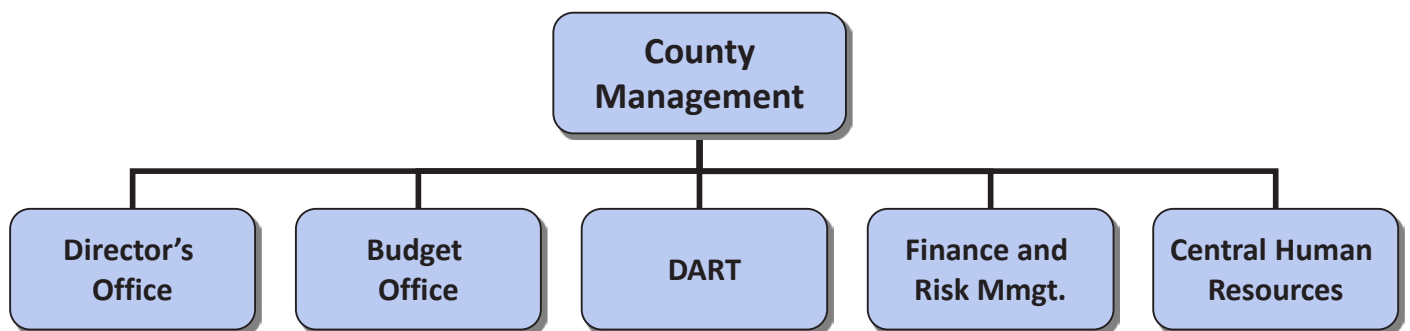


Department Overview

The Department of County Management (DCM) is responsible for collecting, protecting, and investing Multnomah County’s human and financial capital. DCM hires and trains the County’s workforce, pays the County’s bills and safeguards its funds. Finance and Risk Management, Central Human Resources, and the Central Budget Office work with the Chair, Chief Operating Officer (COO), and departments to set countywide corporate policies that protect County assets, reduce financial risk, and ensure the County’s ability 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.

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

DCM continues to find itself at the epicenter of significant cultural, technical, and organizational changes taking place across the County. In FY 2019, DCM played a central role in the Multco Align Program: designing and implementing transformational new business software to support County operations. In FY 2020, DCM will focus on developing structures to execute the Workforce Equity Strategic Plan (WESP) and reorganize the County’s organizational development and talent acquisition resources to align with the WESP recommendations.



Budget Overview

The Department of County Management’s (DCM) budget is \$174.0 million and has 267.55 FTE in all funds. This is an increase of \$9.0 million or 5.5% over the FY 2019 Adopted Budget. Budgeted positions have increased by 4.80 FTE. The FY 2020 budget is comprised of 26% General Fund and 74% other funds.

The General Fund budget has increased by \$5.2 million (12.7%) to \$45.8 million. Notably, \$2.5 million of the General Fund increase is due to the Workday Support programs (72022 and 72046), which will provide a full year of support. This program was previously funded in the ERP Fund for six months of support in FY 2019. Other Funds have increased by \$3.8 million mostly in the Risk Fund, offset by reductions in the Video Lottery and Health Headquarters funds.

Personnel Services have increased by \$2.9 million (8.1%) due to the addition of 4.80 FTE, COLA and step adjustments. The largest category of expenditures in all funds is in materials and supplies at \$121.3 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$5.7 million.

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

- Continuous Quality Improvement Pilot (72000B) \$161,888
- Strategic Capital Planning Ramp Down & Econ Dvlp (72000C) \$246,857
- Labor Compliance (72005B) \$199,877
- FRM Motor Vehicle Tax (72008B) \$150,258
- Leadership Development and Accountability (72017B) \$527,006
- WESP - Conflict Mediation & Resolution (72017C) \$168,471

In addition, \$1.25 million of the \$2.5 million for Workday Support (72022 and 72046) is funded on a one-time-only basis.

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	256.35	262.75	262.75	267.55	4.80
Personnel Services	\$30,811,231	\$33,801,042	\$35,600,618	\$38,488,763	\$2,888,145
Contractual Services	6,191,824	6,152,028	7,416,308	7,632,255	215,947
Materials & Supplies	104,671,720	113,931,459	115,803,736	121,259,814	5,456,078
Internal Services	5,868,830	6,434,972	6,211,664	6,655,526	443,862
Capital Outlay	<u>25,979</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$147,569,583	\$160,319,501	\$165,032,326	\$174,036,358	\$9,004,032

Does not include cash transfers, contingencies or unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

Budget Office

- Successfully converted Questica budget software and the FY 2019 budget to Workday
- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the FY 2019 budget.
- In the annual budget survey, 92% of respondents reported the Budget Office as either "good" or "excellent".

Challenges include completing a major upgrade of Questica budgeting software by Sept. 2019.

Central Human Resources

- Successfully transitioned the County's human resources system from SAP to Workday
- Delivered 48 Workday roadshows at over 30 locations: reaching 32% of the workforce
- Delivered over 40 classes on diversity, equity, and inclusion

Challenges include continuing to address system challenges and the learning curve with Workday and completing a major reorganization in response to the WESP recommendations.

Director's Office

- Sponsored a successful implementation of the Multco Align Program
- Led the HR consultant project and managed the interim protected class complaint process
- Adopted a 20-Year Capital Asset Strategic Plan

Challenges include continuing to guide major organizational change and transformation.

The Division of Assessment, Recording & Taxation (DART)

- Successfully completed the Orion implementation, replacing a legacy system
- Certified a complete tax roll, billed and collected tax levies in the new system
- Created new committees and forums to support management and staff

Challenges include developing Orion system integrations; exploring new ways of administering the business personal property tax program and finding a second location in Mid-County.

Finance and Risk Management (FRM)

- Successfully implemented Multco Marketplace and converted the County's system of record from SAP to Workday
- Treasury supported a successful tax season with the new Orion system
- Central Purchasing renewed their National Institute for Public Procurement accreditation

Challenges include institutional knowledge transfer and leadership transition; collaborating with Workday on system improvements and new functionality; and navigating increasingly complex regulatory requirements.

Diversity, Equity, and Inclusion

DCM is committed to addressing disparities and creating a culture of safety, trust and belonging in the department and countywide. The department is supporting the Workforce Equity Initiative with the following efforts:

- Central HR and the COO played an integral role on the committee that helped provide input, perspective and recommendations to the HR Consulting Firm (Jemmott Rollins).
- The DCM leadership team developed an implementation plan for the department and countywide strategies to meet WESP minimum standards.
- The Director’s office developed and managed an interim process for protected class complaints. That work will move to a new Non-Departmental unit reporting to the COO in FY 2020.
- Central Human Resources and the COO are reorganizing the County’s talent acquisition and development efforts to align with the WESP recommendations.
- Hired an Equity and Inclusion Manager to guide the implementation of the DCM WESP.
- The department is in the process of forming a DCM equity committee to meet the four WESP focus areas.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$2,437,241	\$0	\$2,437,241	11.50
Budget Office	2,687,438	0	2,687,438	13.00
Finance and Risk Management	11,190,379	8,283,167	19,473,546	64.00
Central Human Resources	7,020,396	118,554,500	125,574,896	41.55
Division of Assessment, Recording & Taxation (DART)	<u>22,476,877</u>	<u>1,386,360</u>	<u>23,863,237</u>	<u>137.50</u>
Total County Management	\$45,812,331	\$128,224,027	\$174,036,358	267.55

Director's Office

The Division is home to the County's Chief Operating Officer (COO), who also serves as the DCM Department Director, and the Business Services program.

The COO is responsible for the administrative infrastructure and financial health of the County. The COO provides strategic direction for countywide projects and ensures that complex decisions are informed by a countywide perspective. The COO works with DCM divisions, County departments, and elected officials to establish operational priorities and policy objectives. The COO supervises 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; providing a crucial link between corporate policy setting and department implementation.

The Business Services program provides business and financial services for the department including: budget development, accounts receivable, accounts payable, procurement and contracting as well as administrative and general accounting support.

Significant Changes

The Director's Office is adding one new FTE for FY 2020, an Equity and Inclusion Manager to lead the department's equity and inclusion efforts and help implement the department's WESP.

Scaled program offer 72000B, Continuous Quality Improvement Pilot, will assess and provide continuous quality improvement assistance to a pilot group of County social service providers in partnership with DCHS and others.

The Capital Assets Strategic Planning program offer is being ramped down in FY 2020. The Board approved the 20 Year Strategic Capital Plan in FY 2019. Scaled program offer 72000C, Strategic Capital Planning Ramp Down & Economic Development, provides for a one-year transition of the program to ongoing maintenance.

Last year's scaled program offer 72000B Organizational Development used one-time-only money to fund the human resources equity consultant and a limited duration management assistant to support the interim protected class complaints process. In FY 2020, the complaints process will move to a new Non Departmental complaint unit (Program #10040 Complaints Investigation Unit).

Last year's scaled program offer 72000C Workforce Equity Strategic Plan Implementation is moving to the Office of Diversity and Equity following the recommendations of the Jemmott Rollins Group.

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 and Evaluation & Research 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 county-wide task forces related to budget, finance and other policy and fiscal matters; identify and resolve financial problems; and support county labor relations in collective bargaining and cost analysis.

Significant Changes

There are no significant changes to the Budget Office Division other than the carry-over of \$90,000 one-time-only General Fund funding for the Mental Health System Analysis Follow-Up (FY 2020 program offer 72042) that is anticipated to be completed in FY 2020.

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, and establishes policies and procedures that guide how those transactions are made by County departments.

The various units within the division pay the county's bills, maintain and record accounting transactions, manage an investment portfolio that averages nearly \$500 million per day, and issue payroll checks. The division is responsible for managing the County's debt obligations, ensuring that vendors who receive federal funding are in compliance with applicable rules, and provides oversight, and sets policy, for the County's contracting process. Risk Management negotiates insurance coverage for the county's buildings, manages claims associated with work-related injuries, consults on workplace safety and health, and manages claims for the county's self-insured liability program.

Finance and Risk Management is responsible for preparing the county's Comprehensive Annual Financial Report (CAFR). The CAFR has been awarded the Government Finance Officers Association (GFOA) award for distinguished reporting every year for the past 34 years. Staff members in the division serve in leadership positions on statewide professional organizations and advisory boards. This serves as recognition by our peers of the ways Finance and Risk Management programs strive for innovative solutions.

Significant Changes

The MWESB Contract Compliance position at 1.00 FTE in Purchasing (72005A) has been reduced to 0.50 FTE and is still monitoring the County's largest capital construction project, the Court House, and is central to validating their compliance with the County's MWESB program.

Program Offer 72005B - Labor Compliance provide education and support for workers and construction contractors on wage theft prevention and will create a volunteer program to interview workers on the jobsite to help ensure they are paid a fair wage.

Workday Support Program (72022) has been split between Central HR and Finance and a new related Program (72046) has been created shifting 4.00 FTE from Central HR to Finance.

Program Offer 72011 FRM Economic Development has been cut in its entirety, reducing 1.00 FTE from the Division as part of meeting the prescribed 3% constraint.

One FTE, a Finance Tech position in Payroll (72007) has been cut due to efficiencies gained through the conversion to Workday.

Program Offer 72008B - FRM Motor Vehicle Tax has been requested to focus on the administration and enforcement of the Motor Vehicle Rental Tax.

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 that resources, structure and initiatives are informed by and aligned with the recommendations identified in the Countywide HR Audit, Workforce Equity Strategic Plan, and Jemmott Rollins Report. The metrics utilized to measure success and monitor progress will include the workforce. 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;
- Recruitment and retention systems and processes;
- Employee Benefits and Wellness programs;
- Oversight of HR systems and workforce data and management of the human capital management and payroll modules in Workday.

Significant Changes

Within current resources, a Human Resources Manager 2 position in Labor Relations was reclassified to a Human Resources Manager Senior and used to create a Deputy Chief Human Resources Officer (Deputy CHRO) position.

Additionally, a Human Resources Manager 1 and a Human Resources Analyst Sr. position were moved from Central HR Administration to Central HR Services. The Human Resources Analyst Sr., budgeted at 1.00 FTE, was reclassified within existing resources to a Human Resources Manager 1 at 0.80 FTE. The Deputy CHRO will oversee Central HR Services as well as Workday Support for Central HR.

The Workday Support program offer was broken out into separate program offers for Workday Support - Central HR and Workday Support - Finance.

Program Offer details and performance measures were updated throughout the division to align with the Workforce Equity Strategic Plan (WESP) and the Jemmott Rollins report and recommendations.

Requested Program Offers 72017B - Leadership Development and Accountability and 72017C - WESP Conflict Mediation and Resolution to provide Talent Development additional resources to accommodate new County-wide work for WESP implementation.

Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) is responsible for County Assessor and Tax Collector functions, and some Clerk duties including recording, marriage licenses, domestic partnerships, passport applications, and the Board of Property Tax Appeals (BOPTA). These functions are statutorily mandated and provide a necessary service to our community. Through the Assessor functions, approximately 345,000 tax accounts are identified and mapped, valued and levied a property tax. The Tax Collector's responsibility is to collect and distribute levied property taxes to 69 taxing districts. Schools, public safety, cities and Multnomah County are among these districts that annually levy, in aggregate, more than \$1.8 billion dollars in property tax revenue.

