



Department of County Management FY 2022 Proposed Budget

Presented to the
Board of County Commissioners

Multnomah County
April 27, 2021

Located at: www.multco.us/budget

Agenda

- Introduction
- Community Budget Advisory Committee
- Department Budget Overview – Approach and Equity
- Budget Overview by Division
 - Service, Data, Performance Trends
 - Budget and Policy Changes
- General Fund Reductions
- New, One-Time-Only, Backfill, Restorations
- Potential Legislative Impacts
- COVID-19 Impacts and Response
- Questions



Community Budget Advisory Committee (CBAC)

DCA/DCM CBAC Committee Members:

- Karen Williams, Committee Co-Chair
- Moses Ross, Committee Co-Chair
- Heather Berry
- Sam Caldwell
- Nick Prelosky
- Kent Zook



CBAC Budget Feedback

CBAC Values:

- Workplace Equity and Inclusion
- Community Equity and Inclusion
- Accountability and Fiscal Diligence

Decision Making Process:

- Program Offers should be understandable and clear to the average community member
- Business and budgetary decisions must be made using a DEI lens
- Engage and Interview key decision makers



CBAC Budget Feedback

Budget Review Process:

- Historically focus on one time only funding requests, out of target and new programs
- Interviewed county program leaders
- Provided input on program offers that stood out in terms of cost, impact, relative merit
- **Key Themes:**
 - Pandemic and Emergency Response
 - Voter-passed measures / New Programs
 - Equity in Budgeting



CBAC Recommended Program Offers

Recommend the following DCM Program Offers:

- 72017B - College to County Internship Expansion
- 72017C - Central HR Communications Specialist

Additional general recommendation

- Voter Passed Tax Measures –New Programs
Transparency and Accountability



Key Budget Themes & Considerations

- DCM's Proposed FY 2022 Budget maintains and supports our core services, while also expanding support for countywide initiatives
- Continues to support WESP efforts and leverages the Board's strategic investments
- Includes two distinct leadership positions, the COO/DCM Department Director and Deputy COO



Key Budget Themes & Considerations

COVID-19 continues to be a key driver of our work, including:

- Emergency response
- Expanded communications
- Changes to policies and practices
- New revenue and expenditure tracking
- OR-OSHA policy compliance
- Vaccine planning
- Planning the future of work post pandemic



Key Budget Themes & Considerations

DCM's proposed budget includes the addition of support for countywide initiatives:

- Preschool for All tax administration
- Expansion of Joint Office Supportive Housing
- Library Capital Bond
- OR-OSHA Compliance / Enhanced Workers' Comp and Safety Programs
- College to County Internship Expansion



Applying an Equity Lens

- DCM practices humility to break down barriers in our day to day work systems as well as our big picture planning
- Strategies to support DCM's commitment to equity include the budget process, employee onboarding, manager feedback, professional development and communication
- The Budget Office expanded an equity focus in the budget process, providing tools departments could use to center equity

