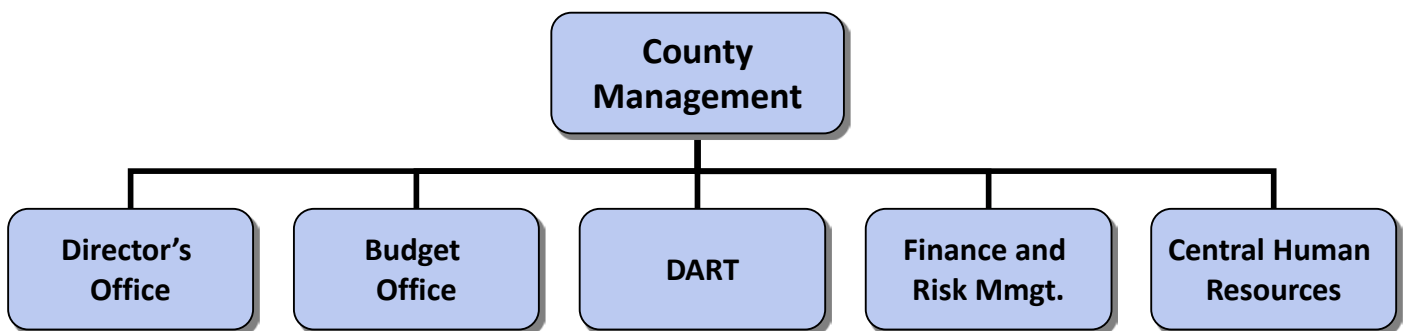


### Department Overview

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 the Central Budget Office 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 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 Chief Human Resources Officer (CHRO) work closely with the Chair, County Attorney and Chief Information Officer (CIO) to ensure strong and consistent management of day-to-day county operations.

DCM faces a number of opportunities and challenges in the coming year. Financing for major capital and IT projects, including the Downtown Courthouse, Health Department Headquarters and Enterprise Resource Planning (ERP) system will continue to be a focus. DCM will play a major role in the implementation of the new ERP system as both Finance and Risk Management and Central Human Resources have critical roles. DART will be focused on its technology upgrade as it goes live with new Assessment and Taxation software in two phases. The economic uncertainty created by the State budget gap, policy changes at the Federal level, and faster cost growth and slower revenue growth will create challenges for county leadership. DCM will continue to provide high level analysis, proactive planning and disciplined management as we work to manage the county’s risk, maintain our financial resiliency, and serve our dynamic community.



### Budget Overview

The Department of County Management’s (DCM) budget is \$155.1 million and has 256.35 FTE in all funds. This is a decrease of \$5.7 million or 3.5% over the FY 2017 Adopted Budget. Budgeted positions have increased by 3.50 FTE. The General Fund budget has decreased by \$5.9 million (-12.9%) to \$40.0 million. Other Funds have increased by \$0.3 million.

Personnel Services have increased by \$2 million (6.5%) due to the addition of 3.50 FTE, COLA and step adjustments. Contractual Services have decreased by \$7.4 million. The main reasons for the reduction are \$2.5 million from the transfer of Tax Title Affordable Housing (72040) to NonDepartmental (10057), and the majority of funding in A Home for Everyone Capital Investments (72041), a one-time capital investment in affordable housing, will be expended FY 2017 with the execution of an Intergovernmental Agreement with the City of Portland. The largest category of expenditures in all funds is in materials and supplies at \$106.6 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$1.1 million due to rate changes. Capital Outlay of \$1.2 million is budgeted by A Home for Everyone Capital Investments (72041).

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

- DART County Clerk Carryover (72025B) \$211,000
- DART Residential Development Program (72036) \$635,648
- A Home for Everyone Capital Investments (72041) \$1,175,000

In addition, \$100,000 of Capital Asset Strategic Planning’s (72013) budget is funded on a one-time-only basis.

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	247.16	252.85	252.85	256.35	3.50
Personnel Services	\$28,004,709	\$29,173,125	\$30,660,458	\$32,638,624	\$1,978,166
Contractual Services	5,386,114	11,613,689	16,469,086	9,043,121	(7,425,965)
Materials & Supplies	92,390,179	100,325,334	105,948,396	106,566,674	618,278
Internal Services	5,077,766	5,356,095	5,263,396	5,662,076	398,680
Debt Service	1,813	0	0	0	0
Capital Outlay	<u>2,357,302</u>	<u>1,225,000</u>	<u>2,400,000</u>	<u>1,175,000</u>	<u>(1,225,000)</u>
<b>Total Costs</b>	<b>\$133,217,884</b>	<b>\$147,693,243</b>	<b>\$160,741,336</b>	<b>\$155,085,495</b>	<b>(\$5,655,841)</b>

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

## Successes and Challenges

DCM strives to maintain the highest possible level of support to the administrative infrastructure and preserve the county's compliance with external regulatory requirements. To that end, DCM evaluates its programs for process efficiency on an ongoing basis. Notable successes this year included:

**Director's Office/Countywide Corporate Functions:** Restructured county leadership governance groups and meetings, establishing a new more inclusive senior Leadership Council, a weekly Director's Council meeting between department directors and the COO, and retired the Operations Council in order to facilitate decision-making in more focused subject matter groups such as the Finance Managers Forum and HR Executive Council. The Evaluation and Research Unit (ERU) created a new countywide community of practice for research and program evaluation staff. The Strategic Capital Planning Program continued to build the foundation for a comprehensive 20 year strategic capital plan that will unite the existing capital planning efforts in Transportation, Facilities and IT.

**Budget Office:** The County received the Government Finance Officers Association's Distinguished Budget Presentation Award for the FY 2017 budget. Ninety-three percent of respondents to the annual budget survey rated the Budget Office as "good" or "excellent", up from 87% for FY 2016.

**Finance and Risk Management:** The County's Investment Portfolio earnings increased by almost 45% in FY 2016 as a result of enhanced portfolio strategy and rising interest rates. For the second year in a row, the County had a clean external audit of financial statements and federal expenditures. Multnomah County was recognized for leading a collaborative effort to introduce safer products in public procurement as the recipient of the Oregon Environmental Council's first annual "Healthy Purchasing Champion" award. Receipt of this award highlights the county's commitment to procure environmentally-friendly and sustainable items. Central Purchasing's continued efforts to support better stewardship of the county's resources resulted in more than 60,000 pounds of surplus items diverted from the waste stream.

**Central Human Resources:** Began implementation of the HR Strategic Plan which will guide the division's work through FY 2020. Developed a suite of resources to bring greater consistency and quality to recruitment and hiring, countywide. The Evaluation and Research Unit performed in-depth program evaluations of two countywide HR initiatives affecting employee recruitment, retention and succession planning: The Leadership Academy and the Minimum Qualifications Initiative. HR began a systematic review of classification structures and practices to ensure they are accurate, thorough and meet the organization's future needs.

**The Division of Assessment, Recording & Taxation (DART):** Added approximately \$2.3 billion of new taxable value, increasing the taxes levied by \$50 million.

### Diversity and Equity

DCM believes that a strong and healthy county begins with an equitable and diverse workforce and community. The following projects, both complete and in-progress, help DCM ensure a more inclusive and equitable work environment:

Developed department mission, vision and values statements and held the first all-staff retreat to foster a more connected and inclusive environment.

The Evaluation & Research Unit worked with the office of Diversity and Equity and Employee Resource Groups to research actions based on the results of the countywide employee survey. Labor Relations is applying the Equity Lens to bargaining process. The Evaluation & Research Unit is evaluating how the Minimum Qualifications project and Leadership Academy affect different demographics.

DART formed an employee survey response team to address their findings from the countywide employee survey and recommend solutions. DART participates in the Office of Diversity and Equity College to County internship program and will provide work experience to six interns in the coming year. The Economic Development program works with local financial institutions and foundations to leverage the County’s investment dollars to support under-served and vulnerable populations.

The Fiscal Compliance group provides guidance to small non-profit human service contractors in complying with federal rules and regulations. Central Purchasing’s MWESB Program is devoted to providing equal opportunity and encourages Minority, Women, and Emerging Small Business firms to compete for county contracting opportunities.

### Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$3,190,490	\$0	\$3,190,490	11.50
Budget Office	2,360,611	0	2,360,611	13.00
Finance and Risk Management	8,940,000	8,831,434	17,771,434	62.00
Central Human Resources	4,318,880	103,155,252	107,474,132	35.35
Division of Assessment, Recording & Taxation (DART)	<u>21,149,928</u>	<u>3,138,900</u>	<u>24,288,828</u>	<u>134.50</u>
<b>Total County Management</b>	<b>\$39,959,909</b>	<b>\$115,125,586</b>	<b>\$155,085,495</b>	<b>256.35</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 countywide 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, Department of Community Justice, and Library are supervised by the COO, providing a crucial link between corporate policy setters and department implementers.

### Significant Changes

The DCM Business Services Program (72015) was previously located in DART and is moving into the Director's Office in recognition of its department-wide role. The program has 8.50 FTE and provides business and financial services in the form of budget development, accounts receivable, accounts payable, grant accounting, procurement and contracting as well as administrative and general accounting support.

### 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 on workforce equity and operational effectiveness.

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

### Significant Changes

There are no significant changes in the Budget Office. For display purposes, the recently re-established Evaluation and Research Unit has been broken out from the Budget Office program offer to more clearly show the functions housed within the Budget Office division.

## 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 32 years. Staff members in the division serve in leadership positions on statewide professional organizations and advisory boards. This serves as recognition by peers and demonstrates the ways Finance and Risk Management programs strive for innovative solutions.

## Significant Changes

The Fiscal Compliance program (72012) was previously budgeted under program offers 72004 - FRM General Ledger (2.00 FTE) and 72003 - FRM Chief Financial Officer (1.00 FTE). The change provides greater transparency.

Accounts Payable (72002) increased a Finance Specialist 2 position from 0.50 FTE to 1.00 FTE to provide operations support and expanded transaction audit capacity in the Pcard program.

The Purchasing program (72005) includes a new Finance Supervisor position to take on additional supervisory duties needed to manage changes resulting from the ERP replacement project. It is kept within target by the elimination of a vacant Procurement Analyst position and additional cuts.