Significant Changes

For FY 2020, DART is reallocating 4 positions (4 Appraiser 1s) to manage an increasing workload in Residential Appraisal programs. This is a response to overall market activity within this property classification that requires additional staffing. According to the Oregon Dept. of Revenue (DOR), Multnomah County's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas. DART believes these guidelines are an indication of future problems without this reallocation. DART also views this reallocation as an opportunity for current staff in a Limited Duration Assignment (LDA) developmental program ending in FY 2019 to obtain permanent employment within DART.

DART's legacy assessment and taxation software was replaced in FY 2019, after a 4 year effort. The next stage in this process is continuing development of critical functionality in Orion, along with development of plug-in software to aid in a truly enterprise A&T system. In collaboration with our partners in IT, DART is prioritizing these endeavors and funding a dedicated position in central IT. We anticipate these efforts to span several years, before being fully operational.

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 2020 General Fund	Other Funds	Total Cost	FTE
DCM Director's Office					
72000A	DCM Director's Office	\$780,736	\$0	\$780,736	3.00
72000B	Continuous Quality Improvement Pilot / County Contractors	161,888	0	\$161,888	0.00
72000C	Strategic Capital Planning Ramp Down & Economic Development	246,857	0	\$246,857	0.00
72015	DCM Business Services	1,247,760	0	\$1,247,760	8.50
Budget Office					
72001	Budget Office	2,104,855	0	2,104,855	10.00
72014	Evaluation and Research Unit	492,583	0	492,583	3.00
72042	Mental Health System Analysis Follow-up	90,000	0	90,000	0.00
Finance and Risk Management					
72002	FRM Accounts Payable	1,001,002	0	1,001,002	7.60
72003	FRM Chief Financial Officer	1,589,928	317,924	1,907,852	3.00
72004	FRM General Ledger	1,005,417	0	1,005,417	7.00
72005A	FRM Purchasing	2,591,309	59,241	2,650,550	19.00
72005B	Labor Compliance	199,877	0	199,877	0.50
72006	FRM Property & Liability Risk Management		4,372,784	4,372,784	2.50
72007	FRM Payroll/Retirement Services	1,030,263	0	1,030,263	7.40
72008A	FRM Treasury and Tax Administration	2,222,335	0	2,222,335	4.00
72008B	FRM Motor Vehicle Tax	150,258	0	150,258	0.00
72009A	FRM Worker's Compensation/Safety & Health	0	3,481,818	3,481,818	6.00
72010	FRM Recreation Fund Payment to Metro	0	51,400	51,400	0.00
72012	FRM Fiscal Compliance	426,465	0	426,465	3.00
72044	Construction Diversity and Equity	100,000	0	100,000	0.00
72046	Workday Support - Finance	873,525	0	873,525	4.00

County Management

fy2020 proposed budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Central Human Resources					
72016	Central HR Administration	1,207,364	0	1,207,364	2.63
72017A	Central HR Services	2,556,451	0	2,556,451	12.80
72017B	Leadership Development and Accountability	527,006	0	527,006	0.00
72017C	WESP - Conflict Mediation & Resolution	168,471	0	168,471	0.00
72018	Central HR Labor Relations	934,629	65,882	1,000,511	4.85
72019	Central HR Unemployment	0	1,009,588	1,009,588	0.15
72020	Central HR Employee Benefits	0	117,479,030	117,479,030	13.12
72022	Workday Support - Central Human Resources	1,626,475	0	1,626,475	8.00
Division of Assessment, Recording and Taxation (DART)					
72023	Div of Assessment, Recording & Taxation Administration	704,411	0	704,411	2.40
72024	DART Customer Service	1,288,926	0	1,288,926	9.50
72025A	DART County Clerk Functions	1,710,541	0	1,710,541	13.40
72025B	DART County Clerk Carryover	112,000	0	112,000	0.00
72026	DART Ownership	486,543	0	486,543	4.20
72027	DART Tax Revenue Management	2,097,055	0	2,097,055	12.40
72028	DART GIS/Cartography & Parcel Management	1,191,887	0	1,191,887	8.40
72029	DART Assessment Performance Analysis	511,491	0	511,491	3.20
72030	DART Property Assessment Special Programs	1,061,471	0	1,061,471	7.90
72031	DART Personal Property Assessment	1,206,949	0	1,206,949	7.25
72032	DART Property Assessment Industrial	1,229,728	0	1,229,728	8.25
72033	DART Commercial Property Appraisal	2,197,082	0	2,197,082	14.50
72034	DART Residential Property Appraisal	5,522,967	0	5,522,967	39.10
72035	DART Assessment & Taxation System Upgrade	0	1,386,360	1,386,360	0.00
72037	DART Applications Support	1,440,826	0	1,440,826	5.40
72038	DART Tax Title	<u>1,715,000</u>	<u>0</u>	<u>1,715,000</u>	<u>1.60</u>
Total County Management		\$45,812,331	\$128,224,027	\$174,036,358	267.55

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Department: County Management

Program Contact: Marissa Madrigal

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Director's Office manages the organizational health of Multnomah County and sets administrative policy. Areas of countywide responsibility include Budget, Finance, Human Resources, Property Assessments & Recording, Tax Collections and protected class complaints. The Director is also the County's Chief Operating Officer and provides corporate oversight through the supervision of the appointed department directors.

Program Summary

The Director works with the County Chair, Board of County Commissioners, department directors and DCM division directors to set priorities and ensure that County policies uphold them. The Director works with the Chief Financial Officer, Budget Director, and Chief Human Resources Officer to develop and present administrative, financial, human resource and infrastructure guidelines and policies to the County Chair, the Board of County Commissioners (Board), and department directors.

The Director works with departments and human resource personnel to recruit, train and retain a diverse workforce; provides management for county-wide projects and initiatives; and works with the Board, the Department of County Assets (DCA,) and other departments on the funding policies for the County's physical infrastructure.

In FY 20, the Director will focus on overseeing the implementation of the department's Workforce Equity Strategic Plan (WESP), the reorganization of the County's talent acquisition and development resources to support the countywide WESP, and the creation of the independent protected class complaints unit.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Create implementation plan with clear milestones for the department's Workforce Equity Strategic Plan	NA	NA	NA	1
Outcome	Percent of FY 20 DCM WESP milestones met timely	NA	NA	NA	85%
Output	Complete Talent Development reorganization to align with WESP recommendations	NA	NA	NA	1
Output	Countywide Executive Leadership Series training events held	3	4	3	3

Performance Measures Descriptions

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	2019	2019	2020	2020
Personnel	\$431,825	\$0	\$611,197	\$0
Contractual Services	\$91,754	\$0	\$101,754	\$0
Materials & Supplies	\$17,230	\$0	\$18,810	\$0
Internal Services	\$35,829	\$0	\$48,975	\$0
Total GF/non-GF	\$576,638	\$0	\$780,736	\$0
Program Total:	\$576,638		\$780,736	
Program FTE	2.00	0.00	3.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72000A-19 DCM Director's Office

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

Executive Summary

A select group of County social service contractors will be chosen to participate in a pilot to assess and improve their processes to ensure participant safety, service quality and efficiency. These contractors will be among the Health Dept. (HD), Dept. of Community Justice (DCJ), Joint Office Of Homeless Services (JOHS) and the Dept of County Human Services (DCHS) service providers. Their processes will be analyzed using Continuous Quality Improvement (CQI) methods and tools and fiscal compliance to ensure core/baseline safety measures for clients/participants and staff.

Program Summary

ISSUE: Multnomah county departments contract with agencies to provide services for residents. Departments are responsible for monitoring and supporting performance throughout the life of the contract. Departmental capacity and approaches to monitoring and supporting contractors varies, and contractors have either been found to need, or have requested assistance with critical organizational capacity. Of particular interest is how contractors perform with regard to safety and quality of services. There is a need to assess and assist contractors to establish consistent best processes, practices and policies that ensure safety, quality and efficiency.

GOALS: Assess the current state processes among the selected contractors related to safety, quality and efficiency. Assess using data, risk reports, and client satisfaction. Identify improvement opportunities related to contractors' processes, practices, county monitoring expectations, monitoring tools and technical assistance.

ACTIVITIES: DCHS will secure a limited duration expert in CQI who will work with the pilot participants (contractors). A contractor selection process for the pilot will be developed. This pilot will assist the contractors with process mapping, root cause analysis, strategy development, metric development, and implementation of plan/do/study/act cycles (PDSA). An assessment of their Board of Directors composition will be conducted. They will be assessed for representation by race, gender, ethnicity, and experience to help determine how reflective they are of the communities served. There will be CQI training; application of methods to specific contractor concerns; and technical assistance for up to 6 months post the improvement PDSA tests to ensure implementation success.

To ensure consistent and robust internal communication on the progress of the pilot DCHS will bring pilot updates and solicit input at the Multnomah County Safety Net Partners meetings.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of pilot members who complete at least one organizational process quality improvement analysis.	NA	NA	NA	7
Outcome	% of pilot members with an organizational Quality Improvement Plan.	NA	NA	NA	90%
Output	# of pilot members who identify one or more opportunities for improvement.	NA	NA	NA	7

Performance Measures Descriptions

Quality improvement processes and identified improvement opportunities will focus on client/participant safety, quality of service, and efficiency.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$151,588	\$0
Materials & Supplies	\$0	\$0	\$10,300	\$0
Total GF/non-GF	\$0	\$0	\$161,888	\$0
Program Total:	\$0		\$161,888	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by County General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72000B-19 Organizational Development

Department: County Management **Program Contact:** Marissa Madrigal

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

Strategic Capital Planning Ramp Down & Economic Development program will fund the ramp down of the Capital Assets Strategic Program, which is ending June 30th, 2019. This one time only program offer will fund a one year limited duration assignment position to retain the institutional knowledge of the incumbent Capital Planning Director for Fiscal Year 2020. If funded, the position would both intentionally ramp down the program and pinch hit on the portfolio of economic development issues that currently have no staffing due to elimination of the Economic Development Program in FY20.

Program Summary

The LDA Capital Planning Director will transfer the Countywide institutional knowledge gained over the past three fiscal years building the Countywide Capital Strategic Plan to other stakeholders so that the work is not lost and can be transitioned into maintenance mode in subsequent fiscal years.

This position will also fill in for gaps created by the elimination of the Economic Development Program and following the FY19 departure of the Economic Development Officer, which was eliminated from the FY20 budget to meet general fund constraint.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Retention of key knowledge and capacity	NA	NA	NA	1
Outcome	Rampdown and transition of the program to a maintenance mode	NA	NA	NA	1

Performance Measures Descriptions

Legal / Contractual Obligation

None

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$246,857	\$0
Total GF/non-GF	\$0	\$0	\$246,857	\$0
Program Total:	\$0		\$246,857	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by one time only County General Fund revenues.

Significant Program Changes

Last Year this program was:

Department: County Management

Program Contact: Mike Jaspin

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

The Budget Office does the following:

- Prepares the annual budget, budget in brief and associated documents
- Financial forecasting and budget revenue/expenditure projections
- Ad hoc analysis for County Management and the Chair's Office
- Countywide cost control analyses
- Prepares the supplemental budget and maintains the legal budget throughout the course of the year

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

Over the past 16 years, the County has received the Government Finance Officers Association's (GFOA) Distinguished Budget Annual Award. The award represents a significant achievement by the County. It reflects the commitment of Multnomah County's governing body and staff to meet the highest principles of governmental budgeting.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of budget modifications processed (includes internal)	214	200	250	220
Outcome	% of budget modifications entered into SAP/Workday within 4 weeks of Board approval	98%	95%	100%	98%
Quality	Percent error in General Fund Revenue Forecast	1.95%	2.0%	0.66%	2.0%
Quality	% of customers rating Budget Office efforts as either "good" or "excellent" *	92%	92%	92%	92%

Performance Measures Descriptions

*Because the budget process ends prior to the beginning of the fiscal year, the FY 2019 estimate is the "actual" customer satisfaction rating.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,575,226	\$0	\$1,691,407	\$0
Contractual Services	\$32,000	\$0	\$53,500	\$0
Materials & Supplies	\$117,766	\$0	\$96,266	\$0
Internal Services	\$251,894	\$0	\$263,682	\$0
Total GF/non-GF	\$1,976,886	\$0	\$2,104,855	\$0
Program Total:	\$1,976,886		\$2,104,855	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72001-19 Budget Office

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

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

Program Summary

Central Accounts Payable (AP) processes approximately 125,000 vendor invoice payments and refunds annually; this includes check payments, electronic payments and intergovernmental funds transfers. AP administers the purchasing card program and facilitates the establishment and monitoring of petty cash accounts countywide; furthermore, it coordinates the year-end expenditure accruals; conducts internal audits of AP functions while ensuring that vendor payments are paid in an accurate and timely manner and are compliant with applicable internal controls, administrative procedures and government accounting practices. AP coordinates/prepares documentation for external audits and is responsible for maintaining accurate vendor records for payment and tax reporting purposes. AP also establishes and communicates clear and uniform county administrative practices and procedures related to AP functions. In addition, AP provides one-on-one technical assistance/training and also hosts information forums and periodic finance related user-group meetings for the purpose of informational updates, group training, and peer/professional support which ultimately contribute to staff competencies.

