Contact:** Mike Vaughn

**Program Offer Type:** Support

**Program Offer Stage:** As Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Applications Support (APP Support) program manages DART's application software and hardware through configuration, support and communication with external IT vendors; and, they perform the functions necessary to produce the certified annual tax roll, which includes calculating tax rates and taxes and producing tax statements. As a result of these efforts, this program also maintains vital information necessary for both internal and external data requests, essential in developing statutorily required reports and providing transparency to Multnomah County stakeholders.

### Program Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Requests & Support Activities Completed	3,490	3,500	3,450	3,500
Outcome	% of Requests Associated with Program Revenue	4.5%	4.0%	5%	4%

### Performance Measures Descriptions

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 indicates 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
Program Expenses	2016	2016	2017	2017
Personnel	\$789,959	\$0	\$737,000	\$0
Contractual Services	\$35,925	\$0	\$35,925	\$0
Materials & Supplies	\$344,498	\$0	\$353,168	\$0
Internal Services	\$209,756	\$0	\$195,429	\$0
<b>Total GF/non-GF</b>	<b>\$1,380,138</b>	<b>\$0</b>	<b>\$1,321,522</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,380,138</b>		<b>\$1,321,522</b>	
<b>Program FTE</b>	5.70	0.00	5.00	0.00

Program Revenues				
Intergovernmental	\$196,262	\$0	\$144,986	\$0
Other / Miscellaneous	\$55,000	\$0	\$55,000	\$0
<b>Total Revenue</b>	<b>\$251,262</b>	<b>\$0</b>	<b>\$199,986</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$144,986 allocated to DART Applications Support Program. Program revenue of \$55,000 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

**Last Year this program was:** FY 2016: 72037-16 DART Applications Support

Allocated .30 FTE Deputy County Assessor to the Program for FY 2017

Transferred 1.00 FTE (Sr. Data Analyst) to Assessment Performance Analysis Program#72029

**Department:** County Management      **Program Contact:** Sally Brown  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**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 portfolio consists of 250 properties. Less than 10% are properties with improvements or structures. Properties are disposed of at auction, private sales and by transfer to government agencies and non-profit corporations.

**Program Summary**

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 available for repurchase by qualified former owners of record. Maintenance and operation of the properties is performed through agreement and reimbursement to Department of County Assets, Facilities and Property Management Division.

SPG researches and inspects the properties received to determine their highest and best use. The Department will identify property to be sold at a public sale, in cooperation with the Multnomah County Sheriff's Office; a private sale; or, made available for donation to governments, non-profit sponsors. Effective January 1, 2016, ORS 275.275 was amended to reflect the distribution of proceeds from sales, net of approved expenses. All net proceeds will be credited to the General Fund, Sub-Fund 10030 Tax Title: Affordable Housing, for the following purposes: (i) Funds for housing placement and retention support services for youth and families with children; (ii) Flexible rental assistance to place youth and families with children into housing; or (iii) Funds to develop new low income housing that is affordable to youth and families with children with 30 percent or lower median family income.

**Performance Measures**

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Properties remaining in Tax Title Inventory	245	245	225	210
Outcome	Properties placed back on the tax roll & into community use	30	34	29	30
Outcome	Revenue credited to General Fund, Sub-Fund	n/a	\$1,500,000	2,500,000	\$655,000

**Performance Measures Descriptions**

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 pass-through payments are accounted for, and the balance of revenue will be disbursed to Multnomah County General Fund, Sub-Fund 10030 Tax Title: Affordable Housing.

## 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	2016	2016	2017	2017
Personnel	\$146,515	\$0	\$249,533	\$0
Contractual Services	\$1,518,020	\$0	\$813,320	\$0
Materials & Supplies	\$84,956	\$0	\$116,686	\$0
Internal Services	\$20,454	\$0	\$32,019	\$0
<b>Total GF/non-GF</b>	<b>\$1,769,945</b>	<b>\$0</b>	<b>\$1,211,558</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,769,945</b>		<b>\$1,211,558</b>	
<b>Program FTE</b>	1.60	0.00	2.35	0.00

Program Revenues				
Fees, Permits & Charges	\$50	\$0	\$50	\$0
Taxes	\$9,253	\$0	\$8,442	\$0
Other / Miscellaneous	\$1,786,260	\$0	\$1,200,000	\$0
Interest	\$4,437	\$0	\$3,066	\$0
<b>Total Revenue</b>	<b>\$1,800,000</b>	<b>\$0</b>	<b>\$1,211,558</b>	<b>\$0</b>

## Explanation of Revenues

The Program is financially self sustaining. Program revenues include contract principle \$8,442 and interest estimated \$3,066 from contracts and repurchases of tax foreclosed properties. Sales of Tax Foreclosed Properties (auction sales, repurchases, and private party sales) are estimated at \$1,200,000 for FY17. Fees of \$50 are for late fees on contract payments per County Fee Ordinance. When program actual revenues exceed the program's operating costs, the excess is distributed to Multnomah County Fund 10030 Tax Title: Affordable Housing, in accordance with ORS 275.275, and per formula provided in ORS 311.390.

## Significant Program Changes

**Last Year this program was:** FY 2016: 72038-16 DART Tax Title

Net increase of .75 FTE from FY 2016 to FY 2017

Allocated .10 FTE Chief Appraiser to the program; Position reclassified to Property Management Specialist Sr and transferred .75 FTE from GIS /Parcel Management #72028 to Tax Title. Transferred 50 FTE (Appraiser 1) from Residential Appraisal #72034 to Tax Title Program; Transferred 60 FTE allocation from Tax Title to Special Programs#72030



## Legal / Contractual Obligation

HB 2195, approved by the Oregon Legislature in 2015, amends ORS 275.275, and is effective January 1, 2016. That statute defines the expenses to be paid from proceeds of sales of real property acquired by foreclosure of a delinquent tax lien or by exchange for land originally acquired by foreclosure of delinquent tax liens; and the purposes for which the net proceeds must be used.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$2,500,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$2,500,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$2,500,000	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500,000</b>	<b>\$0</b>

## Explanation of Revenues

Revenues from sales of foreclosed properties after January 1, 2016 during FY 2016, are estimated to be \$3.575 million. After expenses are paid, the remaining proceeds to be credited to this program in FY 2017 are estimated at \$2.5 million.

## Significant Program Changes

**Last Year this program was:**

New program offer.