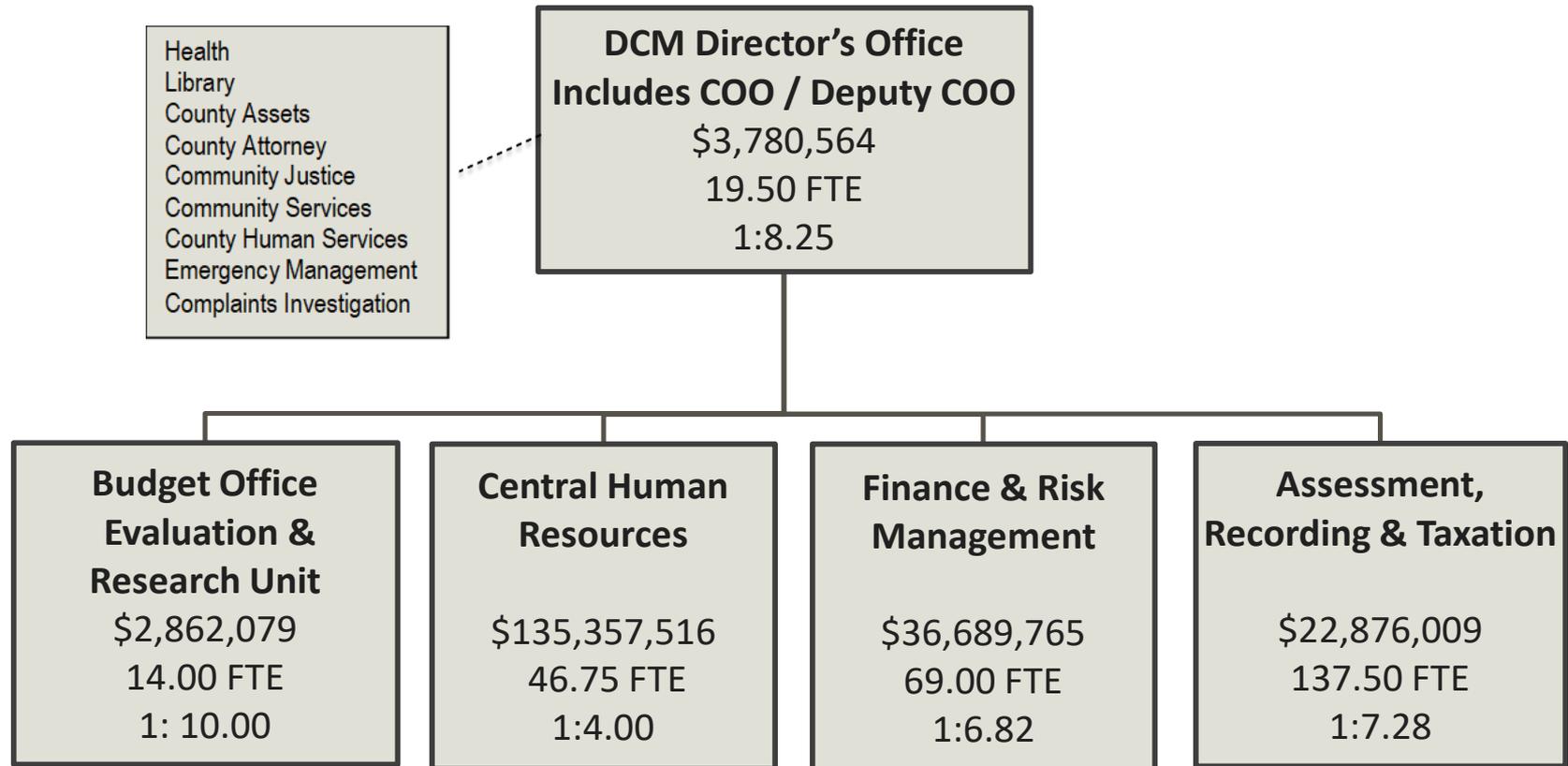


Applying an Equity Lens

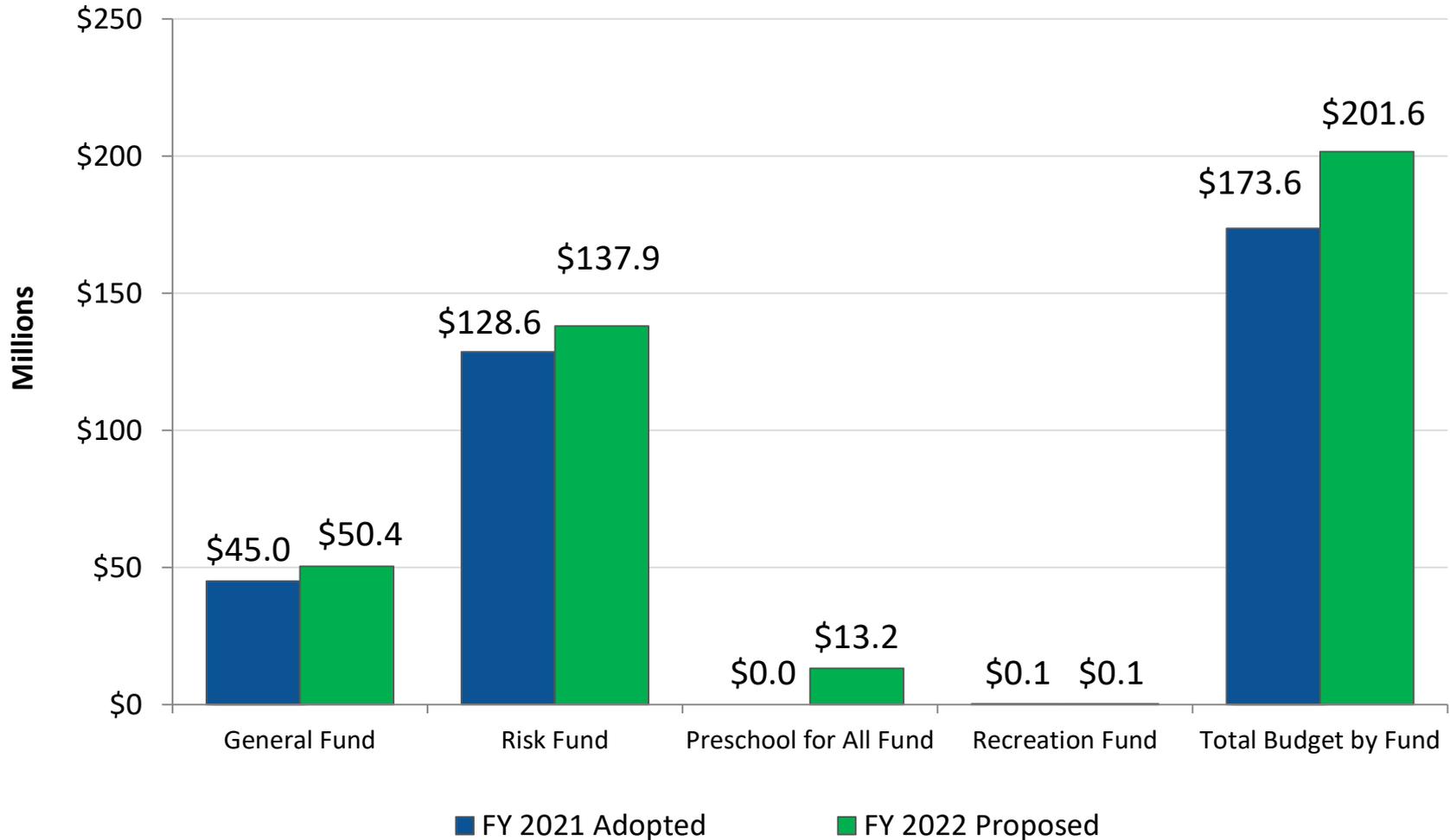
- DCM's expanded budget equity review process included three steps:
 - program leads used five equity centered questions to examine every program offer
 - peer observer review for additional perspective
 - program lead applied the feedback for final revisions
- The goal was to accurately capture key program functions in plain language