Central Accounts Payable promotes continuous process improvement by exploring/adopting AP best practices while leveraging technology to evolve the AP function from a paper intensive payment process to a more sustainable, electronic payment process. This single objective has reduced the cost of government by providing operating efficiency while maintaining internal controls and supporting the County's sustainability goals.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Payments Processed	131,293	128,000	124,378	128,000
Outcome	Percent of Invoices Paid On Time within std NET 30	86.0%	87.0%	87.0%	87.0%
Outcome	Percent of Total Payments that are Electronic	70.6%	72.0%	73.1%	73.0%
Outcome	Procurement Card Rebates	\$292,000	\$290,000	\$300,000	\$290,000

Performance Measures Descriptions

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

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	2019	2019	2020	2020
Personnel	\$924,271	\$0	\$990,628	\$0
Contractual Services	\$0	\$0	\$1,950	\$0
Materials & Supplies	\$10,374	\$0	\$8,424	\$0
Total GF/non-GF	\$934,645	\$0	\$1,001,002	\$0
Program Total:	\$934,645		\$1,001,002	
Program FTE	7.60	0.00	7.60	0.00

Program Revenues				
Other / Miscellaneous	\$290,180	\$0	\$290,180	\$0
Total Revenue	\$290,180	\$0	\$290,180	\$0

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 2019: 72002-19 FRM Accounts Payable

Department: County Management

Program Contact: Mark Campbell

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Chief Financial Officer 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 ensures 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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 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	2019	2019	2020	2020
Personnel	\$488,392	\$80,403	\$547,023	\$108,182
Contractual Services	\$19,500	\$0	\$19,500	\$0
Materials & Supplies	\$15,500	\$0	\$15,500	\$0
Internal Services	\$983,302	\$197,638	\$1,007,905	\$209,742
Total GF/non-GF	\$1,506,694	\$278,041	\$1,589,928	\$317,924
Program Total:	\$1,784,735		\$1,907,852	
Program FTE	2.60	0.35	2.55	0.45

Program Revenues				
Other / Miscellaneous	\$0	\$223,975	\$0	\$317,924
Total Revenue	\$0	\$223,975	\$0	\$317,924

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2019: 72003-19 FRM Chief Financial Officer

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

Executive Summary

The General Ledger program manages central financial accounting and reporting, including the annual external financial audit, the indirect cost allocation plan, the comprehensive framework of internal controls, as well as general countywide accounting support and assistance.

Program Summary

The General Ledger (GL) program supports and monitors the County's financial accounting activity by performing corporate level accounting functions including account reconciliations, review/approval of accounting transactions and preparing required financial reports.

The primary product is the County's Comprehensive Annual Financial Report (CAFR), which includes all activities associated with the required annual external financial audits. The CAFR earns the Government Finance Officers Association (GFOA) award annually for excellence in financial reporting. This award indicates management has prepared financials that meet the reporting standards and requirements noted by GFOA. Approximately 3% of governmental entities in the United States receive this award annually.

General Ledger prepares the County's cost allocation plan needed to recover central and departmental overhead and administrative indirect costs from external revenue sources. GL also maintains internal controls and the chart of accounts.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of properly stated balance sheet accounts per review of external auditors	300	300	300	300
Outcome	Number of Comprehensive Annual Financial Report audit deficiency comments from external auditors	2	0	0	0
Quality	Number of days Comprehensive Annual Financial Report is completed after fiscal year end	180	174	173	173

Performance Measures Descriptions

Fewer balance sheet accounts identified with misstatements indicate a high degree of accuracy in the financial statements (CAFR) and effective internal controls are in place (approx. 300 total accounts). External auditors express their opinion on the County's CAFR, including assessment of the risks of material misstatement of the financial statements. "0" means the auditors identified no deficiencies or weaknesses in internal controls. Financial reports should be issued soon enough after the close of a period to affect better decision making.

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	2019	2019	2020	2020
Personnel	\$910,288	\$0	\$991,517	\$0
Contractual Services	\$6,500	\$0	\$2,000	\$0
Materials & Supplies	\$12,250	\$0	\$11,900	\$0
Total GF/non-GF	\$929,038	\$0	\$1,005,417	\$0
Program Total:	\$929,038		\$1,005,417	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$20,000	\$0	\$20,000	\$0
Total Revenue	\$20,000	\$0	\$20,000	\$0

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 2019: 72004-19 FRM General Ledger

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Purchasing oversees the County's goods and services procurement activities and provides leadership, expertise, and training to employees who perform purchasing functions. Purchasing supports departments to procure products and services in construction, materials, and both non-professional and professional services. Purchasing ensures appropriate and cost-efficient public procurement and contracting practices, including evaluating the economic, social and environmental impacts of purchases.

Program Summary

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

Key efforts include the following: (1) safeguard the County from potential contractual risk and liability exposure; (2) functional administration of the County's procurement and contracting software; (3) 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); (4) review and approve contract documents, review and approve contract changes and/or amendments and maintain official contract records; (5) research, analyze, recommend, and implement best business practices; (6) provide ongoing guidance, support, training, and consultation to departments and employees; (7) track, monitor, analyze and annually report on contract data and performance measures; (8) maximize efforts to include and ensure participation of Minority, Women and Emerging Small Businesses (MWESB), Service Disabled Veterans, and Qualified Rehabilitation Facilities (QRF); (9) participate in community events, meetings and conduct outreach to the MWESB supplier community and; (10) develop and implement sustainable purchasing policies, procedures and training.

Purchasing supports the County's sustainability goals by ensuring sustainable practices of prospective suppliers, 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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of contracts awarded to MWESB and QRF businesses	5%	8%	6%	7%
Outcome	Number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	50	50	49	50
Output	Number of contracts and amendments processed	1022	965	984	1000

Performance Measures Descriptions

Purchasing manages formal Request For Proposal (RFP) and bid solicitations (>\$150,000) for the County because they represent the greatest risk in the County's purchasing activity. Minimizing the number of sustained protests is an indicator of how well Purchasing is managing the risks associated with formal procurement processes. The output measures listed are good indicators of the volume of formal procurements we conduct and the contract processing activity across all County departments.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,233,796	\$102,073	\$2,446,450	\$55,441
Contractual Services	\$38,219	\$0	\$17,646	\$0
Materials & Supplies	\$132,009	\$5,000	\$127,213	\$3,800
Total GF/non-GF	\$2,404,024	\$107,073	\$2,591,309	\$59,241
Program Total:	\$2,511,097		\$2,650,550	
Program FTE	18.50	1.00	18.50	0.50

Program Revenues				
Other / Miscellaneous	\$2,000	\$0	\$2,000	\$0
Total Revenue	\$2,000	\$0	\$2,000	\$0

Explanation of Revenues

This program is primarily 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 is \$2,000.

Significant Program Changes

Last Year this program was: FY 2019: 72005-19 FRM Purchasing

Program took on functional administration of the County's procurement and contracting software as part of the ERP program. This includes the existing Multco Marketplace, which was transferred from DCA, as well as three new modules to support suppliers, procurements, and contracts.

The 0.50 FTE reduction in staff from FY 19 is due to the end of funding at the completion of the Health Department Headquarter's Project. We are requesting funding for this 0.50 FTE to develop and operate the Labor Compliance Program #72005B in FY 20.

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 72005-19 FRM Purchasing
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer will fund a Labor Compliance Pilot Program to provide education and support for workers and construction contractors on wage theft prevention and will create a volunteer program to interview workers on the jobsite to help ensure they are paid a fair wage. The program offer will also purchase data infrastructure to help the County with compliance monitoring.

Program Summary

Wage theft exists when a worker is not paid or is underpaid for their work. Wage theft harms workers by driving down wages, and harms honest contractors by making them less competitive. Wage theft is particularly prevalent in the construction industry. According to the Oregon Center for Public Policy, “Between 2015 and 2016, the most recent period of data we analyzed, the construction industry had the second highest number of wage claims as a share of its workforce.” Some wage theft is unintentional (for example, a calculation error), and easily correctable when identified. Other wage theft is intentional, and often harms workers who may not report it for fear of losing their jobs. A County Labor Compliance Program can support workers and contractors to ensure workers are getting paid correctly.

This Labor Compliance Pilot Program will: 1) provide technical assistance and support to ensure that contractors and subcontractors properly classify workers and are in compliance with BOLI labor laws which include Apprenticeship rules and Prevailing Wage laws; 2) ensure that workers on County projects understand their rights related to wage laws, 3) train and oversee authorized community volunteers to support the County’s verification of certified payroll by interviewing workers at worksites regarding wages, benefits, and hours, and 4) purchase software to enable robust monitoring and reporting on wages and benefits paid on County construction projects.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of volunteers certified by County	NA	NA	NA	10
Outcome	Percent of County construction projects visited by certified volunteers	NA	NA	NA	75%

Performance Measures Descriptions

This is a pilot program with new measurements. The program will need to train a group of volunteers quickly in FY 2020 as construction site visits are a key component of this program. While site visits would ideally happen at all construction projects, some may not be visited due to time or resource constraints.

Legal / Contractual Obligation

ORS 279C.800 to 279C.870 list the requirements for payment of prevailing wages paid on public works projects.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$55,441	\$0
Materials & Supplies	\$0	\$0	\$144,436	\$0
Total GF/non-GF	\$0	\$0	\$199,877	\$0
Program Total:	\$0		\$199,877	
Program FTE	0.00	0.00	0.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program would be funded through General Fund revenues.

Significant Program Changes

Last Year this program was:

The 0.50 FTE Program Specialist in this offer was assigned in FY19 to the Health Department Headquarter's Project and included in Program #72005A (FRM Purchasing). With conclusion of that project, the position is now available to develop and operate the Labor Compliance Program.

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of policies for insured risks and statutory bonds purchased/renewed*	17	17	17	17
Outcome	Total Cost of Risk**	0.46	0.59	0.67	0.59

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 (value approaching zero is preferable, 1=average of public entities)

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	2019	2019	2020	2020
Personnel	\$0	\$339,884	\$0	\$368,422
Contractual Services	\$0	\$266,758	\$0	\$273,761
Materials & Supplies	\$0	\$3,300,157	\$0	\$3,730,601
Total GF/non-GF	\$0	\$3,906,799	\$0	\$4,372,784
Program Total:	\$3,906,799		\$4,372,784	
Program FTE	0.00	2.50	0.00	2.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,906,799	\$0	\$4,372,784
Total Revenue	\$0	\$3,906,799	\$0	\$4,372,784

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 2019: 72006-19 FRM Property & Liability Risk Management

Legal / Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws, 12 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	2019	2019	2020	2020
Personnel	\$1,003,912	\$0	\$971,921	\$0
Contractual Services	\$19,500	\$0	\$39,874	\$0
Materials & Supplies	\$21,759	\$0	\$18,468	\$0
Total GF/non-GF	\$1,045,171	\$0	\$1,030,263	\$0
Program Total:	\$1,045,171		\$1,030,263	
Program FTE	8.45	0.00	7.40	0.00

Program Revenues				
Other / Miscellaneous	\$155,718	\$0	\$162,030	\$0
Beginning Working Capital	\$0	\$0	\$19,116	\$0
Total Revenue	\$155,718	\$0	\$181,146	\$0

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 2020 is \$145,030 and is adjusted each following year by the CPI-W west coast A amount. In addition \$19,116 of BWC from FY 2018 FY 2019 is budgeted. The remaining \$17,000 is miscellaneous revenue.

Significant Program Changes

Last Year this program was: FY 2019: 72007-19 FRM Payroll/Retirement Services

The implementation of Workday, our new ERP system, resulted in the elimination of certain Payroll functions performed by a single individual. That elimination of functions resulted in the reduction of 1.00 FTE which was classified in the budget as a Finance Tech but under-filled with an Office Assistant 2 classification (position #716130)

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	778	640	838	854
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Business Accounts in County****	89,132	90,000	98,824	100,800

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	2019	2019	2020	2020
Personnel	\$505,280	\$0	\$584,739	\$0
Contractual Services	\$1,558,415	\$0	\$1,624,146	\$0
Materials & Supplies	\$13,450	\$0	\$13,450	\$0
Total GF/non-GF	\$2,077,145	\$0	\$2,222,335	\$0
Program Total:	\$2,077,145		\$2,222,335	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$120,000	\$0
Service Charges	\$154,000	\$0	\$154,000	\$0
Total Revenue	\$274,000	\$0	\$274,000	\$0

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 2019: 72008-19 FRM Treasury and Tax Administration

Legal / Contractual Obligation

Oregon Revised Statutes ORS 294 and 295 (primarily ORS 294.035), Multnomah County Code Chapter 12 (BIT) and Chapter 11.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$140,498	\$0
Materials & Supplies	\$0	\$0	\$9,760	\$0
Total GF/non-GF	\$0	\$0	\$150,258	\$0
Program Total:	\$0		\$150,258	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$0	\$150,258	\$0
Total Revenue	\$0	\$0	\$150,258	\$0

Explanation of Revenues

This program is supported by additional Motor Vehicle Tax Revenues.