Property & Liability Risk Management (72006) procured 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.

In Treasury (72008), the Finance Manager position has been reclassified to an Investment Officer. This position will manage the County's cash and investments.

The Purchasing program added a Program Specialist position (72021) to validate compliance with the County's MWESB program by contractors and subcontractors on capital projects.

### Central Human Resources

The Central Human Resources Division is driven by its strategic plan mission: "Supporting the people who serve our community."

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 Chief Human Resources Officer 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;
- Countywide training and organizational development;
- HR process monitoring and evaluation;
- Recruitment and retention systems and processes;
- Employee Benefits and Wellness programs.

### Significant Changes

No significant changes.



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

The Division of Assessment, Recording and Taxation (DART) collects and distributes approximately \$1.6 billion in annual property taxes on behalf of all Multnomah County taxing districts, ensuring all property is valued and taxed according to Oregon law. DART includes the statutorily required functions of the Tax Assessor, Tax Collector and certain County Clerk functions, including Recording, Marriage Licenses, Domestic Partnership Registrations, Passports and the Board of Property Tax Appeals.

Overall, DART maintains 346,000 property tax accounts, calculates tax levies, certifies the tax roll, processes payments and distributes property taxes to 69 taxing districts. The Division provides property tax customer service for all its functions, maintains ownership records and property descriptions, and is responsible for the management and disposition of the County's tax foreclosed property.

### Significant Changes

All areas of DART continue to experience workload increases. For FY 2018, DART Appraisal added over 1,800 new property accounts, an increase of over \$2.3 billion of statutory taxable value and an estimated \$50 million in additional taxes (\$80 million overall for 2016-17). DART's customer service saw increases across the board in services provided: overall inquiries increased from 110,000 to 120,000, recorded documents increased from 148,000 to over 164,000, marriage licenses and domestic partnership registrations increased from 7,700 to 7,900, and public counter transactions increased from 55,000 to over 56,000. Passport applications, once again, saw the largest increase from 8,700 to 11,935 applications, a 37% increase year over year.

To manage workload increases, DART has relied heavily on process improvement efforts that collaboratively facilitate review, discussion and change to processes within work units. For FY 2018, these efforts will intensify as DART replaces its 20 year old assessment and taxation software system. The new system will require work units to identify new business processes that will facilitate this transition. DART is converting temporary funds to 2.00 FTE. These positions will better equip Industrial Valuation and GIS Cartography to manage increased workloads and provide GIS analysis capabilities in support of DART valuation. A new Residential Development Program is added to improve accuracy of the County assessment records, ensure statutory compliance and provide training opportunities for diverse groups in our community. DCM Business Services moved to the Director's Office in recognition of its department-wide role. Tax Title Affordable Housing is moved to the Joint Office on Homelessness.

### 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 2018 General Fund	Other Funds	Total Cost	FTE
<b>DCM Director's Office</b>					
72000	DCM Director's Office	\$516,009	\$0	\$516,009	2.00
72013	Capital Asset Strategic Planning	404,539	0	404,539	1.00
72015	DCM Business Services	1,094,942	0	1,094,942	8.50
72041	A Home for Everyone Capital Investments Carryover	1,175,000	0	1,175,000	0.00
<b>Budget Office</b>					
72001	Budget Office	1,922,347	0	1,922,347	10.00
72014	Evaluation and Research Unit	438,264	0	438,264	3.00
<b>Finance and Risk Management</b>					
72002	FRM Accounts Payable	865,232	0	865,232	7.60
72003	FRM Chief Financial Officer	1,400,928	223,975	1,624,903	2.95
72004	FRM General Ledger	831,055	0	831,055	7.00
72005	FRM Purchasing	2,348,953	0	2,348,953	19.00
72006	FRM Property & Liability Risk Management	0	3,590,985	3,590,985	2.50
72007	FRM Payroll/Retirement Services	928,608	0	928,608	8.45
72008	FRM Treasury and Tax Administration	1,938,973	0	1,938,973	4.00
72009	FRM Worker's Compensation/Safety & Health	0	4,626,528	4,626,528	5.50
72010	FRM Recreation Fund Payment to Metro	0	87,287	87,287	0.00
72011	FRM Economic Development	270,000	183,798	453,798	1.00
72012	FRM Fiscal Compliance	356,251	0	356,251	3.00
72021	FRM MWESB Contract Compliance	0	118,861	118,861	1.00
<b>Central Human Resources</b>					
72016	Central HR Administration	1,606,825	0	1,606,825	5.63
72017	Central HR Services	1,875,291	0	1,875,291	10.60
72018	Central HR Labor Relations	836,764	54,863	891,627	4.85
72019	Central HR Unemployment	0	1,004,841	1,004,841	0.15
72020	Central HR Employee Benefits	0	102,095,548	102,095,548	14.12

# County Management

fy2018 proposed budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
<b>Division of Assessment, Recording and Taxation (DART)</b>					
72023	Div of Assessment, Recording & Taxation Administration	721,317	0	721,317	3.30
72024	DART Customer Service	1,036,353	0	1,036,353	9.10
72025A	DART County Clerk Functions	1,630,001	0	1,630,001	13.50
72025B	DART County Clerk Carryover	211,000	0	211,000	0.00
72026	DART Ownership	434,497	0	434,497	4.20
72027	DART Tax Revenue Management	1,915,438	0	1,915,438	12.00
72028	DART GIS/Cartography & Parcel Management	1,048,554	0	1,048,554	8.30
72029	DART Assessment Performance Analysis	497,509	0	497,509	3.30
72030	DART Property Assessment Special Programs	1,178,970	0	1,178,970	8.40
72031	DART Personal Property Assessment	1,383,083	0	1,383,083	10.30
72032	DART Property Assessment Industrial	1,035,866	0	1,035,866	8.30
72033	DART Commercial Property Appraisal	2,107,236	0	2,107,236	15.40
72034	DART Residential Property Appraisal	4,061,204	0	4,061,204	31.60
72035	DART Assessment & Taxation System Upgrade	0	3,138,900	3,138,900	0.00
72036	DART Residential Development Program	635,648	0	635,648	0.00
72037	DART Applications Support	1,441,694	0	1,441,694	4.70
72038	DART Tax Title	<u>1,811,558</u>	<u>0</u>	<u>1,811,558</u>	<u>2.10</u>
<b>Total County Management</b>		<b>\$39,959,909</b>	<b>\$115,125,586</b>	<b>\$155,085,495</b>	<b>256.35</b>

(this page intentionally left blank)

**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 Chief 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.

County governance committees were restructured in FY 2017, allowing for richer and deeper collaboration, and critical situational awareness between the director and department directors. This will be important going forward as the director serves as the Executive sponsor for the Enterprise Resource Planning (ERP) System Steering Committee. The director will also be working with senior leadership to increase technological literacy and proficiency in an ever-changing technological landscape.

The director will work closely with department directors, the Chair and Commissioners to manage any budget shortfalls created by changes in Federal and State funding in FY 2018. The Director's Office will also continue to build support for the countywide strategic framework plan developed by department and Non-Departmental directors and the new DCM mission, vision, and values statement.

### Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Monthly monitoring of countywide performance and organizational health	0	0	5	12
Outcome	Percent of identified "problem trends" addressed timely	100%	100%	100%	100%
Output	County-wide executive leadership training events held	4	4	4	4
Output	Regional multi-jurisdictional leadership events held	1	1	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. In 2017, the county again hosted leaders from neighboring jurisdictions for a conversation on how local governments respond to the new American demographics.

## 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	2017	2017	2018	2018
Personnel	\$389,428	\$0	\$407,477	\$0
Contractual Services	\$61,754	\$0	\$61,754	\$0
Materials & Supplies	\$11,200	\$0	\$11,200	\$0
Internal Services	\$35,679	\$0	\$35,578	\$0
<b>Total GF/non-GF</b>	<b>\$498,061</b>	<b>\$0</b>	<b>\$516,009</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$498,061</b>		<b>\$516,009</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 2017: 72000 DCM Director's Office



## 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	2017	2017	2018	2018
Personnel	\$1,554,611	\$0	\$1,530,739	\$0
Contractual Services	\$30,000	\$0	\$32,000	\$0
Materials & Supplies	\$151,000	\$0	\$117,287	\$0
Internal Services	\$246,159	\$0	\$242,321	\$0
<b>Total GF/non-GF</b>	<b>\$1,981,770</b>	<b>\$0</b>	<b>\$1,922,347</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,981,770</b>		<b>\$1,922,347</b>	
<b>Program FTE</b>	10.00	0.00	10.00	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 2017: 72001 Budget Office

For FY 2018, program offer 72014 Evaluation and Research has been split out from this program.