Organizational Chart



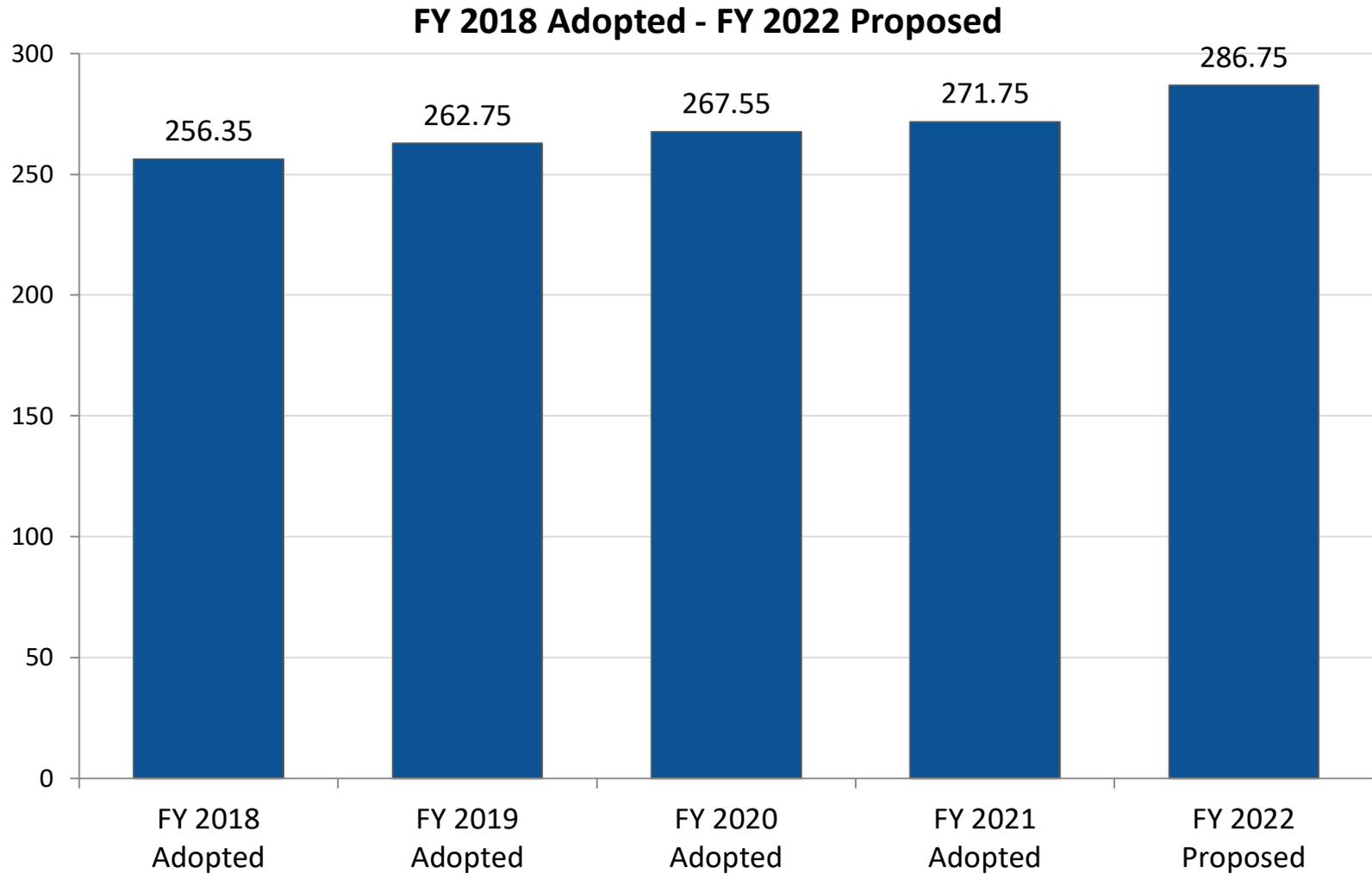
Budget by Fund - \$202,565,933 (*Expenditures*)



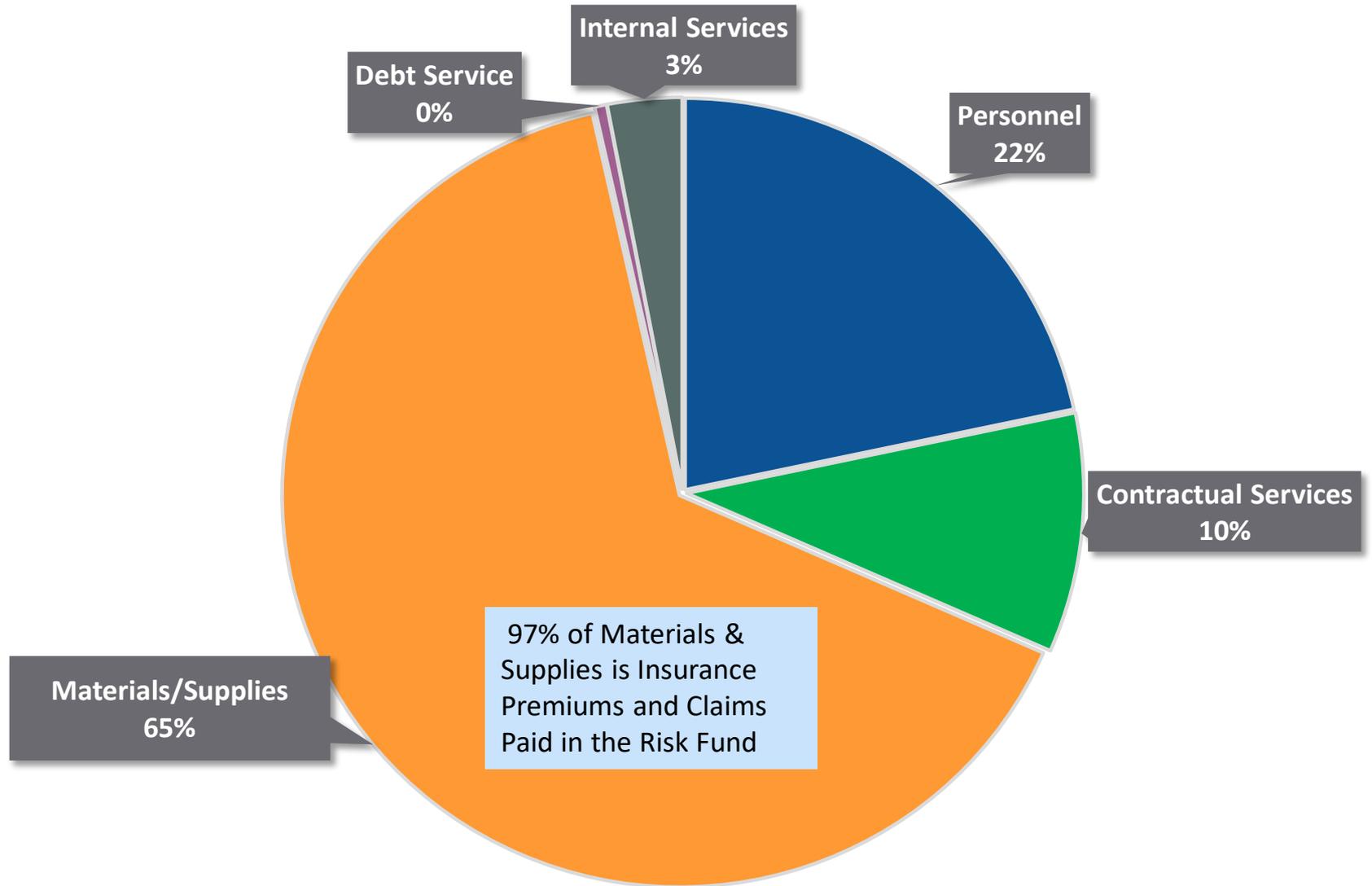
Includes \$1,000,000 Debt Service budgeted in a Countywide Program