Significant Program Changes

Last Year this program was:

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	*Number of site safety visits to meet loss prevention consultative needs and satisfy OR-OSHA requirements	20	24	18	24
Outcome	**Workers' Compensation Experience Rating Modifier (ERM) below industry average	0.87	0.7	0.78	0.66

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	2019	2019	2020	2020
Personnel	\$0	\$852,233	\$0	\$913,910
Contractual Services	\$0	\$361,800	\$0	\$365,335
Materials & Supplies	\$0	\$2,231,066	\$0	\$2,202,573
Total GF/non-GF	\$0	\$3,445,099	\$0	\$3,481,818
Program Total:	\$3,445,099		\$3,481,818	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,445,099	\$0	\$3,481,818
Total Revenue	\$0	\$3,445,099	\$0	\$3,481,818

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.

Significant Program Changes

Last Year this program was: FY 2019: 72009-19 FRM Worker's Compensation/Safety & Health

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

Executive Summary

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

Program Summary

This program's primary purpose is to provide funding to Metro to maintain and operate community parks which in turn build local communities and provide for recreational opportunities. The program's resources derive from Marine Fuel Tax apportioned to Multnomah County. The expenditures of the fund are pass-through payments to Metro under an IGA the County entered into in 1994.

These funds may be used to operate, administer and maintain the following Metro natural areas and regional facilities that were transferred from Multnomah County in 1994: Mason Hill Park, Sauvie Island Boat Ramp, Multnomah Channel Park, Bybee-Howell House and Park, Belle View Point, James Gleason Memorial Boat Ramp, Broughton Beach, Beggars Tick Marsh, Glendoveer Golf Course and Fitness Trail, Blue Lake Park, Gary and Flagg Islands, Oxbow Park, Indian John Island, Larch Mountain Corridor, Chinook Landing Marine Park, Sandy River Access Points, Smith & Bybee Lakes Addition, Phillipi Property and the Expo Center. Each of these sites offers a different recreational benefit for all citizens.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Payment Remitted in a Timely Manner	1	1	1	1
Outcome					

Performance Measures Descriptions

Under state law marine fuel taxes are allocated to counties based on the number of boat registrations and miles of waterway within the County. These revenues are turned over to METRO under terms of an IGA that transferred Multnomah County parks to METRO. 1 - Yes; 0 - No

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$50,000	\$0	\$50,000
Internal Services	\$0	\$1,400	\$0	\$1,400
Total GF/non-GF	\$0	\$51,400	\$0	\$51,400
Program Total:	\$51,400		\$51,400	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$51,400	\$0	\$51,400
Total Revenue	\$0	\$51,400	\$0	\$51,400

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2019: 72010-19 FRM Recreation Fund Payment to Metro

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 with Federal and State requirements. In fiscal year 2017, the County received \$62 million in Federal grant funding of which \$18 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 47 risk assessments. Fiscal Compliance performed 18 site audits covering \$7.2 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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total risk assessments performed on County contracts receiving Federal funds	49	50	49	50
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	83%	85%	85%	85%

Performance Measures Descriptions

The Fiscal Compliance unit performs financial monitoring of County-funded human service 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	2019	2019	2020	2020
Personnel	\$382,893	\$0	\$423,085	\$0
Materials & Supplies	\$3,380	\$0	\$3,380	\$0
Total GF/non-GF	\$386,273	\$0	\$426,465	\$0
Program Total:	\$386,273		\$426,465	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72012-19 FRM Fiscal Compliance

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, including workforce equity; 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, including workforce equity and employee experience; 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 (JOHS) to design and implement evaluation(s) of the A Home for Everyone project to end homelessness in the region.

In FY 2019, the ERU partnered with the Office of Diversity and Equity on a project to better understand the experiences and needs of employees with disabilities, served as a partner on department-level and countywide equity work, performed a countywide analysis of pay equity in accordance with state law, and, in partnership with JOHS, presented an analysis of homeless services spending across the region from FY 2014 to FY 2017. In FY 2020, the ERU will: finalize the pay equity analysis; assist in the design and implementation of metrics to measure workforce equity and employee belonging; issue and analyze the FY 2020 Countywide Employee Survey; continue to partner with the JOHS on evaluation(s) of efforts to reduce homelessness in the region; respond to information requests from county leadership; and consult countywide on program evaluation, analytical methods, and data visualization. Examples of recent consulting projects include assisting public safety partners in identifying and tracking project goals via a dashboard, responding to leaders' request for employee demographics, facilitating and analyzing department listening sessions, and assisting County leadership in procuring and managing evaluation consultants for high-priority projects.

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of consults performed and reports, presentations, and/or dashboards issued	95	55	95	95
Outcome	Response rate to the Countywide Employee Survey	59%	58%	58%	58%
Outcome	Percent of information and consulting requests responded to within a week.	100%	100%	100%	100%
Output	Number of events for the countywide Community of Practice for Program Evaluation and Research	5	5	5	5

Performance Measures Descriptions

The Countywide Employee Survey happens every two years, therefore the response rate in FY 2019 will also be the result for FY 2020. Response to an information or consulting request is defined as initial acknowledgement and arrangement of a planning conversation. Number of consults and products increased due to increased staffing; we anticipate this higher level will continue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$433,696	\$0	\$472,193	\$0
Materials & Supplies	\$20,390	\$0	\$20,390	\$0
Total GF/non-GF	\$454,086	\$0	\$492,583	\$0
Program Total:	\$454,086		\$492,583	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 72014-19 Evaluation and Research Unit

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of Accounts Receivable Transactions processed	2950	3,600	3,000	3,000
Outcome	Percentage of Contracts processed following established policies and processes	100%	100%	100%	100%
Outcome	% of travel and training events reconciled within 30 days of travel return date	98%	90%	100%	100%
Outcome	% of Accounts Payable invoices paid in 30 days or less	99%	98%	98%	99%

Performance Measures Descriptions

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. Volume of Accounts Receivable transactions may increase due to workload transitioning from DCM programs to Business Services.

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	2019	2019	2020	2020
Personnel	\$1,029,964	\$0	\$1,094,233	\$0
Contractual Services	\$0	\$0	\$1,318	\$0
Materials & Supplies	\$33,555	\$0	\$28,597	\$0
Internal Services	\$116,335	\$0	\$123,612	\$0
Total GF/non-GF	\$1,179,854	\$0	\$1,247,760	\$0
Program Total:	\$1,179,854		\$1,247,760	
Program FTE	8.50	0.00	8.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 72015-19 DCM Business Services

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of countywide job applications received.	25,750	22,000	22,000	22,000
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	89%	90%	89%	90%

Performance Measures Descriptions

Output: The number of countywide job applications measures the number of applicants interested in county employment. This number declined, as expected, as a result of recruitment optimization projects. Outcome: Percent of respondents that "agree" or "strongly agree" to the question "I am fully engaged in my job" on the bi-annual Countywide Employee Survey. Measure will update in FY 2020.

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	2019	2019	2020	2020
Personnel	\$755,240	\$0	\$444,525	\$0
Contractual Services	\$54,482	\$0	\$55,806	\$0
Materials & Supplies	\$64,830	\$0	\$54,130	\$0
Internal Services	\$652,575	\$0	\$652,903	\$0
Total GF/non-GF	\$1,527,127	\$0	\$1,207,364	\$0
Program Total:	\$1,527,127		\$1,207,364	
Program FTE	4.63	0.00	2.63	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72016-19 Central HR Administration

Positions 713714 and 717266 (2.00 FTE) moved to Program Offer 72017A to better align positions with actual organization structure.

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 (CHR) services focus on the full lifecycle of employment, developing county-wide resources for attraction, recruitment, selection and ongoing training and development. CHR services implement strategies to address key components of the countywide Human Resources Strategic Plan. Resources include talent acquisition, talent development and classification and compensation, providing systems and tools to attract, train, and retain a diverse, highly qualified workforce.

Program Summary

Classification and Compensation provides pay and classification structures necessary for the County to offer competitive pay and appealing career paths. 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's key priorities and resources will be aligned with the trends and recommendations highlighted in the Workforce Equity Strategic Plan (WESP), Jemmott Rollins Report, and Employee Survey. This includes development of a Leadership Development and Accountability Model, Onboarding and Orientation resources for newly hired managers, and the implementation of the Core Competency Framework that will support performance development and integrate with the Performance Planning Review (PPR) process.

Talent Development coordinates countywide training for employees, provides management/supervisory coaching and training, partners with the Office of Diversity and Equity on implementing the Equity and Empowerment Lens and offers a variety of diversity awareness and skills building courses. Talent Development 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.

Talent Acquisition centralized resources will lead the development of programs and tools that support and respond to the recommendations of the WESP. This includes developing county-wide shared language for recruitment and selection processes that build upon the Competency Model and diversity-focused best practices. This also includes leveraging the Workday system and other resources to support a more structured onboarding process for managers. These resources will be deeply informed by talent acquisition trends and research.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of managers with 8 hours of training about intercultural communication and racially just practice.	n/a	n/a	n/a	70%
Outcome	Percent of total positions reclassified, revised, updated.	21.5%	15.7%	22.9%	16.8%
Output	Number of county-wide training class attendees	4294	5000	5000	5000
Outcome	Course participants self-report their requested access needs (related to disability or special needs) were met.	n/a	n/a	n/a	95%

Performance Measures Descriptions

Output/Outcome measures are aligned with key performance goals and minimum standards outlined in the Workforce Equity Strategic Plan. Additional measures highlight employee experience as it relates to the accommodation process for trainings. Classification measures align to job market factors and the inability to fill vacancies and/or impact on essential public services.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues. 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	2019	2019	2020	2020
Personnel	\$1,544,272	\$0	\$2,259,248	\$0
Contractual Services	\$135,000	\$0	\$137,000	\$0
Materials & Supplies	\$58,700	\$0	\$56,700	\$0
Internal Services	\$102,377	\$0	\$103,503	\$0
Total GF/non-GF	\$1,840,349	\$0	\$2,556,451	\$0
Program Total:	\$1,840,349		\$2,556,451	
Program FTE	10.00	0.00	12.80	0.00

Program Revenues				
Service Charges	\$25,000	\$0	\$25,000	\$0
Total Revenue	\$25,000	\$0	\$25,000	\$0

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 2020.

Significant Program Changes

Last Year this program was: FY 2019: 72017-19 Central HR Services

Position 718882 (1.00 FTE) moved from Program Offer 72018 and reclassified from HR Manager 2 to HR Manager Senior. This allowed us to create a Deputy Chief Human Resources Officer position that will oversee the Talent Development Unit as well as the Workday Support - Central HR, and Project Management Teams.

Positions 713714 HR Manager 1 and 717266 HR Analyst Senior (2.00 FTE) moved from Program Offer 72016 to better align positions with actual organization structure. Upon realignment, Position 717266 HR Analyst Senior (1.00 FTE) was reclassified to an HR Manager 1 (0.8) to create a new Leadership Development Manager position, charged with researching, designing, and delivering courses and services through several key leadership development programs. The net effect of this otherwise cost neutral reclassification is a reduction in 0.20 FTE.

Department: County Management **Program Contact:** Holly Calhoun
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 72017A and 72017C
Program Characteristics: One-Time-Only Request

Executive Summary

Central Human Resources requests one-time-only resources to fulfill recommendations outlined in the Workforce Equity Strategies Plan (WESP) and Jemmott Rollins Group (JRG) Recommendations. This proposal represents an intensive reinvestment in managers and supervisors, building critical leadership skills and equipping them to leverage the authority of their positions to create a workplace culture of safety, trust, and belonging. This model will serve as a template for onboarding all new supervisors after FY 20.

Program Summary

The recommendations emphasize leadership development, a “One County” approach ensuring all managers and supervisors have a common framework for leading effectively. These three components will help to achieve that goal: 1. a conference for all managers and supervisors; 2. a Leadership Development and Accountability Program; and 3. a campaign to roll out the Competency Model.

The conference aims to align countywide expectations with the ideal of workforce equity and inclusion, to inaugurate a “One County” approach to building consistent leadership excellence, and to inspire change. The conference is intended to provide county-specific tools, learning and resources to equip managers to best respond and support the workforce equity standards outlined in the WESP and JRG recommendations.

In FY’18, managers attended an average of less than 4 hours of management training offered by the county. Designing a leadership development and accountability model was a key recommendation outlined in the JRG recommendation, reinforced by the COO as a top priority, and again echoed as a critical next step in the county-wide surveys the Office of Diversity and Equity conducted in January ’19. The design of a Leadership Development and Accountability model will focus on current managers as well as newly hired managers.