## 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	2017	2017	2018	2018
Personnel	\$755,458	\$0	\$848,484	\$0
Materials & Supplies	\$16,330	\$0	\$16,748	\$0
<b>Total GF/non-GF</b>	<b>\$771,788</b>	<b>\$0</b>	<b>\$865,232</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$771,788</b>		<b>\$865,232</b>	
<b>Program FTE</b>	7.10	0.00	7.60	0.00

Program Revenues				
Other / Miscellaneous	\$191,180	\$0	\$290,180	\$0
<b>Total Revenue</b>	<b>\$191,180</b>	<b>\$0</b>	<b>\$290,180</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 bank's credit card programs. The majority is from Bank of America's purchasing card program; rebates from BOA are generally 1.4% 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 2017: 72002 FRM Accounts Payable

The 0.50 FTE Finance Specialist position is increased to 1.0 FTE to provide operations support and expanded transaction audit capacity in the Pcard program. The position will provide increased vendor maintenance and check management, including stop payments, returns and dormancy. The position will also conduct monitoring and audits of cash equivalents

**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 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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

Several financial functions laid out in Oregon Revised Statutes and County Code are directly and indirectly the responsibility of the Chief Financial Officer.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$451,513	\$69,500	\$458,656	\$75,275
Contractual Services	\$30,000	\$0	\$30,000	\$0
Materials & Supplies	\$23,645	\$0	\$27,000	\$0
Internal Services	\$853,027	\$143,479	\$885,272	\$148,700
<b>Total GF/non-GF</b>	<b>\$1,358,185</b>	<b>\$212,979</b>	<b>\$1,400,928</b>	<b>\$223,975</b>
<b>Program Total:</b>	<b>\$1,571,164</b>		<b>\$1,624,903</b>	
<b>Program FTE</b>	2.60	0.35	2.60	0.35

Program Revenues				
Other / Miscellaneous	\$0	\$212,979	\$0	\$223,975
<b>Total Revenue</b>	<b>\$0</b>	<b>\$212,979</b>	<b>\$0</b>	<b>\$223,975</b>

## Explanation of Revenues

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

## Significant Program Changes

**Last Year this program was:** FY 2017: 72003 FRM Chief Financial Officer

1.0 FTE Finance Supervisor has been moved to program offer 72012-18 FRM-Fiscal Compliance.



## 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.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$774,917	\$0	\$800,915	\$0
Contractual Services	\$6,500	\$0	\$6,500	\$0
Materials & Supplies	\$23,840	\$0	\$23,640	\$0
<b>Total GF/non-GF</b>	<b>\$805,257</b>	<b>\$0</b>	<b>\$831,055</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$805,257</b>		<b>\$831,055</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

Program Revenues				
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 2017: 72004 FRM General Ledger

Fiscal compliance services moved out of the General Ledger program and are now captured separately in the FRM Fiscal Compliance program (72012-18). This move results in a decrease of 2.0 FTE in 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), Service Disabled Veterans, 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 supports the County's sustainability goals 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of contracts awarded to MWESB and QRF businesses	11%	25%	20%	20%
Outcome	Number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	87	80	45	50
Output	Number of contracts and amendments processed	1227	1000	965	965

### 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	2017	2017	2018	2018
Personnel	\$2,117,119	\$0	\$2,203,725	\$0
Contractual Services	\$73,882	\$0	\$13,219	\$0
Materials & Supplies	\$89,560	\$0	\$132,009	\$0
<b>Total GF/non-GF</b>	<b>\$2,280,561</b>	<b>\$0</b>	<b>\$2,348,953</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,280,561</b>		<b>\$2,348,953</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 2018 is \$2,000.

## Significant Program Changes

**Last Year this program was:** FY 2017: 72005 FRM Purchasing

In FY17, the County began implementing a new procurement and contracting system, SciQuest, as a precursor to the ERP replacement project. Over the next three fiscal years, the County's procurement and contracting work will experience both significant restructuring, leading to greater efficiencies, and greater consolidation within Central Purchasing. This program offer includes a new Finance Supervisor position to take on the additional supervisory duties needed to manage these changes. It is kept within target by the elimination of a vacant Procurement Analyst position and additional cuts.



**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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of policies for insured risks and statutory bonds purchased/renewed*	17	17	17	17
Outcome	Total Cost of Risk as a percentage of operational budget**	.46	.59	.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 annually to other public entities. It 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	2017	2017	2018	2018
Personnel	\$0	\$197,840	\$0	\$309,714
Contractual Services	\$0	\$240,000	\$0	\$230,105
Materials & Supplies	\$0	\$3,408,145	\$0	\$3,051,166
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,845,985</b>	<b>\$0</b>	<b>\$3,590,985</b>
<b>Program Total:</b>	<b>\$3,845,985</b>		<b>\$3,590,985</b>	
<b>Program FTE</b>	0.00	1.50	0.00	2.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,845,985	\$0	\$3,590,985
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,845,985</b>	<b>\$0</b>	<b>\$3,590,985</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 2017: 72006 FRM Property & Liability Risk Management

Software and maintenance costs increased due to the procurement of 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.

1.0 FTE (.50 of a HR Technician and .50 of a HR Analyst) was moved from program offer 72009-18 (Risk-Workers Comp & Safety). The adjusted FTE allocation better reflects the current workload of positions.



## 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	2017	2017	2018	2018
Personnel	\$842,970	\$0	\$875,448	\$0
Contractual Services	\$25,000	\$0	\$23,000	\$0
Materials & Supplies	\$29,205	\$0	\$30,160	\$0
<b>Total GF/non-GF</b>	<b>\$897,175</b>	<b>\$0</b>	<b>\$928,608</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$897,175</b>		<b>\$928,608</b>	
<b>Program FTE</b>	8.45	0.00	8.45	0.00

Program Revenues				
Other / Miscellaneous	\$149,741	\$0	\$151,998	\$0
<b>Total Revenue</b>	<b>\$149,741</b>	<b>\$0</b>	<b>\$151,998</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 2018 is \$134,998 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 2017: 72007 FRM Payroll/Retirement Services

**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 16% 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	323	315	380	380
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Business Accounts in County****	74,000	69,300	82,000	90,000

### 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.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$421,626	\$0	\$428,339	\$0
Contractual Services	\$1,442,531	\$0	\$1,492,094	\$0
Materials & Supplies	\$18,340	\$0	\$18,540	\$0
<b>Total GF/non-GF</b>	<b>\$1,882,497</b>	<b>\$0</b>	<b>\$1,938,973</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,882,497</b>		<b>\$1,938,973</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$120,000	\$0
Service Charges	\$132,400	\$0	\$154,000	\$0
<b>Total Revenue</b>	<b>\$252,400</b>	<b>\$0</b>	<b>\$274,000</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received through an agreement between the County and the 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 2017: 72008 FRM Treasury and Tax Administration

A Finance Manager position has been reclassified to an Investment Officer in FY17

**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 Workers' Compensation section of this program manages the work-related employee injury and illness process and assists employees in returning to their jobs post injury or illness. The Safety and Health section oversees the loss prevention efforts of the County by assisting each department in meeting loss prevention requirements of a workers' compensation self-insured employer and Oregon Occupational Safety and Health Division (OR-OSHA) compliance.

**Program Summary**

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

The primary activity of the Safety and Health section is reducing employee on-the-job injuries and employer liability due to injuries to non-employees. Safety and Health staff consult with County departments to assist them in providing a safe environment for both employees and the public. It helps identify and abate deficiencies related to occupational safety and health regulations. All employer-based loss prevention activity needed to maintain the workers' compensation self-insured status is managed by the Safety and Health staff and communicated to internal partners for implementation and program success.

**Performance Measures**

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	*Number of site safety visits to meet loss prevention consultative needs and satisfy OR-OSHA requirements	20	24	24	24
Outcome	**Workers' Compensation Experience Rating Modifier (ERM) below industry average	.87	.7	.7	.8

**Performance Measures Descriptions**

\*Performance measures are designed to meet OR-OSHA Self-insured Employer OAR 437-001-1060 (2) & (7) rules and monitor our success as a self-insured employer. The loss prevention output tracks the Safety Specialists consultative service to employee safety and health at the work site level.

\*\*The ERM demonstrates our success in impacting safety and loss prevention efforts countywide. 1.0 is industry standard, and less than 1.0 exceeds industry standard. Insurance industry sets our ERM annually based on past losses.

## 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	2017	2017	2018	2018
Personnel	\$0	\$853,691	\$0	\$793,423
Contractual Services	\$0	\$349,000	\$0	\$338,755
Materials & Supplies	\$0	\$3,418,075	\$0	\$3,494,350
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,620,766</b>	<b>\$0</b>	<b>\$4,626,528</b>
<b>Program Total:</b>	<b>\$4,620,766</b>		<b>\$4,626,528</b>	
<b>Program FTE</b>	0.00	6.50	0.00	5.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,620,766	\$0	\$4,626,528
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,620,766</b>	<b>\$0</b>	<b>\$4,626,528</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 2017: 72009 FRM Worker's Compensation/Safety & Health

1.0 FTE (.50 of a HR Technician and .50 of a HR Analyst) was moved to program offer 72006-18 (Risk-Property and Liability). The adjusted FTE allocation better reflects the current workload of positions.





## 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>2017</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>
Contractual Services	\$0	\$100,000	\$0	\$85,000
Internal Services	\$0	\$2,640	\$0	\$2,287
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$102,640</b>	<b>\$0</b>	<b>\$87,287</b>
<b>Program Total:</b>	<b>\$102,640</b>		<b>\$87,287</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$102,640	\$0	\$87,287
<b>Total Revenue</b>	<b>\$0</b>	<b>\$102,640</b>	<b>\$0</b>	<b>\$87,287</b>

## Explanation of Revenues

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

## Significant Program Changes

Last Year this program was: FY 2017: 72010 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 2018 payments will total approximately \$270,000.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$134,761	\$0	\$137,819
Contractual Services	\$173,000	\$2,615	\$270,000	\$3,000
Materials & Supplies	\$0	\$34,030	\$0	\$34,030
Internal Services	\$0	\$8,909	\$0	\$8,949
<b>Total GF/non-GF</b>	<b>\$173,000</b>	<b>\$180,315</b>	<b>\$270,000</b>	<b>\$183,798</b>
<b>Program Total:</b>	<b>\$353,315</b>		<b>\$453,798</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 2017: 72011 FRM Economic Development

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

**Executive Summary**

The Fiscal Compliance unit performs pre-award risk assessments, site reviews and financial statement analyses on County human service contracts in order to maintain compliance with Federal, State and County laws and regulations and to provide fiscal oversight of contracted programs. The unit manages the County's annual Single Audit (audit of the County's federal expenditures) and provides countywide grant management policy development, guidance, and support to County departments.

**Program Summary**

Fiscal Compliance is responsible for administering Countywide grant compliance oversight and performing subrecipient monitoring for all County human services contracts to ensure compliance to Federal and State requirements. In fiscal year 2016 the County received \$55 million in Federal grant funding of which \$16 million was passed-thru to subrecipients.

Fiscal Compliance performs annual risk assessments (which includes a financial statement review) on all contracts receiving Federal funds to ensure compliance with external standards/regulations and assesses the entities financial health. In the most recent year, Fiscal Compliance performed 48 risk assessments (20 pre-award and 28 renewals). Fiscal Compliance performed 20 site audits covering \$5.2 million in federal expenditures. The performed oversight helps department programmatic staff carry out service delivery by ensuring subrecipients are compliant with grant requirements and are financially stable.