FTE – 5 Year Trend



Budget by Category - \$202,565,933





FY 2022 Proposed Budget by Division

COO/DCM Director's Office

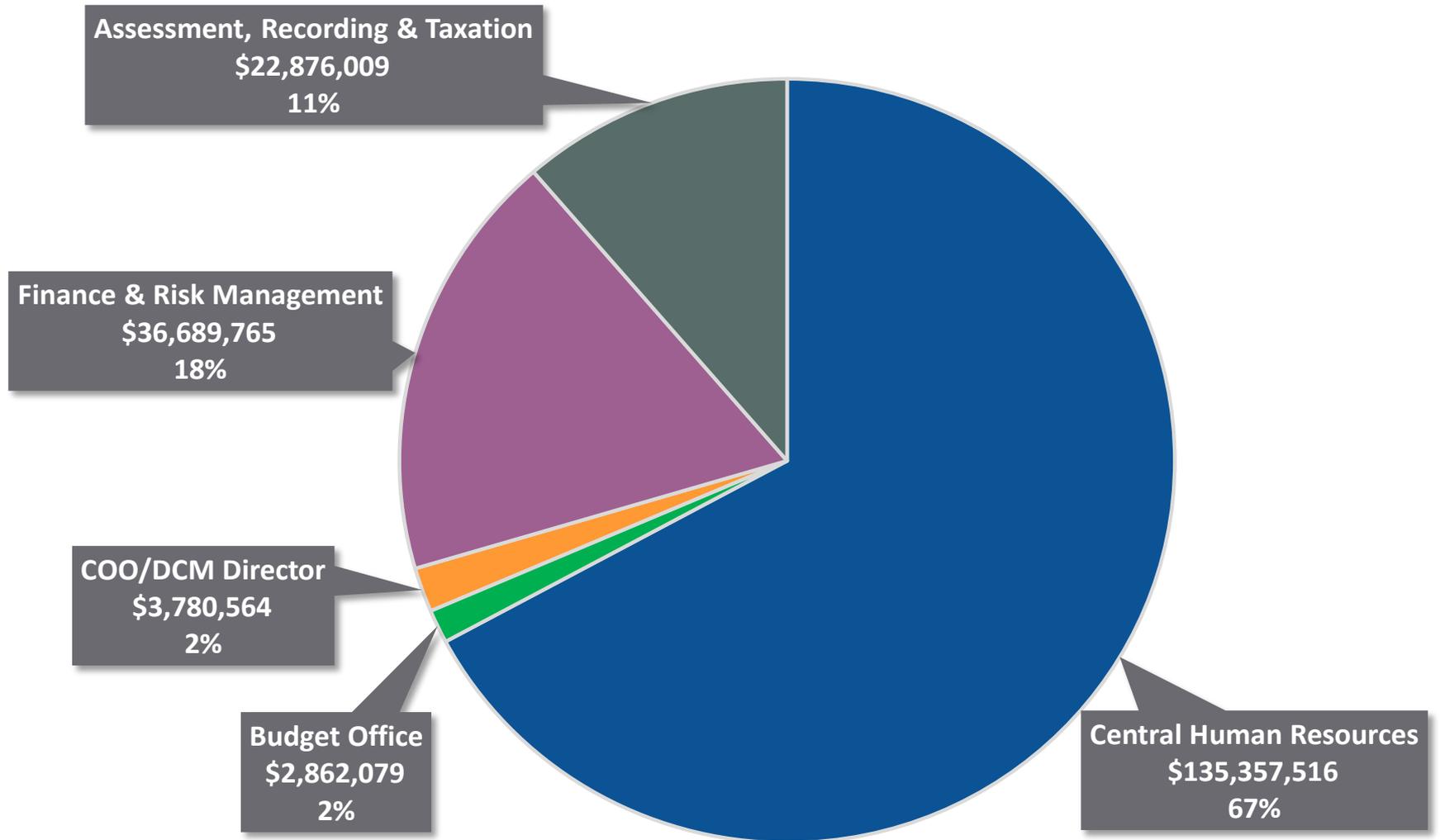
Budget Office

Central Human Resources

Finance & Risk Management

Assessment, Recording & Taxation

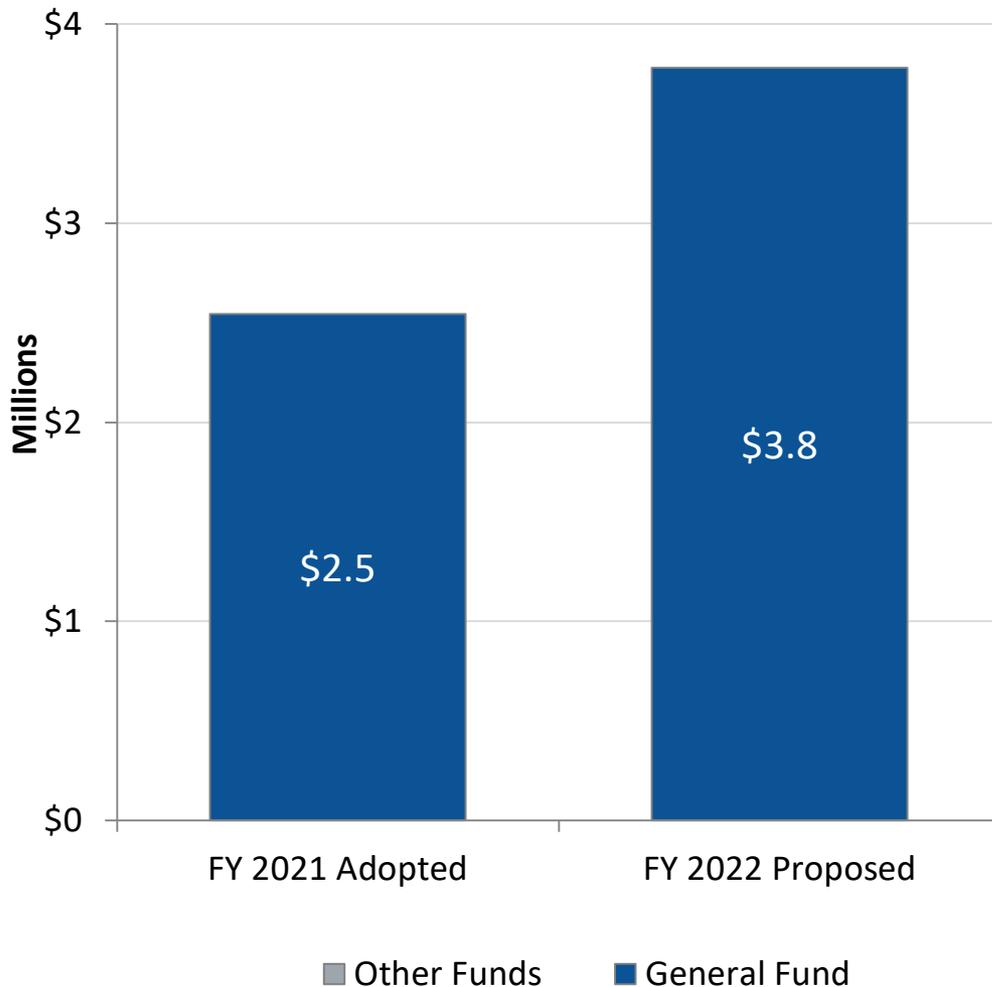
Budget by Division



*Does not include \$1,000,000 Debt Service budgeted in a Countywide Program