The Leadership Development and Accountability Program is for current and newly hired managers, will ensure managers and supervisors leverage their authority to promote safety, trust, and belonging, and lead with a racial justice focus. It will build high-performing leaders with an understanding of county processes and policies and the interpersonal skills to implement them.

The new county Competency Model describes the behaviors and values expected of all employees. The next step will be to formally roll-out this model in a two-fold approach: a) Develop tools, resources and trainings that help Managers and workforce understand how to leverage the competency model and align it with other performance and professional development tools and b) Launch a branding campaign to further promote the value of the Core Competency Model.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of managers attending manager conference	n/a	n/a	n/a	1000
Outcome	Percent of participants who indicate trainings provided concrete skills for improving safety, trust, and belonging	n/a	n/a	n/a	95%
Output	Number of managers/supervisors attending the Leadership Development and Accountability Program	n/a	n/a	n/a	600

Performance Measures Descriptions

Conference attendees will be 85% management/supervisors, and 15% HR/Labor Relations. Leadership program will serve both new and current managers.

Talent Development evaluation model would be complementary to other WESP evaluation programs.

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	2019	2019	2020	2020
Personnel	\$0	\$0	\$302,006	\$0
Contractual Services	\$0	\$0	\$135,000	\$0
Materials & Supplies	\$0	\$0	\$90,000	\$0
Total GF/non-GF	\$0	\$0	\$527,006	\$0
Program Total:	\$0		\$527,006	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$200,000	\$0
Total Revenue	\$0	\$0	\$200,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues, including BWC carryover of \$200,000 Gen Fund from FY19.

Significant Program Changes

Last Year this program was:

This proposal reflects an expansion of services described in 72017A (Central HR Services) necessary to fulfill the recommendations of the WESP and JRG Reports.

Department: County Management **Program Contact:** Holly Calhoun
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 72017A and 72017B
Program Characteristics: One-Time-Only Request

Executive Summary

Central Human Resources requests one-time-only resources to fulfill recommendations outlined in the Workforce Equity Strategies Plan (WESP) and Jemmott Rollins Group (JRG) Recommendations. This proposal represents expanded capacity for diversity and equity training, facilitation and team-building, and mediation.

Program Summary

The Budget Office estimated that to fulfill recommendations for training outlined in the WESP and JRG Reports would entail 6800 hours of classroom training, an 85% increase over what was delivered countywide in FY 18. These recommendations also include classes on disabilities and accommodations.

Talent Development anticipates that with the formation of an investigations unit, the number of service requests for mediation, facilitation, and team-building for units experiencing conflict will increase, especially following an investigation. Talent Development also anticipates decreased availability of its current team members to meet these new service requests as they champion the roll-out of Workday Functionalities, with related change management needs. This proposal increases capacity for mediation, team-building, training and facilitation for teams experiencing conflict and struggle by creating a limited duration position. This position will also increase Talent Development's ability to provide culturally specific facilitation's and training's across County Departments.

The increased capacity for mediation and other services is based on language in the AFSCME local 88 contract that states the county will make an individual trained in mediation available to employees under a variety of circumstances. Additionally, a focus from the JRG recommendations include a separate investigatory unit and an enhanced complaints resolution process, which does include mediation, facilitation, team-building, etc. The decision to make this OTO is to allow time to evaluate overall structure and scope of work within Talent Development.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of hours of Diversity/Equity training received by managers/supervisors.	n/a	n/a	n/a	6800
Outcome	Percent of participants who indicate trainings provided concrete skills for improving safety, trust, and belonging.	n/a	n/a	n/a	95%
Outcome	Percent of participants who indicate trainings increased their knowledge and concrete skills to lead with race.	n/a	n/a	n/a	95%

Performance Measures Descriptions

Measuring the number of managers and supervisors who participate in Diversity/Equity training; the percent who indicate the training provided concrete skills for improving safety, trust, and belonging; and the percent of participants who indicate trainings increased their knowledge and concrete skills to lead with race.

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	2019	2019	2020	2020
Personnel	\$0	\$0	\$168,471	\$0
Total GF/non-GF	\$0	\$0	\$168,471	\$0
Program Total:	\$0		\$168,471	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was:

This proposal reflects an expansion of services described in 72017A (Talent Development) necessary to fulfill the recommendations of the WESP and JRG Reports.

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 12 labor contracts, representing 85% of the County workforce, and the Personnel Rules (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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Labor disputes.	110	102	86	102
Outcome	Percentage of labor disputes settled collaboratively.	95%	96%	98%	96%

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.

Legal / Contractual Obligation

Twelve 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	2019	2019	2020	2020
Personnel	\$1,067,970	\$51,718	\$900,896	\$54,357
Contractual Services	\$7,000	\$0	\$9,750	\$0
Materials & Supplies	\$15,850	\$0	\$13,100	\$0
Internal Services	\$5,047	\$10,865	\$10,883	\$11,525
Total GF/non-GF	\$1,095,867	\$62,583	\$934,629	\$65,882
Program Total:	\$1,158,450		\$1,000,511	
Program FTE	5.60	0.25	4.60	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$54,863	\$0	\$65,882
Total Revenue	\$0	\$54,863	\$0	\$65,882

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 2019: 72018-19 Central HR Labor Relations

Position 718882 1.00 FTE moved to Program Offer 72017A.

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

Program Summary

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of employee claims for unemployment.	219	286	250	250
Outcome	Percentage of unemployment claim appeals found in the County's favor.	56%	60%	35%	50%
Output	Number of unemployment appeals.	9	5	6	7

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$36,120	\$0	\$38,517
Contractual Services	\$0	\$0	\$0	\$150
Materials & Supplies	\$0	\$971,071	\$0	\$970,921
Total GF/non-GF	\$0	\$1,007,191	\$0	\$1,009,588
Program Total:	\$1,007,191		\$1,009,588	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$1,004,841	\$0	\$1,009,588
Total Revenue	\$0	\$1,004,841	\$0	\$1,009,588

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 2019: 72019-19 Central HR Unemployment

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, Flexible spending accounts for health, dependent/elder care, leave management and short/long term disability benefits for approximately 12,500 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 health and 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 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 bargaining units and management to structure benefit components that provide desirable benefit options within budgetary constraints.

Wellness programs can help reduce employee health plan costs and absenteeism, 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, population health data, and employee input. The Wellness Program focuses on chronic disease prevention and management through programs and policies that support healthy eating, physical activity, weight control, stress management, resiliency and overall health and well-being. Health plan partnerships and resources supplement program efforts.

Performance Measures					
Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Medical plan annual member count	12,000	12,500	12,400	12,500
Outcome	Participation in County Wellness Programs	9,656	10,150	10,340	11,000
Efficiency	County's annual benefits cost change per employee	7.0%	6.0%	5.0%	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:** This totals the participation across all Wellness offerings in which some report unique participants and others report number of engagements by participants (not unique). **Efficiency:** Actual and projected changes in annual County benefit costs per employee.

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, civil rights and EEO laws. Labor contracts require a transit pass be provided by the employer. OAR Chapter 340, Div 242 requires employers provide commute options to achieve and maintain a reduced auto trip rate. To meet this requirement, County assists DEQ with their bi-annual survey determining 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	2019	2019	2020	2020
Personnel	\$0	\$3,060,711	\$0	\$3,106,972
Contractual Services	\$0	\$1,389,052	\$0	\$1,371,000
Materials & Supplies	\$0	\$107,248,636	\$0	\$112,516,148
Internal Services	\$0	\$448,005	\$0	\$484,910
Total GF/non-GF	\$0	\$112,146,404	\$0	\$117,479,030
Program Total:	\$112,146,404		\$117,479,030	
Program FTE	0.00	14.12	0.00	13.12

Program Revenues				
Other / Miscellaneous	\$0	\$112,190,140	\$0	\$112,884,430
Service Charges	\$0	\$20,400	\$0	\$20,400
Total Revenue	\$0	\$112,210,540	\$0	\$112,904,830

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$87,735,881 actives/\$8,214,861 Retirees), Short and Long Term Disability and Life Insurance (\$3,080,573); benefit administration charge, (\$4,518,174), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$5,900,000), premium payments from retirees and COBRA participants (\$5,108,139), and operational refunds/forfeitures/rebates/performance guarantee penalties from vendors (\$400,000).

Significant Program Changes

Last Year this program was: FY 2019: 72020-19 Central HR Employee Benefits

Due to operational efficiencies in Workday, the Office Assistant Sr. (703958 1.0 FTE, vacant) is being eliminated.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 72046 - Workday Support - Finance
Program Characteristics:

Executive Summary

Workday is the enterprise resource planning system (ERP) implemented countywide in January 2019. Unlike older ERP systems, Workday is designed to be managed and supported by the business operational staff in human resources. The Workday Management Support Team provides strategic and operational leadership and manages the roll out of future product functionality.

Program Summary

The Workday Management Team supports Human Capital Management (HCM) operational and strategic functions in Workday including project management, business analysis, configuration, reporting and daily maintenance across the multiple HR disciplines. For HCM and payroll the team supports Workday functions including maintenance of jobs architecture, payroll, compensation, talent, recruiting, core HR, time, absence, benefits and learning. The Workday Management Team will perform the following functions:

1. System configuration related to new functionality or changes to existing system build.
2. Manage system business processes, determine the methodologies for implementing and maintaining HCM and payroll systems, business processes and procedures to achieve a consistent and predictable employee and manager experience across the county.
3. Conduct audits, analyze data, and perform testing to protect data integrity.
4. Meet regularly with stakeholder groups to share new functionality in upcoming Workday releases and determine how to better meet business needs.
5. Write reports and maintain existing reports that may require modifications following scheduled Workday upgrades.
6. Use audit reports to inform how to improve HR and users, managers, employees, and other stakeholders' experience.
7. Assist with training on new functionality following upgrades. Coordinating with Talent Development to create a change and training plan to enhance skill development and adoption for system end users.
8. Manage business relationship with Workday.
9. Work collaboratively with Information Technology and Workday Support-Finance team on technical issues and solutions.
10. Provide analysis support for human resource data associated with the Workforce Equity Strategic Plan.
11. Develop and present reports that show progress towards workforce goals.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of business processes that have been cancelled, corrected, and rescinded.	n/a	n/a	n/a	50%
Outcome	Correction checks per pay period, on average, will equal 10% or less of the workforce.	n/a	n/a	n/a	550
Efficiency	Business processes initiated through employee and manager self service	n/a	n/a	n/a	4,250

Performance Measures Descriptions

Output: the effectiveness of the Workday Management Team's Tier III support to Functional teams. We expect this number to decrease over time. Outcome: measures increasing accuracy of payroll. Efficiency: the effectiveness of change management and organizational adaptation to the new system. We expect this number to increase over time. Performance not measured for FY19 due to go-live delay.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$667,470	\$1,424,838	\$0
Contractual Services	\$0	\$20,000	\$65,921	\$0
Materials & Supplies	\$0	\$39,120	\$84,640	\$0
Internal Services	\$0	\$500	\$51,076	\$0
Total GF/non-GF	\$0	\$727,090	\$1,626,475	\$0
Program Total:	\$727,090		\$1,626,475	
Program FTE	0.00	4.00	8.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Program Supported by \$625,000 Ongoing General Fund Revenue and \$1,001,475 of One Time Only Revenue.

Significant Program Changes

Last Year this program was: FY 2019: 72022-19 DCM Workday Management Team

Joint DCM Workday Management Team program offer was separated into two program offers. This one for Workday Support - Central Human Resources and a separate one for Workday Support - Finance (72046).

Positions were allocated to the appropriate job profiles after review by Classification Compensation.

Department: County Management **Program Contact:** Jeffrey Brown
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. It 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 \$1.8 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 and 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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total Number of Property Tax Accounts Administered	344,065	346,500	335,500	336,500
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100%	100%	100%	100%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	6%	6%	6%	6%
Efficiency	Cost of Collection per Account (in Dollars)	\$4.00	\$4.00	\$4.00	\$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 guidelines for acceptable levels of assessment and taxation staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. 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	2019	2019	2020	2020
Personnel	\$542,621	\$0	\$477,628	\$0
Contractual Services	\$5,000	\$0	\$9,100	\$0
Materials & Supplies	\$180,590	\$0	\$47,973	\$0
Internal Services	\$87,198	\$0	\$169,710	\$0
Total GF/non-GF	\$815,409	\$0	\$704,411	\$0
Program Total:	\$815,409		\$704,411	
Program FTE	3.80	0.00	2.40	0.00

Program Revenues				
Fees, Permits & Charges	\$80,000	\$0	\$65,000	\$0
Intergovernmental	\$119,956	\$0	\$70,366	\$0
Service Charges	\$20,000	\$0	\$0	\$0
Total Revenue	\$219,956	\$0	\$135,366	\$0

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 \$3,627,108, with \$70,366 allocated to DART Administration. General Fund Revenue of \$65,000 is from a portion of the document recording fee for County Assessment and Taxation Programs (5% of the \$10 per document fee) and is for the maintenance of county property tax systems. The document recording fee may vary annually based upon economic factors affecting the real estate market and the number of documents recorded. (Note: The balance of the \$10 document recording fee is allocated to the County Clerk (5%) and to the County Assessment & Taxation Fund (90%) for distribution to the Oregon Dept of Revenue for deposit into the statewide CAFFA Account.) Remaining program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72023-19 Div of Assessment, Recording & Taxation Administration

Reduced Program 72023 Division of Assessment, Recording & Taxation Administration from 3.80 FTE to 2.40 FTE. A vacant position was moved from Administration to Assessment Performance Analysis 72029 and reclassified to Sr Data Analyst; a vacant position was moved to Residential Appraisal Program 72034 and reclassified to Appraiser 1. Deputy Director position allocation changed from .30 FTE to .90 FTE; Admin support position allocated .50 FTE to Tax Title Program 72038. Net change (1.40) FTE.