Fiscal Compliance manages and coordinates the annual Single Audit for the County. The program also administers the County's fiscal grants management user group which supports County grants administration, grants policy, and grant compliance efforts.

**Performance Measures**

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total risk assessments performed on County contracts receiving Federal funds	48	48	50	50
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	40%	68%	65%	65%

**Performance Measures Descriptions**

The Fiscal Compliance unit performs financial monitoring of County-funded human service (HS) providers. Monitoring includes Federal, State, County and other funds recorded in the pass-through/program support GL account. A higher percentage/count monitored indicates greater coverage and decreased County financial risk as it relates to human services providers.

## Legal / Contractual Obligation

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
Program Expenses	2017	2017	2018	2018
Personnel	\$315,082	\$0	\$349,401	\$0
Materials & Supplies	\$0	\$0	\$6,850	\$0
<b>Total GF/non-GF</b>	<b>\$315,082</b>	<b>\$0</b>	<b>\$356,251</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$315,082</b>		<b>\$356,251</b>	
<b>Program FTE</b>	3.00	0.00	3.00	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:

This is a new program offer for fiscal year 2018, but the expenditures and FTE are not new. The Fiscal Compliance program was previously budgeted under program offers 72004 - FRM General Ledger (2.0 FTE) and 72003 - FRM Chief Financial Officer (1.0 FTE). The change provides greater transparency to the Fiscal Compliance work function.

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

**Executive Summary**

The purpose of the Capital Asset Strategic Planning 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 and Chief Financial Officer to create an integrated capital budget that addresses connections between infrastructure costs, debt capacity 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 15 – 20 year timeline. The Capital Planning Director, with support of key departmental stakeholders, oversees the planning process and final capital master plan. This includes working in conjunction with the Budget Office to align the forecasted revenue and expenditure trends, evaluate financing strategies, and connect 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Infrastructure Need Report	N/A	N/A	1	0
Outcome	Percent of future infrastructure needs accurately identified	N/A	100%	0	100%
Output	Development of long-range capital management "master plan"	N/A	1	0	1
Output	Annual report on capital planning program presented to the Board of County Commissioners	N/A	1	0	1

**Performance Measures Descriptions**

The Capital Asset Strategic Planning Program was a new program offer in 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
<b>Program Expenses</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>
Personnel	\$275,232	\$0	\$215,060	\$0
Contractual Services	\$0	\$0	\$155,914	\$0
Materials & Supplies	\$7,750	\$0	\$8,520	\$0
Internal Services	\$1,826	\$0	\$25,045	\$0
<b>Total GF/non-GF</b>	<b>\$284,808</b>	<b>\$0</b>	<b>\$404,539</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$284,808</b>		<b>\$404,539</b>	
<b>Program FTE</b>	2.00	0.00	1.00	0.00

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

**Explanation of Revenues**

This program is supported by county General Fund revenues, of which \$100,000 is one-time-only.

**Significant Program Changes**

**Last Year this program was:** FY 2017: 72013 Capital Asset Strategic Planning

1.00 FTE position reallocated to Professional Services for FY 2018



**Department:** County Management

**Program Contact:** Anna Plumb

**Program Offer Type:** Support

**Program Offer Stage:** As Proposed

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

### Executive Summary

The Evaluation and Research Unit (ERU) performs program evaluation and research on workforce equity, operational effectiveness, and business intelligence both countywide and within the Department of County Management. The ERU monitors and analyzes key metrics of countywide organizational health; evaluates the effectiveness of countywide initiatives; regularly consults countywide on research and evaluation practice; and works with system partners to evaluate cross-departmental county programs.

### Program Summary

The Evaluation and Research Unit performs program evaluation and research on workforce equity, operational effectiveness, and business intelligence both countywide and within the Department of County Management. The ERU currently monitors and analyzes key metrics of countywide organizational health; evaluates the effectiveness of countywide initiatives; regularly consults countywide on research and evaluation practice, and works with system partners to evaluate cross-departmental county programs, including a partnership with the Joint Office of Homeless Services to design and implement evaluations of the A Home for Everyone project to end homelessness in the region.

In FY 2018 the ERU will work with the Workday Implementation team to ensure that Workday incorporates the metrics necessary to accurately and effectively evaluate county organizational health and effectiveness. In addition, the ERU will: complete a review of countywide workforce analytics and workforce equity; issue and analyze the biannual countywide employee survey of to up to 6000 employees; perform research and evaluation for the Department of County Management; respond to information requests from county leadership; and consult countywide on program evaluation, analytical methods, and data visualization to assist departments in developing internal research and evaluation capacity. Examples of past consulting projects include analysis of regional housing costs, surveys of county employees on behalf of county leadership, reviewing surveys for other departments, and presentation(s) on Dashboarding Best Practices to countywide financial staff.

The ERU will also continue to sponsor and manage a countywide Community of Practice for county research and evaluation staff that the ERU founded in FY 2017.

### Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of reports, presentations, and dashboards issued	N/A	N/A	50	50
Outcome	Response rate to the Countywide Employee Survey	59%	59%	59%	62%
Outcome	Percent of information and consulting requests responded to within a week.	N/A	N/A	100%	100%
Output	Number of events for the countywide Community of Practice for Program Evaluation and Research	N/A	N/A	6	6

### Performance Measures Descriptions

Response rate to the FY 2013 and FY 2015 Countywide Employee surveys were both 59%. We are estimating a 3% increase in response rate for the FY 2017 survey (which will be reported in FY 2018).

Response to an information or consulting request is defined as initial acknowledgement and arrangement of a planning conversation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$366,590	\$0	\$402,135	\$0
Materials & Supplies	\$0	\$0	\$36,129	\$0
<b>Total GF/non-GF</b>	<b>\$366,590</b>	<b>\$0</b>	<b>\$438,264</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$366,590</b>		<b>\$438,264</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 72001 Budget Office

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

**Executive Summary**

The Department of County Management (DCM) Business Services Program provides business services to the Department through exercising sound, accurate and transparent financial management. The Program coordinates development of the Department Budget, performs financial functions of accounts receivable, accounts payable, grant accounting, procurement and contracting and provides administrative and general accounting support to the Department.

**Program Summary**

The Department of County Management (DCM) Business Services Program is responsible for coordination and development of a balanced budget that meets Oregon Budget Law, County policies, and the accounting practices established by the County's Chief Financial Officer. Business Services ensures that the Department's budget adequately supports operations and aligns with the programs authorized by the Board of County Commissioners.

Business Services is responsible for developing the annual DCM budget through collaboration with department programs; for monitoring, analysis, tracking, and financial reporting throughout the fiscal year; for administration of the budget, including position control, adjustments, amendments and modifications; and for tracking and monitoring various revenue streams. Business Services continually monitors departmental spending throughout the budget cycles to ensure spending within designated spending limits.

Business Services is responsible for grant accounting, accounts receivable, accounts payable, travel and training arranging and reconciliations, mileage reimbursements, procurement card management, timekeeping, general accounting and administrative support. The program is responsible for consultation, oversight and delivery of the procurement and purchasing of goods and services in support of DCM operations, as well as a variety of County-wide contracts and Intergovernmental Agreements. The contracts team provides consultation, procurement development, contract development, negotiation, risk assessment and management, supplier/vendor management and ongoing contract administration.

Business Services ensures compliance with applicable financial policies, accounting standards and practices, and further ensures contracts meet County Attorney standards and provide legal authority to procure goods and services. Business Services collaborates with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices; and participates in cross-county teams such as the Finance Managers Forum, Purchasing Advisory Council, Purchasing Leaders Councils, Strategic Sourcing Council, and Finance Users Group.

**Performance Measures**

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of Accounts Receivable Transactions processed	3,611	0	3,600	3,600
Outcome	Percentage of Contracts processed following established policies and processes	100%	0	100%	100%
Outcome	% of out of town travel and training events reconciled within 30 days of travel return date	75%	0	75%	90%
Outcome	% of Accounts Payable invoices paid in 30 days or less	85%	0	80%	90%

**Performance Measures Descriptions**

New Program Offer for FY18 Budget; Measures were established during FY2016 and FY2017 during program development. Outcomes tracking the percentages of contracts issued under established processes, of accounts payable invoices paid within 30 days, and travel & training reconciled within 30 days, demonstrates adequate controls and processes are in place to ensure compliance with county policies and best practices. Actual results for Travel & Training dependent upon various factors impacting ability to complete reconciliations within prescribed timelines. Efforts to improve results underway.

## Legal / Contractual Obligation

Oregon Budget Law (ORS Chapter 294), federal Office of Management & Budget circulars A-133 and A-87, Government Accounting Standards Board statements and pronouncements, County Administrative Procedures. Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 define procurement and contracting processes within the constraints of ORS requirements. DCM Contracts utilizing cooperative agreements must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$678,742	\$0	\$933,920	\$0
Materials & Supplies	\$0	\$0	\$33,445	\$0
Internal Services	\$0	\$0	\$127,577	\$0
<b>Total GF/non-GF</b>	<b>\$678,742</b>	<b>\$0</b>	<b>\$1,094,942</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$678,742</b>		<b>\$1,094,942</b>	
<b>Program FTE</b>	6.50	0.00	8.50	0.00

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

## Explanation of Revenues

## Significant Program Changes

### Last Year this program was:

New DCM Program for FY2018. Transferred 7.50 FTE from Division of Assessment, Recording & Taxation Administration Program 72023-18. Added 1.00 FTE, converted from temp staff in DART. Total 8.50 FTE. Reports to and is incorporated into the DCM Director Division.

**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 Chief Human Resources Officer 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of countywide job applications in the Neogov applicant tracking system.	26,476	27,000	25,500	25,000
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	N/A	90%	91%	91%

### Performance Measures Descriptions

Output: The number of countywide job applications measures the number of applicants interested in county employment, this number is expected to decline with recruitment optimization projects. Outcome: 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	2017	2017	2018	2018
Personnel	\$819,681	\$0	\$876,977	\$0
Contractual Services	\$63,506	\$0	\$45,106	\$0
Materials & Supplies	\$46,430	\$0	\$64,830	\$0
Internal Services	\$544,079	\$0	\$619,912	\$0
<b>Total GF/non-GF</b>	<b>\$1,473,696</b>	<b>\$0</b>	<b>\$1,606,825</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,473,696</b>		<b>\$1,606,825</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 2017: 72016 Central HR Administration

**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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employees satisfied with training they received.	96.04%	95%	95%	95%
Outcome	Percent of total positions reclassified, revised, updated.	12%	16.5%	27.6%	10.1%
Output	Number of Countywide training class attendees.	5494	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 in classrooms, does not include e-learning. which have increased.