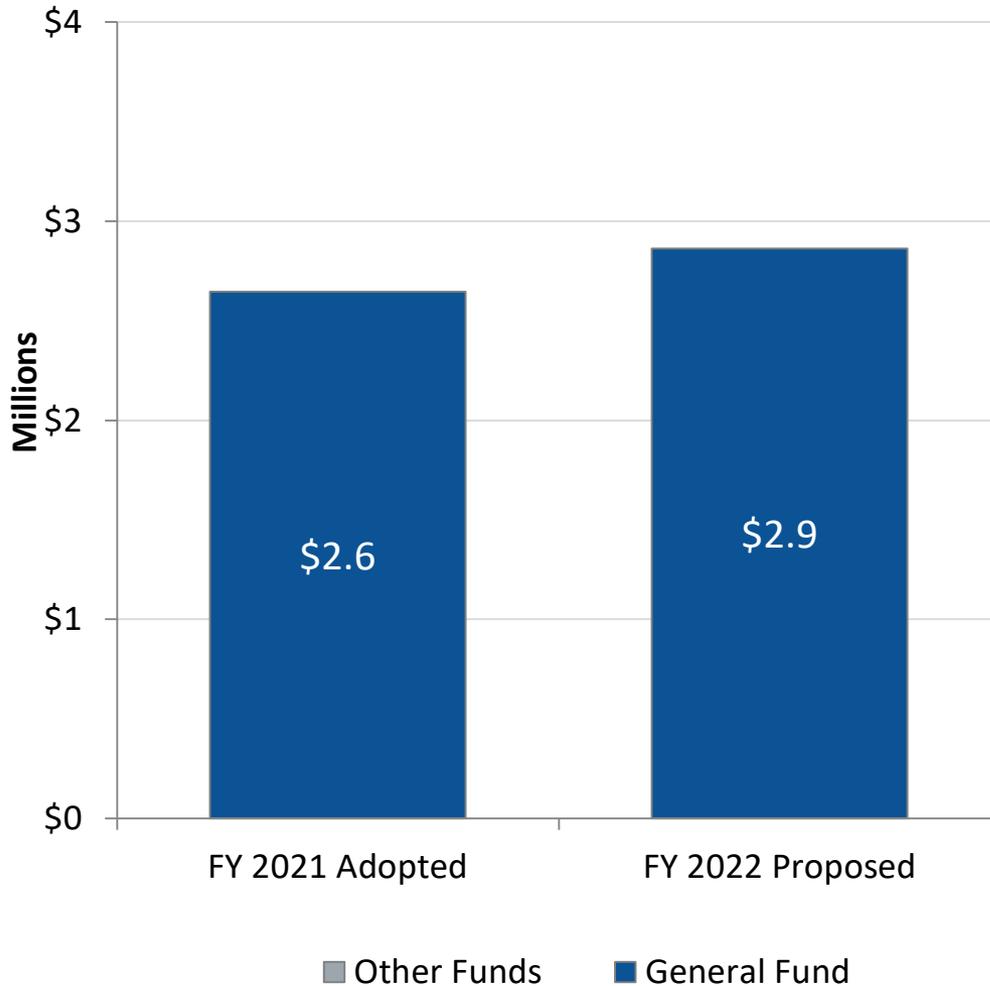
DCM Director's Office Division



- General Fund increased \$1,237,340
- DCM / Non-D HR Unit program offer 72049A, transferred 6.00 FTE from Department of County Assets to DCM \$1,044,630
- A Management Analyst transferred 1.00 FTE to DCM Director's Office (72000) from the Complaints Investigation Unit (10040) \$161,600
- Two positions COO/DCM Director and Deputy COO