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

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

Program Summary

The Customer Service program responds to approximately 140,000 inquiries annually, including 60,000 walk-in customers and approximately 28,000 reported in the County Clerk Function Program Offer. Staff process tax payments, sell copies of records, process passport applications, and provide general information on behalf of the organization. Property owners, taxpayers, and citizens, in general, have an expectation of local government to provide responsive, accurate, and quality service. The ability to connect directly with the taxpayer increases the understanding of government and the role of property taxation.

Staff spends several hours each year training with other sections throughout the organization, as well as gaining knowledge by reading a variety of relevant informational materials. Customer Service staff also assist the Tax Revenue Management Program by processing approximately 11,000 over-the-counter tax payments totaling approximately \$50+ million dollars annually. Passport photo and County photo ID processes were transferred under the supervision of DART Customer Service and relocated to the DART offices in 2014. The operational costs are split between DART and Facilities & Property Management for photo services. Other recent efficiency and service improvements included point of sale debit/credit cards and website enhancements. In FY19 DART completed installation of new enterprise software (Orion), which is used in all of DART business processes.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of counter transactions	60,661	57,500	56,423	57,500
Outcome	Average number of transactions per cashier	6,558	5,750	6,100	6,216
Output	Number of phone calls, emails and chats received and answered	72,856	70,000	76,339	76,339
Outcome	Average number of phone calls per operator ⁸²⁵³	7,876	7,000	8,253	8,252

Performance Measures Descriptions

"Number of counter transactions" includes both computer-generated statistics from the operating systems used in Customer Service and statistics from staff production reports. The system tracks revenue generating transactions including tax payments, marriage licenses, Domestic Partnership Registrations, passport applications and copies of various records. Staff production reports track routine, non-payment transactions.

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	2019	2019	2020	2020
Personnel	\$774,606	\$0	\$891,910	\$0
Contractual Services	\$0	\$0	\$2,650	\$0
Materials & Supplies	\$17,124	\$0	\$20,110	\$0
Internal Services	\$431,560	\$0	\$374,256	\$0
Total GF/non-GF	\$1,223,290	\$0	\$1,288,926	\$0
Program Total:	\$1,223,290		\$1,288,926	
Program FTE	9.10	0.00	9.50	0.00

Program Revenues				
Intergovernmental	\$287,516	\$0	\$278,562	\$0
Total Revenue	\$287,516	\$0	\$278,562	\$0

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 \$3,627,108, with \$278,562 allocated to DART Customer Service. Remaining Customer Service Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72024-19 DART Customer Service

Increased DART Customer Service staffing from 9.10 FTE to 9.50 FTE. Moved .10 FTE allocation of Deputy County Assessor position to DART Admin Program 72023; A Program Supervisor position (705139) formerly in DART Special Programs 72030 was reclassified to Program Mgr 1 and .50 FTE was allocated to Customer Service Program. Net Increase 0.40 FTE.

Department: County Management

Program Contact: Tim Mercer

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 the production of microfilm preserved for permanent retention is a statutory requirement.

For FY 2018, 146,889 documents were recorded, 6,905 Marriage Licenses were processed, 173 Domestic Partnership Registrations were issued and 12,545 Passport Applications were accepted. Last year 590 BoPTA appeals were processed. 7,974 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 140,000 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 60% 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.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Marriage Licenses Issued	6,905	7,800	7,340	7,500
Outcome	Number of Accurately Processed Licenses	7,600	7,720	7,720	7,720
Output	Number of Documents Recorded	146,889	170,000	160,000	160,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	10	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	2019	2019	2020	2020
Personnel	\$1,196,655	\$0	\$1,261,319	\$0
Contractual Services	\$75,946	\$0	\$45,574	\$0
Materials & Supplies	\$105,862	\$0	\$95,300	\$0
Internal Services	\$274,388	\$0	\$308,348	\$0
Total GF/non-GF	\$1,652,851	\$0	\$1,710,541	\$0
Program Total:	\$1,652,851		\$1,710,541	
Program FTE	13.50	0.00	13.40	0.00

Program Revenues				
Fees, Permits & Charges	\$5,401,200	\$0	\$4,261,014	\$0
Intergovernmental	\$38,082	\$0	\$35,183	\$0
Other / Miscellaneous	\$237,400	\$0	\$195,000	\$0
Total Revenue	\$5,676,682	\$0	\$4,491,197	\$0

Explanation of Revenues

A \$60 fee is collected for each marriage license, State and County Domestic Partnership (DP) registration: \$25 to the County General Fund, \$25 to State Domestic Violence 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 a 3-day waiting period for a marriage license are \$319,700. Passport application acceptance fees are \$338,205 and Passport photo fees are \$64,500; Document Recording page fees retained by the County General Fund are \$3,402,014. Recording record copy fees are \$195,000. A portion of recording fees collected for the Corner Preservation Fund and the County Assessment Function Funding Account is credited to the County Clerk Fund pursuant to ORS 205.320(2) are projected at \$108,545. Fees for filing a Board of Property Tax (BoPTA) Appeal are estimated at \$28,050. BoPTA is allocated \$35,183 of the \$3,627,108 County Assessment Function Funding Assistance (CAFFA) Grant.

Significant Program Changes

Last Year this program was: FY 2019: 72025A-19 DART County Clerk Functions

Decreased Program staff allocation from 13.50 FTE to 13.40 FTE. Moved .20 FTE allocation of Deputy County Assessor to DART Administration Program 72023; A position formerly in DART Special Programs Program 72030 was reclassified from Program Supervisor to Program Mgr and .10 FTE was allocated to DART County Clerk Program. Net Change (0.10) FTE.

Department: County Management **Program Contact:** Tim Mercer
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 2020 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 2020 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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of digital records converted and uploaded to Digital Research Room	0	150,000	75,000	150,000
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. Staff turnover in 2016 resulted in the project being delayed. We anticipate at budgeted FTE we will be able to convert going forward, 150,000 records annually.

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
Program Expenses	2019	2019	2020	2020
Personnel	\$80,040	\$0	\$84,534	\$0
Contractual Services	\$69,960	\$0	\$27,466	\$0
Total GF/non-GF	\$150,000	\$0	\$112,000	\$0
Program Total:	\$150,000		\$112,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$150,000	\$0	\$112,000	\$0
Total Revenue	\$150,000	\$0	\$112,000	\$0

Explanation of Revenues

The carryover revenue in this Program, in the amount of \$112,000, 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 2019: 72025B-19 DART County Clerk Carryover

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

The Ownership Program, within the Division of Assessment Recording and Taxation (DART), updates and maintains the ownership records for the majority of real property tax accounts. Recorded documents, such as deeds, contracts and assignments, are the most common instruments used to update the tax roll with correct names and mailing addresses. Additionally, unrecorded documentation is often used for name changes to the tax roll. This documentation includes marriage records, court orders, and death certificates. Accurate ownership information is essential to other DART programs in ensuring that various notices and tax statements are sent to the correct party. This information is also used for the production of county maps. Property sales are utilized by the Valuation Section in the process of updating property values. The Ownership Program monitors certain types of accounts for notification to other areas throughout the organization. Developed databases enable related work units to access shared data, thereby reducing transfer time and the need for paper records. A new assessment and taxation system scheduled to go live June 2018 is expected to further increase efficiencies.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Ownership Changes Processed	27,288	31,000	30,000	30,000
Outcome	Average Number of Days to Complete Ownership Changes	10	2	3	3

Performance Measures Descriptions

The "Number of Ownership Changes Processed" is a combination of ownership changes processed from actual recorded deeds and ownership changes transferred with unrecorded documents (approximately 5% of transfers are from unrecorded documentation). The "Average Number of Days to Complete Ownership Changes" is tracked manually by staff by logging both the date the work is begun and the date of completion. Those numbers are then combined and divided by the actual number of working days in the fiscal year.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 93, 199, 205,222,308,457, 477, and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART staffing is already at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$374,407	\$0	\$399,537	\$0
Contractual Services	\$1,474	\$0	\$300	\$0
Materials & Supplies	\$1,450	\$0	\$750	\$0
Internal Services	\$74,487	\$0	\$85,956	\$0
Total GF/non-GF	\$451,818	\$0	\$486,543	\$0
Program Total:	\$451,818		\$486,543	
Program FTE	4.20	0.00	4.20	0.00

Program Revenues				
Intergovernmental	\$132,524	\$0	\$123,322	\$0
Total Revenue	\$132,524	\$0	\$123,322	\$0

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 \$3,627,108. Allocated \$123,322 to DART Ownership program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72026-19 DART Ownership

Department: County Management

Program Contact: Tim Mercer

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. 350,000 tax statements are sent annually and \$1.865 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 continues to increase. A shopping cart feature was added to improving customer service. Credit cards are now accepted at the counter. The warrant release process has been streamlined reducing costs for DART and customers. Warrants are now recorded electronically resulting in efficiency. 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.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Property Tax Statements Issued	344,594	350,000	346,000	350,000
Outcome	Percentage of Current Year Property Taxes Collected	98.47%	98.5%	98.5%	98.5%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	130.5	160.0	155.0	155.0

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	2019	2019	2020	2020
Personnel	\$1,238,263	\$0	\$1,348,884	\$0
Contractual Services	\$168,775	\$0	\$196,600	\$0
Materials & Supplies	\$68,155	\$0	\$25,776	\$0
Internal Services	\$465,914	\$0	\$525,795	\$0
Total GF/non-GF	\$1,941,107	\$0	\$2,097,055	\$0
Program Total:	\$1,941,107		\$2,097,055	
Program FTE	12.00	0.00	12.40	0.00

Program Revenues				
Fees, Permits & Charges	\$410,000	\$0	\$393,000	\$0
Intergovernmental	\$378,911	\$0	\$363,436	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
Total Revenue	\$794,411	\$0	\$761,936	\$0

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 at \$3,627,108, with \$363,436 allocated to DART Tax Revenue Management Program. Program revenues of \$398,500 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, convenience fees, manufactured structure ownership transfer 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 2019: 72027-19 DART Tax Revenue Management

Increased Program 72027 DART Tax Revenue Management Program from 12.00 FTE to 12.40 FTE. Position 705139 reclassified to Program Mgr 1 and transferred from Property Assessment Special Programs 72027 to several programs. Allocated 0.40 FTE to Tax Revenue Management. Net Change + 0.40 FTE

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

Executive Summary

The Division of Assessment, Recording and Taxation's (DART) GIS/Cartography and Parcel Management Program creates and maintains official county maps for property taxation purposes; processes voucher actions; maintains the base map for the County's Geographic Information System (GIS); maintains property information and property tax roll descriptions; and provides direct customer service.