## 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	2017	2017	2018	2018
Personnel	\$1,508,356	\$0	\$1,580,954	\$0
Contractual Services	\$140,000	\$0	\$140,000	\$0
Materials & Supplies	\$63,700	\$0	\$63,700	\$0
Internal Services	\$88,821	\$0	\$90,637	\$0
<b>Total GF/non-GF</b>	<b>\$1,800,877</b>	<b>\$0</b>	<b>\$1,875,291</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,800,877</b>		<b>\$1,875,291</b>	
<b>Program FTE</b>	10.60	0.00	10.60	0.00

Program Revenues				
Service Charges	\$25,000	\$0	\$25,000	\$0
<b>Total Revenue</b>	<b>\$25,000</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 2017: 72017 Central HR Services



**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, and the Personnel Rule (work rules) that apply to all 100%.

### 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Labor disputes.	112	120	138	113
Outcome	Percentage of labor disputes settled collaboratively.	96%	90%	91%	93%

### 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 2017 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	2017	2017	2018	2018
Personnel	\$773,150	\$48,135	\$810,800	\$49,688
Contractual Services	\$7,000	\$0	\$7,000	\$0
Materials & Supplies	\$15,850	\$0	\$15,850	\$0
Internal Services	\$0	\$9,947	\$3,114	\$5,175
<b>Total GF/non-GF</b>	<b>\$796,000</b>	<b>\$58,082</b>	<b>\$836,764</b>	<b>\$54,863</b>
<b>Program Total:</b>	<b>\$854,082</b>		<b>\$891,627</b>	
<b>Program FTE</b>	4.60	0.25	4.60	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$58,082	\$0	\$54,863
<b>Total Revenue</b>	<b>\$0</b>	<b>\$58,082</b>	<b>\$0</b>	<b>\$54,863</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 2017: 72018 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
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$31,831	\$0	\$33,770
Materials & Supplies	\$0	\$922,489	\$0	\$971,071
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$954,320</b>	<b>\$0</b>	<b>\$1,004,841</b>
<b>Program Total:</b>	<b>\$954,320</b>		<b>\$1,004,841</b>	
<b>Program FTE</b>	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$954,320	\$0	\$1,004,841
<b>Total Revenue</b>	<b>\$0</b>	<b>\$954,320</b>	<b>\$0</b>	<b>\$1,004,841</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 2017: 72019 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 Program provides comprehensive health coverage, basic and supplemental life insurance options, health, dependent care and transportation spending accounts, leave management and short/long term disability benefits for approximately 13,000 eligible individuals, including employees, spouses or domestic partners, dependent children and retirees. The program includes a Wellness component, which promotes and supports a healthier workforce, serving employees and families by providing a wide variety of activities, education and services to promote well-being.

### Program Summary

Internal administration of the Benefit Programs supports the County's unique business, labor 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 help reduce employee absenteeism and health plan costs, while enhancing employee retention, morale, and productivity. The Employee Wellness Program serves the specific health needs of our employees as documented by health plan claims and population health data, and employee input. The Wellness Program focuses on chronic disease prevention and management through programs and policies that support healthy eating and physical activity, weight control, stress management, resiliency and overall health and wellbeing. Health plan partnerships and resources supplement program efforts.

### Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Medical plan annual member count	12,100	14,500	12,600	12,500
Outcome	Participation in County Wellness Programs FY 2017	2,400	2,400	2,960	3000
Efficiency	County's monthly per employee benefit cost (increase)	5.0%	6.0%	6.0%	6.0%

### 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 \$1,864.54.

National average health benefit increase has been 6.0%. and is expected to increase in 2018 by 6.0%.

## 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 a 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	2017	2017	2018	2018
Personnel	\$0	\$2,814,935	\$0	\$3,096,558
Contractual Services	\$0	\$1,603,587	\$0	\$1,478,962
Materials & Supplies	\$0	\$96,035,405	\$0	\$97,110,971
Internal Services	\$0	\$336,937	\$0	\$409,057
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$100,790,864</b>	<b>\$0</b>	<b>\$102,095,548</b>
<b>Program Total:</b>	<b>\$100,790,864</b>		<b>\$102,095,548</b>	
<b>Program FTE</b>	0.00	14.12	0.00	14.12

Program Revenues				
Other / Miscellaneous	\$0	\$100,724,664	\$0	\$102,058,948
Service Charges	\$0	\$50,000	\$0	\$20,400
<b>Total Revenue</b>	<b>\$0</b>	<b>\$100,774,664</b>	<b>\$0</b>	<b>\$102,079,348</b>

## Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$79,453,642 actives/\$7,079,718 Retirees), Short and Long Term Disability (\$1,903,355) and Life Insurance (\$504,362); benefit administration charge, (\$3,501,405), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$5,111,706), premium payments from retirees and COBRA participants (\$4,174,760), and operational refunds/forfeitures/rebates/performance guarantee penalties from vendors (\$350,400).

## Significant Program Changes

**Last Year this program was:** FY 2017: 72020 Central HR Employee Benefits

-Removal of revenue item \$550,000 from expired retiree reinsurance refund program (tax credits due to Federal and State subsidies) (CC-705500/GL-50310)

-Removal of expenditure items \$110,880 and \$113,400 for terminated State and Federal reinsurance programs (CC-705218/GL-60280)

**Department:** County Management      **Program Contact:** Brian Smith  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The County has recently broken ground on two significant multi-year capital construction projects: The Downtown Courthouse Replacement and the Health Department Headquarters. Each of these projects has significant requirements in regards to Workforce Training and Hiring, and subcontractor utilization analysis. Through recent discussions with the project teams it was determined that there would be significant efficiency if there were a single person who oversaw these activities for both projects.

**Program Summary**

Based on our recent experience with the Sellwood Bridge project, the teams believe that this position should be working with the County's existing MWESB program infrastructure which is located in Central Purchasing. The position is responsible for ensuring provisions of the Workforce Training and Hiring Program, Good Faith Effort Program, and the Minority Women, and Emerging Small Business (MWESB) Programs. Specifically, this position gather and prepare data for analysis, including certified payroll data, monthly employment reports, and monthly utilization reports. It will also develop and manage databases used to organize and analyze data to ensure compliance by contractors and subcontractors on County projects, including but not limited to the Courthouse construction project and the Health Department Headquarters construction project. This position will also provide technical, administrative and compliance assistance necessary for the implementation of the MWESB programs as it relates to the Chair's Diversity initiatives.

**Performance Measures**

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Monthly project reports for Courthouse Replacement Project and Health Department Headquarters Project.				12
Outcome	Actionable monthly information to track performance requirements and subcontractor utilization				12

**Performance Measures Descriptions**

Performance Measure #2: Actionable monthly information to track performance of workforce training and hiring program requirements and subcontractor utilization by prime contractors.

## Legal / Contractual Obligation

This position is central to validating compliance with the County's MWESB program, which includes Workforce Training and Hiring requirements as well as utilization of State Certified subcontractors.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$0	\$113,861
Materials & Supplies	\$0	\$0	\$0	\$5,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$118,861</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$118,861</b>	
<b>Program FTE</b>	0.00	0.00	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

## Significant Program Changes

Last Year this program was:



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

### Executive Summary

DART Administration plans, directs, and coordinates 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 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 345,000 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 performs the duties of the Tax Collector who certifies the billing, collecting, and distribution of over \$1.6 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 administration 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.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total Number of Property Tax Accounts Administered	344,065	345,000	345,786	346,500
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100%	100%	100%	100%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	5.77%	6.5%	6.00%	6.00%
Efficiency	Cost of Collection per Account (in Dollars)	\$3.63	\$4.00	\$3.96	\$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	2017	2017	2018	2018
Personnel	\$524,460	\$0	\$449,672	\$0
Contractual Services	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$186,170	\$0	\$178,850	\$0
Internal Services	\$188,128	\$0	\$87,795	\$0
<b>Total GF/non-GF</b>	<b>\$903,758</b>	<b>\$0</b>	<b>\$721,317</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$903,758</b>		<b>\$721,317</b>	
<b>Program FTE</b>	3.30	0.00	3.30	0.00

Program Revenues				
Fees, Permits & Charges	\$70,000	\$0	\$78,500	\$0
Intergovernmental	\$283,811	\$0	\$102,170	\$0
Service Charges	\$20,000	\$0	\$20,000	\$0
<b>Total Revenue</b>	<b>\$373,811</b>	<b>\$0</b>	<b>\$200,670</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 21% 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 \$3,715,272 for FY18, with \$102,170 allocated to DART Administration. General Fund Revenue of \$78,500 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 2017: 72023 Div of Assessment, Recording & Taxation Administration

Added 1 FTE internal transfer within DART to Administration/Business Services and reclassified to a Finance Specialist 1. For FY18, transferred 7.50 FTE from DART Administration to DCM Business Services Program 72015-18.