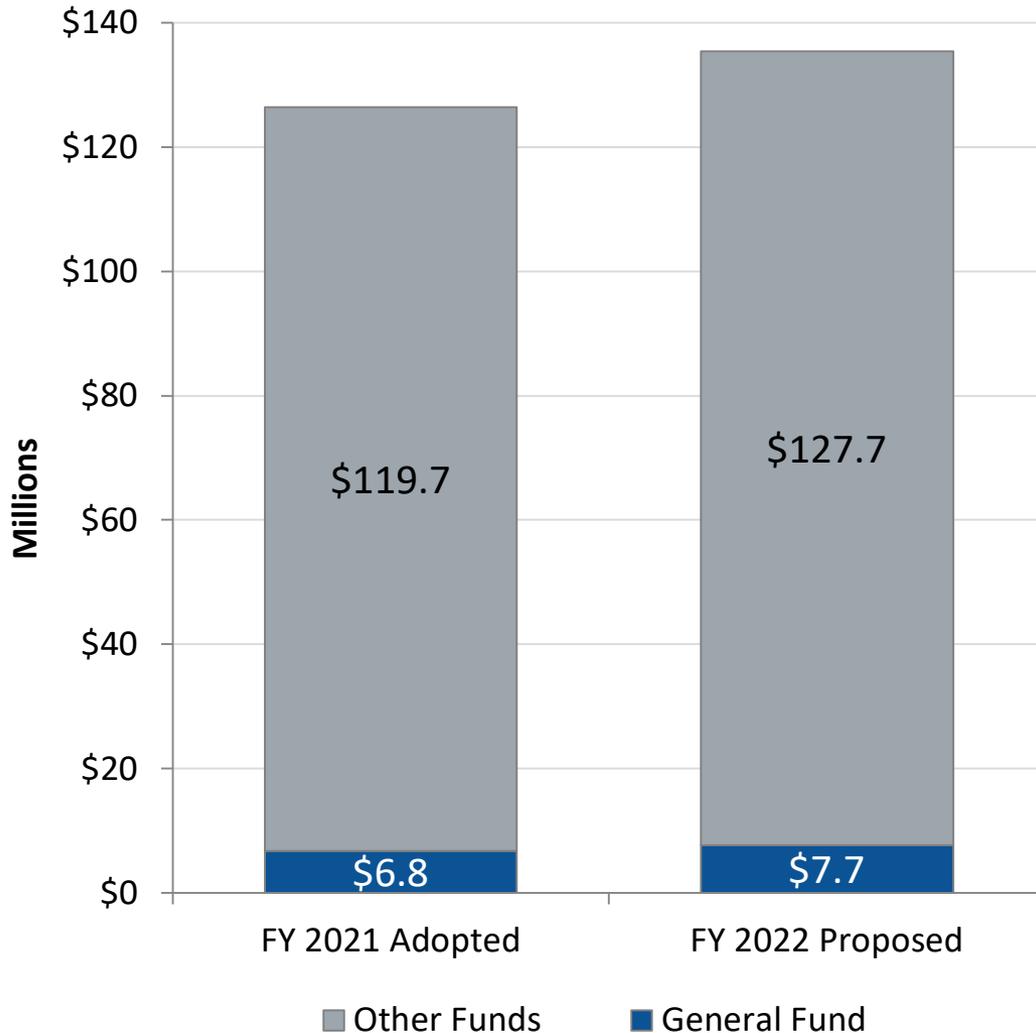
Budget Office Division



- General Fund increased by \$217,196
- The Budget Office Program 72001 increased FTE by 1.00 \$164,717
- New voter approved programs have increased need for analytic work provided by the Budget Office



Central Human Resources Division



- General Fund increased by \$885,053
- Transferred 1.00 FTE to Workday Support 72022 (from Payroll 72007) \$152,863
- New 72017B College to County Internship Expansion \$261,611
- New 72017C Central HR - Communications Specialist 1.00 FTE \$179,701
- Risk Fund increased by \$8,030,901



Central Human Resources: Service Trends

Hires, Promotions, and Reclassifications by Fiscal Year

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Promotions	223	246	210	272	202	226	152
Reclassifications	245	238	165	160	122	200	131
Hires and Inter-governmental Transfers	587	682	519	564	598	933	815

Hires Detail by Fiscal Year

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
New Positions and/or Vacancies	587	657	514	552	502	687	503
Direct Appointment			2		92	246	312
Permanent IGA Transfer		25	3	12	4		

Actions for FY21 are as of 4/13/21.



Central Human Resources: Service Trends

Hires Detail by Year and Quarter

	2019				2020				2021	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
New Positions and/or Vacancies	57	158	157	160	236	134	181	154	136	32
Direct Appointment	27	63	28	17	65	136	86	126	93	7

Hires Detail by Year and Quarter by Employee Type

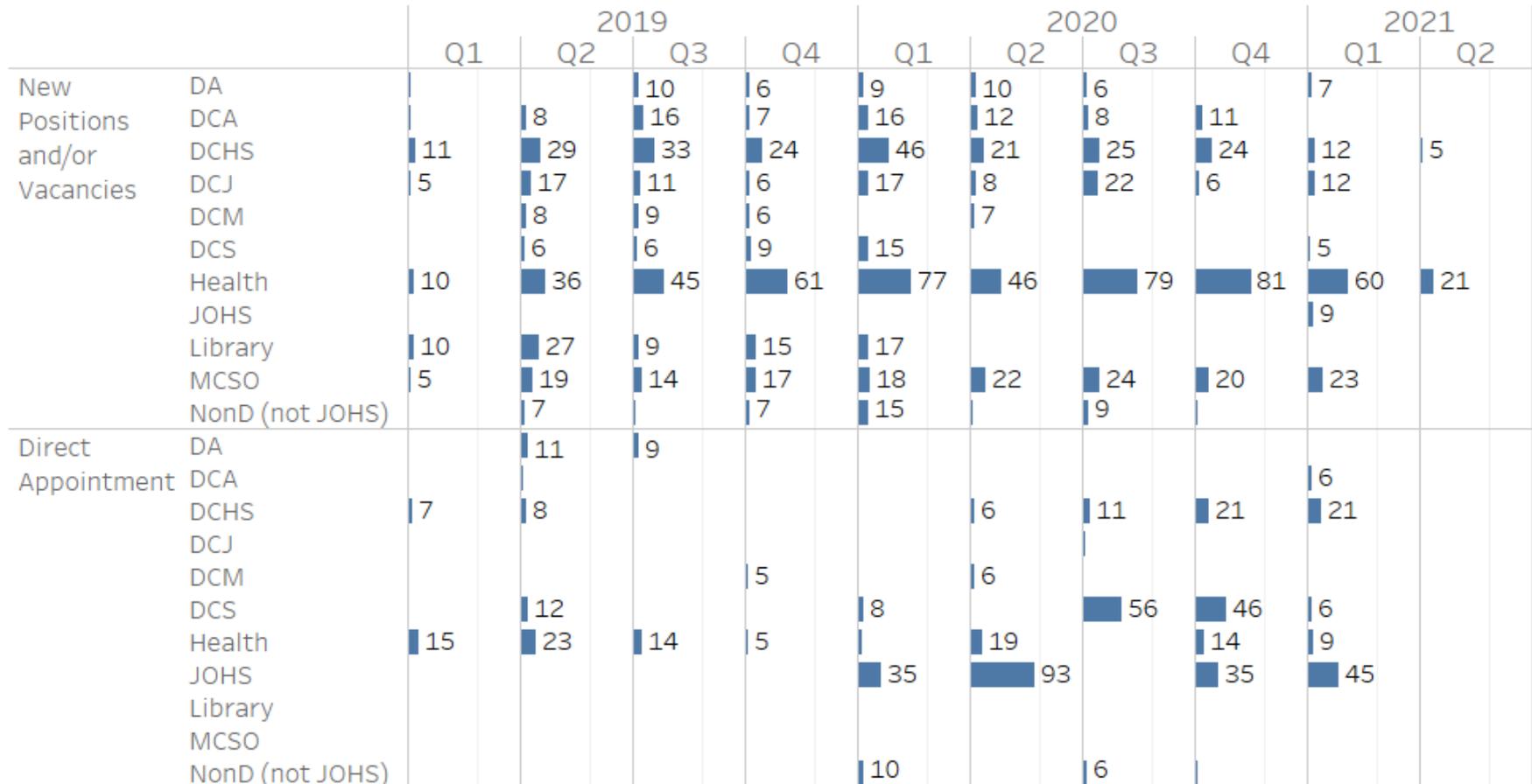
		2019				2020				2021	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
New Positions and/or Vacancies	Regular Represented	27	74	90	104	130	74	70	72	62	19
	Regular Non-Represented		8	8	17	15	6	6	12	12	
	Limited Duration, Temporary, On-Call, Interns, & Seasonal	28	76	59	39	91	54	105	70	62	12
Direct Appointment	Regular Non-Represented										
	Limited Duration, Temporary, On-Call, Interns, & Seasonal	24	63	28	16	64	136	82	123	92	7