Program Summary

The GIS/Cartography and Parcel Management Program is responsible for maintaining accurate tax maps used to describe taxing district and urban renewal boundaries, process subdivisions, condominiums, and partition plats, and describe annexations and County road filings within GIS and assessment database (Orion). Program staff develops databases and GIS applications that enable related work units access to shared data reducing transfer time and paper records. This program also contributes GIS mapping data to the Department of Revenue Oregon Map (ORMAP) program which provides a statewide property tax parcel base map that is digital, publicly accessible and continually maintained. Direct customer service is provided to property owners, taxpayers and the community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of New Tax Roll Accounts Created	1,842	950	1,725	1,725
Outcome	Average Number of Changes per FTE	2,412	2,910	2,607	2,600
Output	Number of Mapping & Tax Roll Changes	14,474	17,465	15,639	15,630

Performance Measures Descriptions

The number of New Tax Roll Accounts Created is affected by the volume of new plats, condominiums, and subdivisions recorded. The number of Mapping & Tax Roll Changes includes audits and data clean-up activities that have taken place this year.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 86, 92, 93, 100, 198, 199, 222, 227, 271, 274, 275, 306-308, 312, 368, 457, 477, and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including GIS/Cartography. We believe these guidelines are an indication of future problems without reallocation. 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	2019	2019	2020	2020
Personnel	\$924,319	\$0	\$958,479	\$0
Contractual Services	\$0	\$0	\$300	\$0
Materials & Supplies	\$43,527	\$0	\$15,534	\$0
Internal Services	\$165,976	\$0	\$217,574	\$0
Total GF/non-GF	\$1,133,822	\$0	\$1,191,887	\$0
Program Total:	\$1,133,822		\$1,191,887	
Program FTE	8.30	0.00	8.40	0.00

Program Revenues				
Intergovernmental	\$262,000	\$0	\$247,280	\$0
Total Revenue	\$262,000	\$0	\$247,280	\$0

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 \$3,627,108, with \$246,280 allocated to DART GIS Cartography Program. \$1,000 in revenue pursuant to IGA with State of Oregon for transfer of GIS data to State. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72028-19 DART GIS/Cartography & Parcel Management

Increased Program 72028 DART GIS/Cartography & Parcel Management from 8.30 FTE to 8.40 FTE. Moved 0.30 FTE allocation of Deputy County Assessor position to 72023 Div of Assessment, Recording & Taxation Administration; Added 0.40 FTE allocation of Program Manager Position 706223, from Application Support Program 72037. Net Change 0.10 FTE

Department: County Management **Program Contact:** Larry Steele
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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Projects Maintained	19	19	19	19
Outcome	Percentage of Neighborhoods in compliance with State standards.	97%	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: 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. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas. We believe these guidelines are an indication of future problems without reallocation. 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	2019	2019	2020	2020
Personnel	\$318,789	\$0	\$452,697	\$0
Contractual Services	\$0	\$0	\$600	\$0
Materials & Supplies	\$14,461	\$0	\$14,358	\$0
Internal Services	\$32,819	\$0	\$43,836	\$0
Total GF/non-GF	\$366,069	\$0	\$511,491	\$0
Program Total:	\$366,069		\$511,491	
Program FTE	2.30	0.00	3.20	0.00

Program Revenues				
Intergovernmental	\$72,736	\$0	\$93,942	\$0
Total Revenue	\$72,736	\$0	\$93,942	\$0

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 \$3,627,108, with \$93,942 allocated to DART Assessment Performance Mgmt Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72029-19 DART Assessment Performance Analysis

Increased Program 72029 DART Assessment Performance Analysis from 2.30 FTE to 3.20 FTE.

Vacant 1.00 FTE position 706112 was moved from 72023 Administration to 72029 Assessment Performance Analysis and reclassified to Sr Data Analyst Sr; Program Manager position 706223 allocation changed from 0.30 FTE to 0.20 FTE. Net Change 0.90 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

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 8,500 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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Accounts Reviewed and Processed for Current Tax Roll	8,376	10,100	8,500	8,500
Outcome	Taxable Market Value Re-established to the Tax Roll (in Millions of dollars)	\$1,114	\$650	\$750	\$750
Input	Total Exempt Accounts Monitored	33,009	34,500	34,500	34,000
Output	Total Number of Accounts Processed for Prior Tax Roll (roll corrections)	1,857	2,000	2,500	2,000

Performance Measures Descriptions

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

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. 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	2019	2019	2020	2020
Personnel	\$915,099	\$0	\$899,137	\$0
Contractual Services	\$1,000	\$0	\$1,720	\$0
Materials & Supplies	\$19,498	\$0	\$15,285	\$0
Internal Services	\$161,498	\$0	\$145,329	\$0
Total GF/non-GF	\$1,097,095	\$0	\$1,061,471	\$0
Program Total:	\$1,097,095		\$1,061,471	
Program FTE	8.25	0.00	7.90	0.00

Program Revenues				
Intergovernmental	\$260,478	\$0	\$231,772	\$0
Total Revenue	\$260,478	\$0	\$231,772	\$0

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 \$3,627,108 with \$231,772 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 2019: 72030-19 DART Property Assessment Special Programs

Reduced staffing in DART Special Programs 72030 from 8.25 FTE to 7.90 FTE. Added 0.10 FTE allocation of Residential Chief Appraiser position 711531; Program Supervisor position 705139 was reclassified and moved to several programs, including Customer Service 72024, County Clerk Function 72025A and Tax Revenue Management 72027; Allocated 0.80 FTE Program Supervisor position 703115; Moved 0.25 FTE allocation of Commercial Chief Appraiser position 712355 to Commercial Appraisal program 72033. Net Change (0.35 FTE).

Department: County Management **Program Contact:** John Botaitis
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 processing all taxable Business Personal Property returns received. 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 business Personal Property accounts. Oregon Revised Statutes require annual filings from businesses in the county, comprising more than 34,000 accounts. 40% of those accounts are equipment leasing companies. Values must be fully recalculated each year to reflect items added or disposed of by businesses and to calculate depreciation influence on remaining assets.

Assessment technicians review returns for accuracy/completeness and select/apply appropriate depreciation factors. Technicians also conduct research and discovery of businesses and property omitted from the assessment roll. Appraisals are performed to defend values under appeal. This program assesses Personal Property accurately 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. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Accounts Processed, Coded and Valued	29,000	22,200	27,000	27,000
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,552	\$2,700	\$2,600	\$2,600
Efficiency	Percentage of Accounts Filing Electronically	6.3%	10%	8%	8%

Performance Measures Descriptions

A new DART database program required an update of the performance measures. 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. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. 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	2019	2019	2020	2020
Personnel	\$1,272,909	\$0	\$899,952	\$0
Contractual Services	\$0	\$0	\$14,050	\$0
Materials & Supplies	\$32,210	\$0	\$3,798	\$0
Internal Services	\$268,896	\$0	\$289,149	\$0
Total GF/non-GF	\$1,574,015	\$0	\$1,206,949	\$0
Program Total:	\$1,574,015		\$1,206,949	
Program FTE	11.25	0.00	7.25	0.00

Program Revenues				
Intergovernmental	\$355,301	\$0	\$212,549	\$0
Total Revenue	\$355,301	\$0	\$212,549	\$0

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 \$3,627,108, with \$212,549 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 2019: 72031-19 DART Personal Property Assessment

Reduced Program 72031 DART Personal Property Assessment from 11.25 FTE to 7.25 FTE. Moved vacant position 705241 Property Appraiser 2 to 72032 Industrial program; Move vacant position 704432 Property Appraiser 2 from Industrial program to Personal Property program. Moved 4.00 FTE positions 703844, 704861, 705846 and 703844 A&T Tech 1 to Residential program. Net Reduction (4.00 FTE)

Department: County Management **Program Contact:** John Botaitis
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 manufacturing plants, warehouses, billboards, bulk petroleum storage facilities and Port of Portland properties. Industrial property represents approximately 8% 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 for the following types of accounts: 1,231 county and state appraised manufacturing accounts, 3,055 storage and distribution warehouse accounts, and 462 billboards. Manufacturers are required to file industrial property returns annually. Through the return process industrial appraisers value approximately 47,244 machinery, equipment and personal property assets and 958 bulk petroleum storage tanks. Performance is measured through the number of permits completed per year, and annual audits of machinery, equipment and personal property assets and billboard account review. Additional performance efficiency is achieved by converting industrial valuation methodologies to income models, land tables and other automated calculation methods. 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. 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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Industrial Assets Valued	48,609	49,000	49,000	49,500
Outcome	Number of Industrial Personal Property, Machinery & Equipment and Tank Assets Physically Reviewed	2,000	3,500	3,672	4,950
Efficiency	The percentage of accounts revalued using a mass appraisal model	8%	10%	10%	20%

Performance Measures Descriptions

A new DART database program required an update of the performance measures. 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. 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.

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. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. 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	2019	2019	2020	2020
Personnel	\$960,031	\$0	\$1,044,099	\$0
Contractual Services	\$0	\$0	\$500	\$0
Materials & Supplies	\$39,361	\$0	\$45,786	\$0
Internal Services	\$117,294	\$0	\$139,343	\$0
Total GF/non-GF	\$1,116,686	\$0	\$1,229,728	\$0
Program Total:	\$1,116,686		\$1,229,728	
Program FTE	8.25	0.00	8.25	0.00

Program Revenues				
Intergovernmental	\$260,478	\$0	\$241,928	\$0
Total Revenue	\$260,478	\$0	\$241,928	\$0

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 \$3,627,108, with \$241,928 allocated to DART Property Assessment Industrial program. Remaining Program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72032-19 DART Property Assessment Industrial

No FTE total change to program 72032 DART Property Assessment Industrial program 8.25 FTE.

Added 1.00 FTE position 705241 Property Appraiser 2 from 72031 Personal Property; Vacant 1.00 FTE position 704432 Property Appraiser 2 moved to 72031 Personal Property program, resulting in no overall FTE change.

Department: County Management **Program Contact:** John Botaitis
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 20,600 commercial and multifamily properties. Staff physically inspects and appraises 1,500 properties annually due to permits having been issued for new construction, remodeling and renovation, but can vary depending on yearly special project assignments.

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Accounts Audited (Property Inspections Completed In ORION)	2922	1500	1800	1500
Outcome	New Exception Value in Millions	\$2,879	\$2,000	\$2,000	\$2,000
Efficiency	% Accounts on Automated Recalculation (Accounts Pointed To An Automated Valuation Model)	4.64%	11.5%	11.5%	15%
Outcome	% Market Groupings with COD Compliance	78%	85%	85%	85%

Performance Measures Descriptions

A new DART database program required an update of the performance measures. Oregon law requires property to be at 100% of Market Value as of January 1. A 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 Ratio Study, the 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. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. 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	2019	2019	2020	2020
Personnel	\$1,850,364	\$0	\$1,869,121	\$0
Contractual Services	\$500	\$0	\$1,175	\$0
Materials & Supplies	\$100,732	\$0	\$72,051	\$0
Internal Services	\$215,407	\$0	\$254,735	\$0
Total GF/non-GF	\$2,167,003	\$0	\$2,197,082	\$0
Program Total:	\$2,167,003		\$2,197,082	
Program FTE	15.25	0.00	14.50	0.00

Program Revenues				
Intergovernmental	\$481,731	\$0	\$425,097	\$0
Total Revenue	\$481,731	\$0	\$425,097	\$0

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 \$3,627,108, with \$425,097 allocated to DART Commercial Property Appraisal Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72033-19 DART Commercial Property Appraisal

Reduced Program 72033 DART Commercial Property Appraisal from 15.25 FTE to 14.50 FTE.

Moved 1.0 FTE position 712352 Property Appraiser 2 to 72034 Residential program; Changed allocation of Chief Appraiser position 712355 from 0.25 FTE to 0.50 FTE. Net Change (0.75 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 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 211,200 single family and two-four family properties; 37,250 condominiums; 4,900 manufactured homes; 1,890 floating properties; 2,720 farm/forest deferral properties; and 1,200 business accounts. Staff physically inspects and appraises 8,000 to 9,000 properties annually due to permits issued for new construction, remodeling or renovation. Sale ratio is used to identify those accounts with potential changes that could add exception value to accounts where no permits had been issued. Close to 20,000 trade permits are screened using an automated program to identify other permits that could also add new exception value.

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	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Accounts Appraised	18,246	17,500	17,500	18,000
Outcome	New Taxable Exception Value (in millions of dollars)	\$858	\$705	\$750	\$750
Efficiency	Accounts Appraised per Appraiser	760	765	770	790
Outcome	% Neighborhood with COD Compliance	99%	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. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. 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	2019	2019	2020	2020
Personnel	\$3,673,931	\$0	\$4,693,354	\$0
Contractual Services	\$500	\$0	\$6,900	\$0
Materials & Supplies	\$140,492	\$0	\$132,650	\$0
Internal Services	\$671,128	\$0	\$690,063	\$0
Total GF/non-GF	\$4,486,051	\$0	\$5,522,967	\$0
Program Total:	\$4,486,051		\$5,522,967	
Program FTE	31.00	0.00	39.10	0.00

Program Revenues				
Intergovernmental	\$978,696	\$0	\$1,146,529	\$0
Total Revenue	\$978,696	\$0	\$1,146,529	\$0

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 \$3,627,108, with \$1,146,529 allocated to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72034-19 DART Residential Property Appraisal

DART is currently reallocating several positions to increase the staffing level to meet the guidelines as recommended by DOR. A total of 4 appraiser positions are added to Program 72034 Residential Appraisal: One vacant Administration position is being reclassified as an Appraiser 1 and moved from Program 72023 DART Admin to Program 72034 Residential Appraisal and three new Appraiser 1 positions are being created for FY 2020 utilizing existing general fund resources within the Division. Four current Data Entry positions were transferred from Program 72031 Personal Property Assessment to Program 72034 Residential Appraisal. The Chief Appraiser Position and Appraisal supervisor position were both reallocated partially to Program 72030 Special Programs.

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 functions including GIS, Recording, real and business personal property assessment, tax collection and distribution. The program mission is to improve assessment and taxation services to the customers of Multnomah County by replacing legacy software with current technology, enhancing integration with other applications. The new application will reduce systemic gaps and duplication of data existing in our current environment. It will increase staff efficiency and the ability to accommodate an increasing workload, playing a key role in e-government for Multnomah County, employing an IT architecture that considers integration with County standard infrastructure. The program goals and objectives are: 1) Acquire and implement available information technology, replace the current Assessment and Taxation computer application, achieve greater efficiency while maintaining or improving accuracy and compliance for A&T business functions; 2) Reduce costs of operations so resources can be more productively used; 3) Improve public 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 to pay in FY 2019: Initial Tax, Billing & Collections Setup (TB&C), Phased Delivery Upgrade Support, Appraisal End to End Application Testing, User Acceptance Testing Support, Data Conversion Coding & Testing, Conversion Program Testing, Final TB&C Setup, Configuration Testing & Validation, Simple Conversion Balancing, Production Conversion, Production Balancing, Final 50% of Tax Programming, Collections End-to-End Application Testing, Appraisal & Collections Go-Live Support, Acceptance Support, and Retainage Payment.