## Legal / Contractual Obligation

Oregon Revised Statutes(ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310, 311, 312 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property taxation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$799,818	\$0	\$760,301	\$0
Materials & Supplies	\$16,305	\$0	\$16,454	\$0
Internal Services	\$253,935	\$0	\$259,598	\$0
<b>Total GF/non-GF</b>	<b>\$1,070,058</b>	<b>\$0</b>	<b>\$1,036,353</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,070,058</b>		<b>\$1,036,353</b>	
<b>Program FTE</b>	9.40	0.00	9.10	0.00

Program Revenues				
Intergovernmental	\$272,212	\$0	\$281,246	\$0
<b>Total Revenue</b>	<b>\$272,212</b>	<b>\$0</b>	<b>\$281,246</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 21% 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 \$3,715,272 for FY2018, with \$281,246 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 2017: 72024 DART Customer Service

For FY18, transferred allocation of .30 FTE Finance Supervisor from DART Customer Service Program Offer 72024-18 to DART Tax Revenue Management 72027-18

**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 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 2016, 164,737 documents were recorded, 7,899 Marriage Licenses were processed, 68 Domestic Partnership Registrations were issued and 11,935 Passport Applications were accepted. Last year 735 BoPTA appeals were processed. 6,900 passport photos were taken. 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 120,000 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, 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. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Marriage Licenses Issued	7,899	7,600	7,800	7,800
Outcome	Number of Accurately Processed Licenses	7,810	7,585	7,720	7,720
Output	Number of Documents Recorded	164,737	170,000	170,000	170,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	4	3	4	4

**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	2017	2017	2018	2018
Personnel	\$1,156,493	\$0	\$1,159,994	\$0
Contractual Services	\$97,214	\$0	\$75,946	\$0
Materials & Supplies	\$104,219	\$0	\$104,444	\$0
Internal Services	\$317,602	\$0	\$289,617	\$0
<b>Total GF/non-GF</b>	<b>\$1,675,528</b>	<b>\$0</b>	<b>\$1,630,001</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,675,528</b>		<b>\$1,630,001</b>	
<b>Program FTE</b>	13.70	0.00	13.50	0.00

Program Revenues				
Fees, Permits & Charges	\$5,144,000	\$0	\$5,861,800	\$0
Intergovernmental	\$34,435	\$0	\$37,153	\$0
Other / Miscellaneous	\$35,000	\$0	\$237,400	\$0
<b>Total Revenue</b>	<b>\$5,213,435</b>	<b>\$0</b>	<b>\$6,136,353</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 \$320,125. Passport application acceptance fees are \$298,375 and Passport photo fees are \$69,000; Document Recording page fees retained by the County General Fund are \$5,029,800. Recording record copy fees are \$237,400. 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(2) are projected at \$120,500. Fees for filing a Board of Property Tax (BoPTA) Appeal are estimated at \$24,000. BoPTA is allocated \$37,153 of the \$3,715,272 County Assessment Function Funding Assistance (CAFFA) Grant.

## Significant Program Changes

**Last Year this program was:** FY 2017: 72025A DART County Clerk Functions

For FY18, transferred allocation of .20 FTE Finance Supervisor from County Clerk Function Program 72025A-18 to Tax Revenue Management Program 72027-18

**Department:** County Management      **Program Contact:** Rick Teague  
**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(2), 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 and 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 2018 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 1965 forward are available electronically at public access terminals on site, via the County Clerk Recording system. The digitization of historical records in FY 2018 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of digital records converted and uploaded to Digital Research Room	10,000	1,100,000	100,000	300,000
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. Since FY2013 we converted and uploaded 3.2 million index and document images for years 1965 through 1993. Focus for FY18 will be on document images prior to 1965 and other critical indexes.

## Legal / Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. ORS 205.320(2) 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>2017</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>
Personnel	\$37,138	\$0	\$77,511	\$0
Contractual Services	\$126,862	\$0	\$133,489	\$0
<b>Total GF/non-GF</b>	<b>\$164,000</b>	<b>\$0</b>	<b>\$211,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$164,000</b>		<b>\$211,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$164,000	\$0	\$211,000	\$0
<b>Total Revenue</b>	<b>\$164,000</b>	<b>\$0</b>	<b>\$211,000</b>	<b>\$0</b>

## Explanation of Revenues

The carryover revenue in this Program, in the amount of \$211,000, 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(2).

## Significant Program Changes

**Last Year this program was:** FY 2017: 72025B DART County Clerk Carryover

Prior to 2018 the performance measure was measured in millions of documents digitized. Since the largest percentage of documents utilized by the public have been digitized, we have scaled back the project and will longer need to reference documents in terms of millions digitized.





## 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	2017	2017	2018	2018
Personnel	\$364,045	\$0	\$359,006	\$0
Contractual Services	\$1,474	\$0	\$1,474	\$0
Materials & Supplies	\$1,750	\$0	\$1,450	\$0
Internal Services	\$87,484	\$0	\$72,567	\$0
<b>Total GF/non-GF</b>	<b>\$454,753</b>	<b>\$0</b>	<b>\$434,497</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$454,753</b>		<b>\$434,497</b>	
<b>Program FTE</b>	4.20	0.00	4.20	0.00

Program Revenues				
Intergovernmental	\$121,788	\$0	\$129,663	\$0
<b>Total Revenue</b>	<b>\$121,788</b>	<b>\$0</b>	<b>\$129,663</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 21% 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 \$3,715,272 for FY2018, with \$129,663 allocated to DART Ownership Program. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2017: 72026 DART Ownership

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

**Program Summary**

The Tax Revenue Management Program sends property tax statements, collects current and delinquent real and personal property taxes and various fees, issues property tax refunds, distributes tax revenues to taxing districts, and performs accounting, auditing and reporting services. The program processes foreclosures, tax roll corrections, bank adjustments, senior and disabled citizen tax deferral applications, and manufactured structure ownership changes. 360,000 tax statements are sent annually and \$1.6 billion in property taxes is levied for collection. Almost 400,000 payment and accounting transactions are processed annually.

This program collects and distributes property taxes in a timely, efficient and equitable manner. The program provides responsive, accurate, quality customer service to taxpayers and other government agencies while complying with property tax laws. The program continuously monitors service delivery options available for possible enhancements. Payment processing hardware and software have been upgraded resulting in cost savings and efficiencies. Customer use of electronic payment options continue to increase. Credit cards are now accepted at the counter. A shopping cart feature was added improving customer service. The warrant release process has been streamlined reducing costs for DART and customers. Warrants are now recorded electronically resulting in efficiencies. Roll corrections and issuance of tax refunds are monitored closely to minimize the amount of interest paid on refunds. Delinquencies are monitored closely and addressed effectively. A new assessment and taxation computer system, estimated to go live July 2018, is expected to further increase efficiency and improve customer service.

**Performance Measures**

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Property Tax Statements Issued	355,180	360,000	360,000	360,000
Outcome	Percentage of Current Year Property Taxes Collected	97.8%	98.0%	98.0%	98%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	94.10	140.00	140.00	150.00

**Performance Measures Descriptions**

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

## Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 311 and 312. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of Assessment and Taxation (A& T) staffing. The DOR has determined that the staffing level for DART is already at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue. The County as an agent of the State carries out the functions under ORS 446.566 to ORS 446.646 related to mobile home ownership document transactions and trip permits.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,110,603	\$0	\$1,176,123	\$0
Contractual Services	\$149,450	\$0	\$149,625	\$0
Materials & Supplies	\$64,228	\$0	\$63,352	\$0
Internal Services	\$486,573	\$0	\$526,338	\$0
<b>Total GF/non-GF</b>	<b>\$1,810,854</b>	<b>\$0</b>	<b>\$1,915,438</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,810,854</b>		<b>\$1,915,438</b>	
<b>Program FTE</b>	11.50	0.00	12.00	0.00

Program Revenues				
Fees, Permits & Charges	\$450,400	\$0	\$335,600	\$0
Intergovernmental	\$333,106	\$0	\$370,784	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
<b>Total Revenue</b>	<b>\$789,006</b>	<b>\$0</b>	<b>\$711,884</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 21% of program expenditures. Grant amounts vary depending upon the state-wide CAFFA pool and Multnomah County's allocated percentage. Multnomah County's share is estimated to be \$3,715,272 for FY2018 with \$370,784 allocated to Tax Revenue Management Program. Program revenues of \$341,100 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, and miscellaneous tax collection and copy fees. Remaining Program support is provided by County General Fund revenue.

## Significant Program Changes

**Last Year this program was:** FY 2017: 72027 DART Tax Revenue Management

For FY18 transferred allocation of .50 FTE Finance Supervisor from 72025A-18 County Clerk Functions and 72024-18 DART Customer Service programs to DART Tax Revenue Management 72027-18.



## Legal / Contractual Obligation

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

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$761,998	\$0	\$868,500	\$0
Materials & Supplies	\$41,470	\$0	\$43,058	\$0
Internal Services	\$138,801	\$0	\$136,996	\$0
<b>Total GF/non-GF</b>	<b>\$942,269</b>	<b>\$0</b>	<b>\$1,048,554</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$942,269</b>		<b>\$1,048,554</b>	
<b>Program FTE</b>	8.10	0.00	8.30	0.00

Program Revenues				
Intergovernmental	\$234,515	\$0	\$225,517	\$0
<b>Total Revenue</b>	<b>\$234,515</b>	<b>\$0</b>	<b>\$225,517</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 21% 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 \$3,715,272 for FY 2018, with \$225,517 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 2017: 72028 DART GIS/Cartography & Parcel Management

Transferred 1.00 FTE to DCM Business Services Program 72015-18; Added +1.00 FTE new GIS Data Analyst position (converted Temp to Permanent); Added .30 FTE allocation of Deputy County Assessor position; transferred .10 FTE Chief Appraiser position to Personal Property Appraisal 72031-18. Net Change +.20 FTE.

**Department:** County Management      **Program Contact:** Denise Terry  
**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, Business Personal Property, 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Projects Maintained	17	17	19	19
Outcome	Percentage of Neighborhoods in compliance with State standards.	98%	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.

## 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	2017	2017	2018	2018
Personnel	\$433,758	\$0	\$429,150	\$0
Materials & Supplies	\$18,610	\$0	\$15,732	\$0
Internal Services	\$50,482	\$0	\$52,627	\$0
<b>Total GF/non-GF</b>	<b>\$502,850</b>	<b>\$0</b>	<b>\$497,509</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$502,850</b>		<b>\$497,509</b>	
<b>Program FTE</b>	3.40	0.00	3.30	0.00

Program Revenues				
Intergovernmental	\$98,591	\$0	\$102,170	\$0
<b>Total Revenue</b>	<b>\$98,591</b>	<b>\$0</b>	<b>\$102,170</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 21% 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 \$3,715,272 for FY 2018, with \$102,170 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 2017: 72029 DART Assessment Performance Analysis



**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. Special Programs maintains property information 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 60% 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 like 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 800 accounts where non-exempt tenants lease from exempt government agencies. SPG is responsible for approximately 4,000 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Accounts Reviewed and Processed for Current Tax Roll	10,073	10,000	10,100	10,100
Outcome	Taxable Market Value Re-established to the Tax Roll (in Millions of dollars)	\$835.8	\$600	\$600	\$650
Input	Total Exempt Accounts Monitored	34,593	35,500	35,500	35,000
Output	Total Number of Accounts Processed for Prior Tax Roll	1,847	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. FY16 Actual had more than typical number of properties with Historic special assessment expiring and taxable value returning to tax roll. The program was subject to a moratorium the following year.