Actions for Q2 in 2021 are as of 4/13/21.
Counts less than 5 not shown.



Central Human Resources: Service Trends

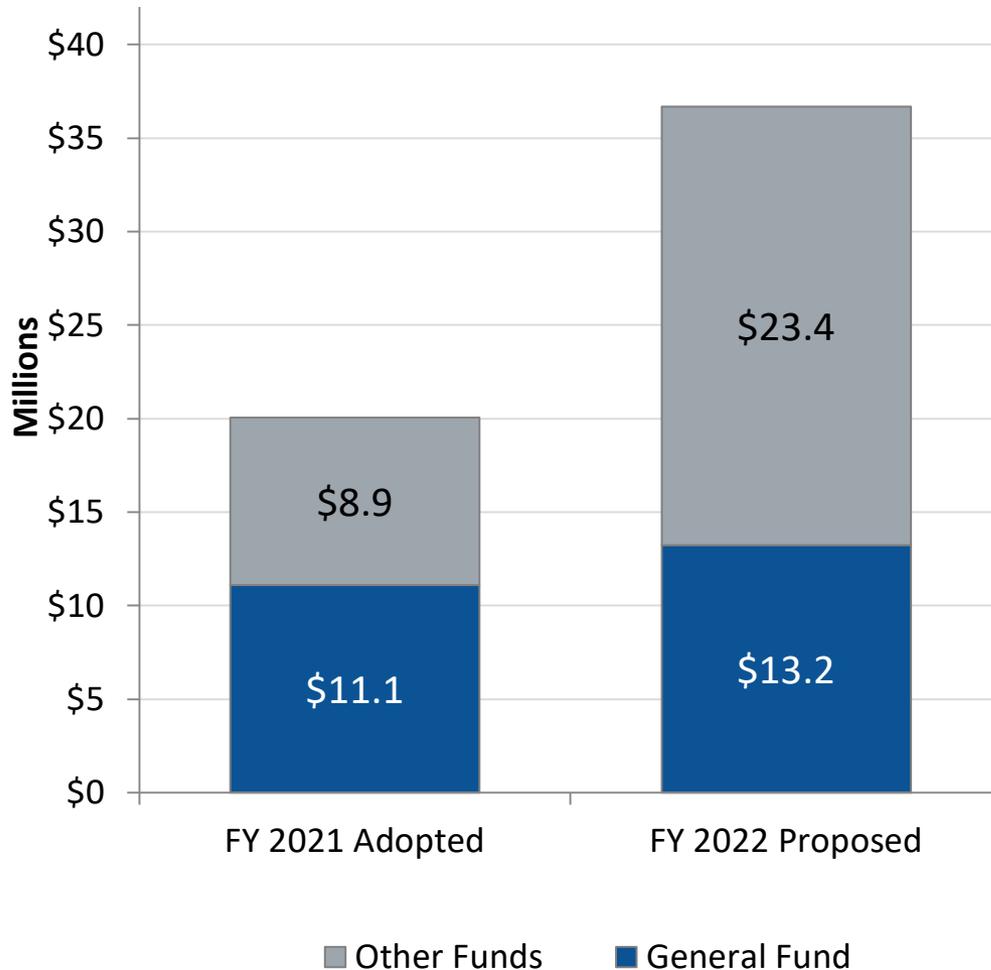
Hires Detail by Year and Quarter by Department



Actions for Q2 in 2021 are as of 4/13/21.
Counts less than 5 not shown.



Finance & Risk Management Division



- **General Fund increased by \$2,023,880**
- Added 2.00 FTE to Program 72005 Purchasing \$262,462
- BIT administrative collection fee increased by \$1,326,527 – Integrated Tax System (ITS)
- **Other Funds increased by \$14,495,272**
- New 72008B Preschool for All Tax Administration 2.00 FTE \$13,179,841
- New 72009B Workers Comp/ Safety & Health-OSHA and Enhanced Initiatives 2.00 FTE \$296,732