Deliverables expected to pay in FY 19-20: Final 50% Testing, 50% Acceptance Support, Final Acceptance

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of A&T System Project Milestones Met	17	13	18	2
Outcome	% of A&T Project Milestones Completed on Time	52%	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 FY 2018, FY 2019 and FY 2020 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; \$171,865 paid in FY17. Additional Contract payments due upon completion and acceptance of project milestones in FY18 through FY20.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$220,531	\$0	\$0
Contractual Services	\$0	\$1,822,737	\$0	\$1,386,360
Total GF/non-GF	\$0	\$2,043,268	\$0	\$1,386,360
Program Total:	\$2,043,268		\$1,386,360	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$2,043,268	\$0	\$1,386,360
Total Revenue	\$0	\$2,043,268	\$0	\$1,386,360

Explanation of Revenues

Beginning Working Capital for FY 2020 represents the estimated carryover of unspent Fund 2504 project fund balance, after projected FY 2020 expenditures.

Significant Program Changes

Last Year this program was: FY 2019: 72035-19 DART Assessment & Taxation System Upgrade

Department: County Management

Program Contact: Larry Steele

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. 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 Applications 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 Division's business application systems.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Requests & Support Activities Completed	3,500	3,600	3,500	3,600
Outcome	% of Requests Associated with Program Revenue	4%	4%	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. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including Applications Support. We believe these guidelines are an indication of future problems without reallocation. 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	2019	2019	2020	2020
Personnel	\$748,704	\$0	\$756,149	\$0
Contractual Services	\$36,075	\$0	\$3,475	\$0
Materials & Supplies	\$465,260	\$0	\$418,686	\$0
Internal Services	\$397,993	\$0	\$262,516	\$0
Total GF/non-GF	\$1,648,032	\$0	\$1,440,826	\$0
Program Total:	\$1,648,032		\$1,440,826	
Program FTE	5.70	0.00	5.40	0.00

Program Revenues				
Intergovernmental	\$179,745	\$0	\$158,142	\$0
Other / Miscellaneous	\$50,000	\$0	\$40,000	\$0
Total Revenue	\$229,745	\$0	\$198,142	\$0

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 \$3,627,108, with \$158,142 allocated to DART Applications Support program. Program revenue of \$40,000 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 2019: 72037-19 DART Applications Support

Reallocated Program Manager 1 position, moved 0.30 FTE to Program # 72028 DART GIS/Parcel Management.

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 Tax Title Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for the management, maintenance and disposition of the County's tax foreclosed property portfolio. The County's current inventory portfolio consists of approximately 210 properties. Less than 10% are properties with improvements or structures. Properties are disposed of at public sales, private sales, government transfers and donations to non-profits.

Program Summary

The County comes into ownership of real property generally once a year through the foreclosure of delinquent property tax liens. The tax foreclosed properties are deeded into the Tax Title Program portfolio and are managed and disposed of pursuant to Multnomah County Code, Chapter 7. Shortly after the properties are deeded to the County they may become available for repurchase by qualified former owners of record. The program consults with other County departments and community agencies for housing, services and support for occupants of tax foreclosed properties. Maintenance of the properties is performed through agreement and reimbursement to Department of County Assets, Facilities and Property Management Division.

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Properties remaining in Tax Title Inventory	218	205	209	205
Outcome	Properties placed back on the tax roll & into community use	21	25	22	20
Outcome	Revenue credited to General Fund, Sub-Fund	\$1,215,686	\$423,944	\$850,000	\$1,212,674

Performance Measures Descriptions

The goal of the program is to reinstate tax foreclosed properties to the tax roll or into public use. At the end of every budget year the tax foreclosed property revenues are totaled, operating expenses and pass-through payments are accounted for, and the balance of revenue will be disbursed to Multnomah County General Fund, Sub-Fund 10030 Tax Title: Affordable Housing.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 275 details how counties are to manage and 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	2019	2019	2020	2020
Personnel	\$209,293	\$0	\$212,461	\$0
Contractual Services	\$574,144	\$0	\$1,370,074	\$0
Materials & Supplies	\$95,780	\$0	\$14,665	\$0
Internal Services	\$30,823	\$0	\$117,800	\$0
Total GF/non-GF	\$910,040	\$0	\$1,715,000	\$0
Program Total:	\$910,040		\$1,715,000	
Program FTE	1.60	0.00	1.60	0.00

Program Revenues				
Fees, Permits & Charges	\$50	\$0	\$100	\$0
Taxes	\$8,322	\$0	\$9,300	\$0
Other / Miscellaneous	\$900,000	\$0	\$1,704,000	\$0
Interest	\$1,668	\$0	\$1,600	\$0
Total Revenue	\$910,040	\$0	\$1,715,000	\$0

Explanation of Revenues

The Program is financially self sustaining. Program revenues include contract principle \$9,300 and interest estimated \$1,600 from contracts and repurchases of tax foreclosed properties. Sales of Tax Foreclosed Properties (public sales, auctions, repurchases, and private sales) are estimated at \$1,704,000 for FY20. Fees of \$100 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 2019: 72038-19 DART Tax Title

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

Executive Summary

This program offer requests \$90,000 of one-time-only General Fund to facilitate implementation of key recommendations for improving the mental health care system in Multnomah County. The funds in this program offer will pay for a contractor who will work with the Evaluation and Research Unit, Health Department, Commissioner Sharon Meieran's office, local subject matter experts, and community stakeholders to advance this work. This project began in FY 2019, but deliverables will not be complete by the end of FY 2019. This offer continues funding appropriation into FY 2020.

Program Summary

The mental health care system is complex, and it involves many cross-sector partners. It is important that resources are aligned so that people who need to access services can navigate seamlessly through the system and get the help they need in an effective manner.

In FY 2018, the Board approved one-time-only funds for a contractor to produce a comprehensive report describing strengths, gaps, and opportunities for improvement in the mental health care system in Multnomah County. The contractor delivered a final report and public briefing in June 2018; this report is available on Commissioner Meieran's website. This report found that, by many measures, the mental health system in Multnomah County aligns with the principles of a good and modern system, including offering an array of services, incorporating evidence-based practices and services, and incorporating peer support. However, the Report also offered recommendations across several domains to address a significant disconnect between the system's aims and how the system is experienced by many stakeholders.

The goal of this program offer is to continue building on and advancing the work of the study by facilitating implementation of recommendations, including additional detailed analysis of funding and reimbursement for publicly-funded behavioral health services within Multnomah County. This program offer also supports the involvement of community stakeholders in implementing the study's recommendations.

The Department of County Management Evaluation and Research Unit will develop and monitor the contract, in partnership with the Health Department, Commissioner Sharon Meieran's office, and other system partners.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Detailed facilitation plan for implementing recommendations of Mental Health System Analysis.	N/A	1	0	1
Outcome	Percent of contract development and management deadlines that are met timely.	83%	100%	100%	100%
Output	Detailed analysis of mental health related funding in Multnomah County	N/A	N/A	N/A	1

Performance Measures Descriptions

Contract development and management is currently developing; we anticipate meeting all milestones set in the remainder of FY 2019 and through FY 2020.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$100,000	\$0	\$90,000	\$0
Total GF/non-GF	\$100,000	\$0	\$90,000	\$0
Program Total:	\$100,000		\$90,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$90,000	\$0
Total Revenue	\$0	\$0	\$90,000	\$0

Explanation of Revenues

Revenue is Carryover of unspent FY19 one-time-only Gen Fund revenues

Significant Program Changes

Last Year this program was: FY 2019: 72042-19 Mental Health System Analysis Follow-up

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Construction Diversity and Equity Fund program ensures that County construction projects support a diverse local workforce and provides suppliers a fair opportunity to compete for county contracts regardless of owner ethnicity, gender, disability or firm size. The program strengthens the County's commitment to increasing diversity, equity and opportunity in our workforce and business community.

Program Summary

Jobs in the fields of construction, professional services and contracting are stable, family wage jobs, but as a result of a history of discrimination and other barriers, jobs in these fields have not been equally available to all people. Through the Construction Diversity and Equity Fund (CDEF) program, the County sets aside one percent (1%) of the County Construction Cost and one percent (1%) of other funds' Construction Costs (when permitted by other funding entities) into the CDEF. In addition, any liquidated damages assessed by the County for Workforce Training & Hiring (WFTH) non-compliance on projects subject to the WFTH program shall be placed in the CDEF.

The CDEF program supports three initiatives, (1) the development of a diverse, local construction workforce through support of Bureau of Labor and Industries (BOLI) certified pre-apprenticeship programs, (2) support and retention services for new employees to the workforce, and (3) technical assistance, mentoring and training for suppliers (businesses) in the fields of construction-related professional services or contracting that have been certified by the Oregon Certification Office for Business Inclusion and Diversity, aka COBID-Certified Firms.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	N/A	N/A	N/A	15
Outcome	Number of workers able to maintain employment due receiving direct support and retention services.	N/A	N/A	N/A	30
Output	Number of COBID Certified firms receiving technical assistance, mentoring, and training.	N/A	N/A	N/A	30

Performance Measures Descriptions

Legal / Contractual Obligation

Multnomah County Board Resolution No.2018-024 - Resolution Approving Amendments to Public Contract Review Board Rules Division 60 on Equal Opportunity in Public Contracting, Effective July 1, 2018

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$100,000	\$0
Total Revenue	\$0	\$0	\$100,000	\$0

Explanation of Revenues

The CDEF program is funded by two sources. The first is Liquidated Damages assessed by the County for Workforce Training & Hiring (WFTH) non-compliance on projects subject to the WFTH program. The second is one percent of the general fund County Construction Cost of each Construction Project, and one percent of other fund's Construction Cost, when permitted by other funding entities participating in funding the Construction Project. The budget in the current fiscal year consists of funds collected from these two sources in the previous fiscal year.

Significant Program Changes

Last Year this program was:

The design and implementation of the CDEF program was completed in FY19 and will be a continuing program moving forward.

Department:	County Management	Program Contact:	Mark Campbell
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:	72022-20		
Program Characteristics:			

Executive Summary

Workday is the enterprise resource planning system (ERP) implemented countywide in January 2019. Workday is designed to be managed and supported by the business operational staff in Central Finance. The Workday Finance Support Team provides strategic and operational leadership and manages the roll out of future finance product functionality.

Program Summary

The Workday Finance team supports operational and strategic functions in Workday including project management, business analysis, business processes, configuration, reporting, training, software upgrades, and daily maintenance across the multiple modules. The Finance team supports Workday modules including Banking & Settlement, Business Assets, Customer Accounts (AR), Financial Accounting, Grants Management, Inventory, Procurement, Projects, and Supplier Accounts (AP).

The Workday Finance Team will perform the following functions:

1. System configuration related to new functionality or changes to existing system build.
2. Manage system business processes (new, edits, etc..)
3. Report writing and maintain existing custom and delivered Workday reports
4. Deliver County finance users on-going system training and maintain training materials
5. Maintain finance system role security approach and oversight
6. Maintain business requirements and definitions for all finance specific integrations
7. System upgrades (assessment, upgrade management, system setup, testing, and training) - semi annual
8. Manage business relationship with Workday
9. Perform system data integrity oversight
10. Meet regularly with finance stakeholder groups to share new functionality in upcoming Workday releases and determine how to better meet business needs.
11. Work collaboratively with Information Technology, Jaggaer, Tririga, and Workday HCM support teams on technical issues and solutions.
12. Provide ongoing system support to all County finance users

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percentage of system enhancements tested and processed	N/A	N/A	90%	95%
Outcome	Percent of business processes that have been cancelled, corrected, and rescinded.	N/A	N/A	15%	10%
Output	Number of system training sessions provided to users	N/A	N/A	N/A	30

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$351,718	\$674,940	\$0
Contractual Services	\$0	\$37,500	\$50,000	\$0
Materials & Supplies	\$0	\$35,260	\$87,585	\$0
Internal Services	\$0	\$500	\$61,000	\$0
Total GF/non-GF	\$0	\$424,978	\$873,525	\$0
Program Total:	\$424,978		\$873,525	
Program FTE	0.00	2.00	4.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Program Supported by \$625,000 Ongoing General Fund Revenue and \$248,525 of One Time Only Revenue.

Significant Program Changes

Last Year this program was: FY 2019: 72022-19 DCM Workday Management Team

Joint DCM Workday Management Team program offer was separated into two program offers. This one for Workday Support - Finance and a separate one for Workday Support - Central Human Resources (72022)