## 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	2017	2017	2018	2018
Personnel	\$1,152,384	\$0	\$986,122	\$0
Contractual Services	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$20,511	\$0	\$21,702	\$0
Internal Services	\$185,445	\$0	\$170,146	\$0
<b>Total GF/non-GF</b>	<b>\$1,359,340</b>	<b>\$0</b>	<b>\$1,178,970</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,359,340</b>		<b>\$1,178,970</b>	
<b>Program FTE</b>	10.05	0.00	8.40	0.00

Program Revenues				
Intergovernmental	\$291,060	\$0	\$324,715	\$0
<b>Total Revenue</b>	<b>\$291,060</b>	<b>\$0</b>	<b>\$324,715</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 21% 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 \$3,715,272 for FY2018, with \$324,715 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 2017: 72030 DART Property Assessment Special Programs

For FY18, Transferred Net 1.65 FTE position allocations from Program 72030-18 DART Special Programs; .15 FTE allocation moved to Program 72038-18 DART Tax Title and 1.50 FTE allocation moved to Program 72034-18 DART Residential Appraisal.

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

### Executive Summary

The Personal Property Assessment Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing all taxable Business Personal Property accounts. Personal Property represents 4% of the value upon which taxes are 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 all taxable Personal Property accounts. Oregon Revised Statutes require annual filings from the 22,500 businesses in the county, comprising more than 34,000 accounts. 30% of those accounts are equipment-leasing companies. Values must be fully recalculated each year to reflect items added or disposed of by businesses and to calculate depreciation influence on remaining assets.

Appraisers perform field inspections and detailed reviews to identify businesses and properties omitted from the assessment roll. Appraisals are performed to defend values under appeal. This program assesses Personal Property accurately and fairly as required by Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 60% of the County's General Fund revenues. Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business annually reports existing taxable property. Failure to monitor this process will result in loss of taxable assessed value and tax revenue. The focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Various computer and online tools are used to maximize appraisal efforts. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

### Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Non-Leased Accounts Processed, Coded and Valued	22,100	22,350	22,350	22,100
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,635	\$2,450	\$2,450	\$2,650
Output	Percentage of Accounts with Captured Asset Listings	75%	76%	76%	76%
Output	Percentage of Accounts Filing Electronically	6%	6%	6%	7%

### Performance Measures Descriptions

Oregon Revised Statutes require all property appraisals be at 100% of Market Value. Failure to meet standards can result in loss of CAFFA grant revenue and program control. Program measures focus on improving efficiency and technology utilization. We capture annual asset lists from businesses in a database and return them to the business each year for updating. We encourage businesses to file their lists electronically, reducing our costs and improving accuracy.

## 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	2017	2017	2018	2018
Personnel	\$1,046,332	\$0	\$1,126,756	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$12,040	\$0	\$13,069	\$0
Internal Services	\$231,505	\$0	\$233,258	\$0
<b>Total GF/non-GF</b>	<b>\$1,299,877</b>	<b>\$0</b>	<b>\$1,383,083</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,299,877</b>		<b>\$1,383,083</b>	
<b>Program FTE</b>	10.20	0.00	10.30	0.00

Program Revenues				
Intergovernmental	\$295,409	\$0	\$318,399	\$0
<b>Total Revenue</b>	<b>\$295,409</b>	<b>\$0</b>	<b>\$318,399</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 21% 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 \$3,715,272 for FY 2018, with \$318,399 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 2017: 72031 DART Personal Property Assessment

For FY18, added .10 FTE Allocation of Chief Appraiser position to Program 72031-18 DART Personal Property Assessment

**Department:** County Management      **Program Contact:** Jeffrey Brown

**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 4% 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 approximately 552 county-responsibility real property industrial properties and maintenance of 333 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Industrial Accounts Maintained	940	952	885	900
Outcome	Assessed Value placed on the Tax Roll (in millions)	\$3,047	\$3,044	\$3,044	\$3,098
Output	Number of Industrial Sites Reviewed	25	25	25	30

### 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 stayed constant. but should 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
Program Expenses	2017	2017	2018	2018
Personnel	\$824,948	\$0	\$886,143	\$0
Materials & Supplies	\$49,876	\$0	\$39,882	\$0
Internal Services	\$105,248	\$0	\$109,841	\$0
<b>Total GF/non-GF</b>	<b>\$980,072</b>	<b>\$0</b>	<b>\$1,035,866</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$980,072</b>		<b>\$1,035,866</b>	
<b>Program FTE</b>	7.70	0.00	8.30	0.00

Program Revenues				
Intergovernmental	\$222,916	\$0	\$238,149	\$0
<b>Total Revenue</b>	<b>\$222,916</b>	<b>\$0</b>	<b>\$238,149</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 21% 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 \$3,715,272 for FY 2018, with \$225,517 allocated to DART Property Assessment-Industrial Program. Remaining Program support is from General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2017: 72032 DART Property Assessment Industrial

Added 1.00 FTE new position, A&T Technician 2 (JCN 6451); Transferred .40 FTE allocation of Appraiser 2 position to Program 72033-18 Commercial Appraisal. Net change +.60 FTE from FY17 to FY18

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

### Executive Summary

The Commercial Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all commercial, small and large multi-family property. Commercial property represents 19% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

### Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on about 23,700 commercial and multifamily properties. Staff physically inspects and appraises 900 properties annually due to permits having been issued for new construction, remodeling or renovation.

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

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. This program ensures that all commercial property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 60% of the County's General Fund revenues.

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

### Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Accounts Appraised	1519	930	1200	1000
Outcome	New Taxable Exception Value in Millions	\$2,469	\$1,200	\$2,000	\$2,000
Efficiency	% Automated Recalculation	11.5%	15%	15%	11.5%
Outcome	% Market Groupings with COD Compliance	85%	85%	85%	85%

### Performance Measures Descriptions

Oregon law requires property to be at 100% of Market Value as of January 1 within standards established by the Oregon Department of Revenue. One primary standard is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet DOR standards can result in loss of the CAFFA grant and program control. The DOR annually reviews compliance through three required reports: The Certified Ratio Study, the Appraisal Plan and the CAFFA Grant application. The boom in multifamily projects resulted in a significant increase in taxable exception value. but will level off as the market normalizes.

## 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	2017	2017	2018	2018
Personnel	\$1,648,123	\$0	\$1,758,946	\$0
Contractual Services	\$30,500	\$0	\$30,500	\$0
Materials & Supplies	\$85,901	\$0	\$89,147	\$0
Internal Services	\$232,354	\$0	\$228,643	\$0
<b>Total GF/non-GF</b>	<b>\$1,996,878</b>	<b>\$0</b>	<b>\$2,107,236</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,996,878</b>		<b>\$2,107,236</b>	
<b>Program FTE</b>	15.00	0.00	15.40	0.00

Program Revenues				
Intergovernmental	\$434,596	\$0	\$475,926	\$0
<b>Total Revenue</b>	<b>\$434,596</b>	<b>\$0</b>	<b>\$475,926</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 21% 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 \$3,715,272 for FY 2018, with \$475,926 allocated to DART Commercial Appraisal Program. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2017: 72033 DART Commercial Property Appraisal

For FY18, transferred .40 FTE allocation of Property Appraiser 2 from Program 72032-18 Property Assessment Industrial to Program 72033-18 Commercial Property Appraisal



**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 Residential Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all residential-use Real Property, residential converted to commercial use, generic commercial use, personal property floating property, and personal property manufactured homes and all land specially assessed for use as farm, forest and open space. Residential Property represents 62% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

### Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 210,000 single family and two-four family properties; 35,700 condominiums; 4,900 manufactured homes; 1,880 floating properties; 2,750 farm/forest deferral properties; and 1,300 business accounts. Staff physically inspects and appraises 8,000 to 9,000 properties annually due to permits issued for new construction, remodeling or renovation. They also appraise 8,000 to 9,000 properties annually discovered through the sales confirmation process and as having been significantly improved without apparent issuance of building or trade permits.

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

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. The program ensures that all residential property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 60% of the County's General Fund revenues.

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

### Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Accounts Appraised	17,481	17,000	17,000	17,500
Outcome	New Taxable Exception Value (in millions of dollars)	\$799.2	\$700	\$700	\$720
Efficiency	Accounts Appraised per Appraiser	729	700	700	750
Outcome	% Neighborhood with COD Compliance	98%	98%	98%	98%

### Performance Measures Descriptions

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

## 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	2017	2017	2018	2018
Personnel	\$3,292,221	\$0	\$3,403,680	\$0
Contractual Services	\$10,500	\$0	\$10,500	\$0
Materials & Supplies	\$129,271	\$0	\$131,807	\$0
Internal Services	\$486,888	\$0	\$515,217	\$0
<b>Total GF/non-GF</b>	<b>\$3,918,880</b>	<b>\$0</b>	<b>\$4,061,204</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,918,880</b>		<b>\$4,061,204</b>	
<b>Program FTE</b>	29.60	0.00	31.60	0.00

Program Revenues				
Intergovernmental	\$857,231	\$0	\$976,745	\$0
<b>Total Revenue</b>	<b>\$857,231</b>	<b>\$0</b>	<b>\$976,745</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 21% 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 \$3,715,272 for FY 2018, with \$976,745 allocated to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

## Significant Program Changes

**Last Year this program was:** FY 2017: 72034 DART Residential Property Appraisal

For FY18, transferred 2.00 FTE to Program 72034-18 DART Residential Appraisal, including 1.50 FTE from Program 72030-18 DART Special Programs, and .50 FTE from Program 72038-18 DART Tax Title

**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 expected FY17: Initial 50% CAMA Programming, 60% of Simple Conversion Balancing, 60% of Data Conversion Coding & Testing, 60% of Conversion Program Testing, Final 50% Development Specifications, Final CAMA Valuation & Calculation Pages.

Deliverables expected FY18: Final Assessment Administration/Exemption Calculation & Setup, Final 50% CAMA Programming, Assessment Administration Programming, Appraisal Configuration Test and Validation, Appraisal End-to-End Application Testing, Appraisal UAT Development Support, Production Conversion & Balancing, Appraisal Training, Appraisal Go-Live Support, Tax Balancing & Calculation Setup, Tax Programming, Initial and Final Unit Testing, Collections Configuration Test and Validation, Collections End-to-End Application Testing, Collections UAT Development Support, 40% Data Conversion Coding & Testing, 40% Conversion Program Testing, 40% Simple Conversion Balancing, Collections Training, Collections Go-Live Support, Development Phased Delivery, First Year Annual Maintenance.

Deliverables expected FY19: Acceptance Support and Final System Acceptance.

**Performance Measures**

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of A&T System Project Milestones Met	4	19	6	22
Outcome	% of A&T Project Milestones Completed on Time	50%	100%	100%	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 by fiscal year. Accomplished FY15: Project Plan, Install Base System, Fit Analysis Report. FY16: Data Conversion Strategy/Specifications, Initial CAMA Valuation & Calculation Pages, Initial 50% Development Specifications, Initial Assessment Administration/Exemption Calculations & Setup. Expected accomplishments in FY17, FY18 and FY19 are described in Program Summary.

## Legal / Contractual Obligation

Multnomah County contract #4400001183 with Tyler Technologies Inc. totaling \$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; \$230,740 Paid in FY15; \$569,763 paid in FY16; Additional Contract payments due upon completion and acceptance of project milestones in FY17 through FY19.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>
Personnel	\$0	\$338,334	\$0	\$385,997
Contractual Services	\$0	\$3,339,466	\$0	\$2,752,903
Materials & Supplies	\$0	\$416,200	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,094,000</b>	<b>\$0</b>	<b>\$3,138,900</b>
<b>Program Total:</b>	<b>\$4,094,000</b>		<b>\$3,138,900</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Beginning Working Capital	\$0	\$4,094,000	\$0	\$3,138,900
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,094,000</b>	<b>\$0</b>	<b>\$3,138,900</b>

## Explanation of Revenues

Beginning Working Capital for FY 2018 represents the estimated carryover of unspent Fund 2504 project fund balance, after projected FY 2017 expenditures.

## Significant Program Changes

**Last Year this program was:** FY 2017: 72035 DART Assessment & Taxation System Upgrade

**Department:** County Management      **Program Contact:** Mike Vaughn  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Proposed  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The DART Residential Development Program is an innovative new program to improve the accuracy of assessment records in an effort to ensure continued statutory compliance and provide workforce development and appraiser training opportunities for employees from the diverse groups in our community.

**Program Summary**

DART's Residential Appraisal Program is responsible for maintaining Real Market Value and Maximum Assessed Value on 210,000 single family and two-four family properties; 35,700 condominiums; 4,900 manufactured homes; 1,880 floating properties; 2,750 farm/forest deferral properties; and 1,300 business accounts. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. The program ensures that all residential property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 60% of the County's General Fund revenues.

This Program primarily contributes to the fair and accurate appraisal of residential property as required by the Oregon Revised Statutes (ORS), and will accomplish that objective by hiring and training the LDA Staff in appraisal methodology, who will then inspect property in Multnomah that has not been inspected since 2003. Through this effort, internal assessment records will be audited and, when necessary, corrected. In addition, the increased valuation efforts and training of the LDA staff will develop a necessary Property Appraiser trainee program for DART.

**Performance Measures**

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Accounts Inspected				17,000
Outcome	RMV Addition (in million)				\$125 Mil

**Performance Measures Descriptions**

Performance Measure #1--63,000 accounts are identified for inspection. In the first year of the program, 17,000 accounts are viewed as a realistic goal. Performance Measure #2--a correct inventory of property is important for generating accurate Real Market Value (RMV), which is required by law. The outcome goal will realize property previously unidentified by the county.

## 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 process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR).

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$620,384	\$0
Materials & Supplies	\$0	\$0	\$15,264	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$635,648</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$635,648</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</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 21% 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 \$3,715,272 for FY 2018. This new program will be supported in part by the grant, with remaining support from General Fund Revenues.

## Significant Program Changes

Last Year this program was:

**Department:** County Management

**Program Contact:** Denise Terry

**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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Requests & Support Activities Completed	3500	3,500	3,500	3600
Outcome	% of Requests Associated with Program Revenue	4%	4.0%	4%	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	2017	2017	2018	2018
Personnel	\$725,102	\$0	\$609,334	\$0
Contractual Services	\$35,925	\$0	\$36,075	\$0
Materials & Supplies	\$370,165	\$0	\$457,260	\$0
Internal Services	\$195,429	\$0	\$339,025	\$0
<b>Total GF/non-GF</b>	<b>\$1,326,621</b>	<b>\$0</b>	<b>\$1,441,694</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,326,621</b>		<b>\$1,441,694</b>	
<b>Program FTE</b>	5.00	0.00	4.70	0.00

Program Revenues				
Intergovernmental	\$144,986	\$0	\$145,267	\$0
Other / Miscellaneous	\$55,000	\$0	\$50,000	\$0
<b>Total Revenue</b>	<b>\$199,986</b>	<b>\$0</b>	<b>\$195,267</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 21% 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 \$3,715,272 for FY 2018, with \$145,267 allocated to DART Applications Support Program. Program revenue of \$50,000 is from service fees for access to Assessment & Taxation information (subscription website user fees) and requests for Assessment and Taxation data files. Service fees are authorized by Department of County Management Fee Ordinance. Fees are projected based upon historical trends. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2017: 72037 DART Applications Support

Transferred .30 FTE Deputy County Assessor position to Program 72028-18 GIS Cartography & Parcel Management.





## 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	2017	2017	2018	2018
Personnel	\$249,533	\$0	\$247,867	\$0
Contractual Services	\$813,320	\$0	\$1,424,200	\$0
Materials & Supplies	\$116,686	\$0	\$102,707	\$0
Internal Services	\$32,019	\$0	\$36,784	\$0
<b>Total GF/non-GF</b>	<b>\$1,211,558</b>	<b>\$0</b>	<b>\$1,811,558</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,211,558</b>		<b>\$1,811,558</b>	
<b>Program FTE</b>	2.35	0.00	2.10	0.00

Program Revenues				
Fees, Permits & Charges	\$50	\$0	\$50	\$0
Taxes	\$8,442	\$0	\$8,974	\$0
Other / Miscellaneous	\$1,200,000	\$0	\$1,800,000	\$0
Interest	\$3,066	\$0	\$2,534	\$0
<b>Total Revenue</b>	<b>\$1,211,558</b>	<b>\$0</b>	<b>\$1,811,558</b>	<b>\$0</b>

## Explanation of Revenues

The Program is financially self sustaining. Program revenues include contract principle \$8,974 and interest estimated \$2,534 from contracts and repurchases of tax foreclosed properties. Sales of Tax Foreclosed Properties (auction sales, repurchases, and private party sales) are estimated at \$1,800,000 for FY18. 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 2017: 72038 DART Tax Title

Transferred net .25 FTE to other DART Appraisal Programs for FY18.

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

**Executive Summary**

A Home for Everyone Capital Investments Carryover includes funds previously approved and allocated for leasing and purchasing properties for shelter and housing. The funds remain unspent in FY 2017 and are carried over into FY 2018 to complete the purchase of the Gresham Women's Shelter property pursuant to the terms of the approved executed Agreement of Purchase and Sale. An approved Lease Agreement entered into June 2016 provides for the County to use the property and make lease payments until the final closing of the purchase.

**Program Summary**

Over the past two years the community has come together in an unprecedented way to respond to the crisis of homelessness. To continue to help families and vulnerable individuals break the cycle of homelessness and ensure the best use of limited funds, the County considered new options to increase access to affordable housing units and to provide other shelter options. This program provides capital funding in support of "A Home for Everyone Initiative".

In FY 2016, \$4.7 million of one-time-only funds were allocated and approved by the Board of Commissioners from revenue received from a settlement to the County to be used for leasing and/or purchasing properties for homeless shelter, housing, due diligence, renovation and capital improvements. Pursuant to an Agreement of Purchase and Sale approved and executed in June 2016 by the Board of Commissioners, the County agreed to purchase of a property in Gresham for use as a Women's Shelter for the purchase price of \$1.175 million.

The previously approved funds remain unspent in FY 2017 and are carried over into FY 2018 to complete the purchase of the Gresham Women's Shelter property pursuant to the terms of the executed Agreement of Purchase and Sale. A Lease Agreement entered into in June 2016 provides for the County to use the property and make lease payments to the seller through June 2018 or until the final closing of the purchase. At the time of closing, the final purchase price will be adjusted for lease payments.

**Performance Measures**

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output		0	0	0	0
Outcome		0	0	0	0

**Performance Measures Descriptions**

## Legal / Contractual Obligation

Agreement of Purchase and Sale executed June 21, 2016; If the sale of the property is not deemed closed prior to July 1, 2017, the agreement provides for the Multnomah County Board of Commissioners to adopt a budget for 2017-18 fiscal year that includes sufficient funds for the purchase of the property.

Lease Agreement executed June 20, 2016; Provides for County to make lease payments to Law Properties LLC for up to two years, through June 6, 2018 or until the sale is deemed closed. Purchase price will be adjusted for lease payments to be credited at time of closing.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$5,000,000	\$0	\$0	\$0
Capital Outlay	\$2,400,000	\$0	\$1,175,000	\$0
<b>Total GF/non-GF</b>	<b>\$7,400,000</b>	<b>\$0</b>	<b>\$1,175,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$7,400,000</b>		<b>\$1,175,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$1,175,000	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,175,000</b>	<b>\$0</b>

## Explanation of Revenues

Beginning working capital is carryover of unspent funds.

## Significant Program Changes

Last Year this program was: FY 2017: 72041 A Home for Everyone Capital Investments