Finance & Risk Management: Service Trends

ERP Finance Support 2020 User Survey

I am more skilled and confident in using Workday today than a year ago



I feel informed about Workday functionality and changes



I am able to carry out the Workday responsibilities assigned to me



I have received adequate training to carry out my responsibilities in Workday



I know who to go to for help when I have Workday questions



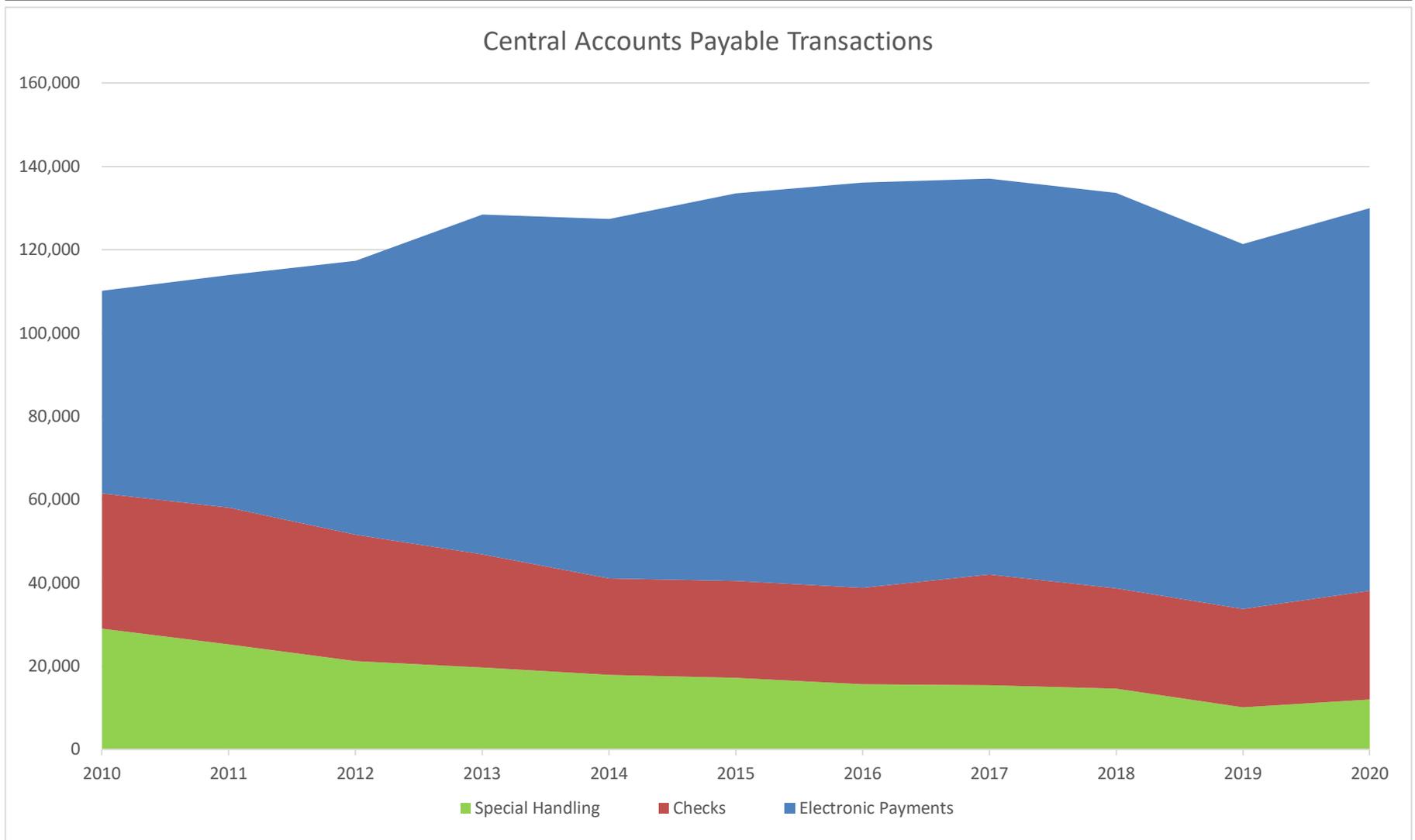
Workday reports give me the information I need



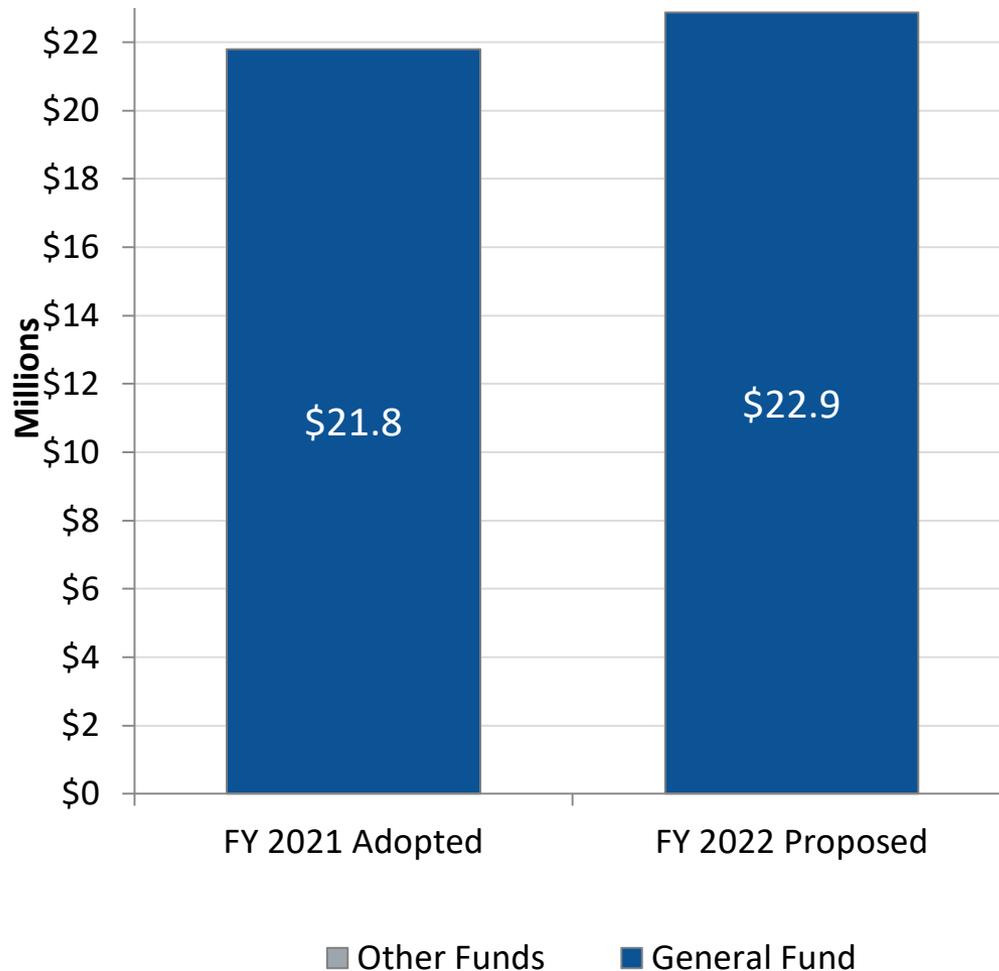
■ Agree
 ■ Slightly Agree
 ■ Neutral
 ■ Slightly Disagree
 ■ Disagree
 ■ N/A



Finance & Risk Management: Service Trends



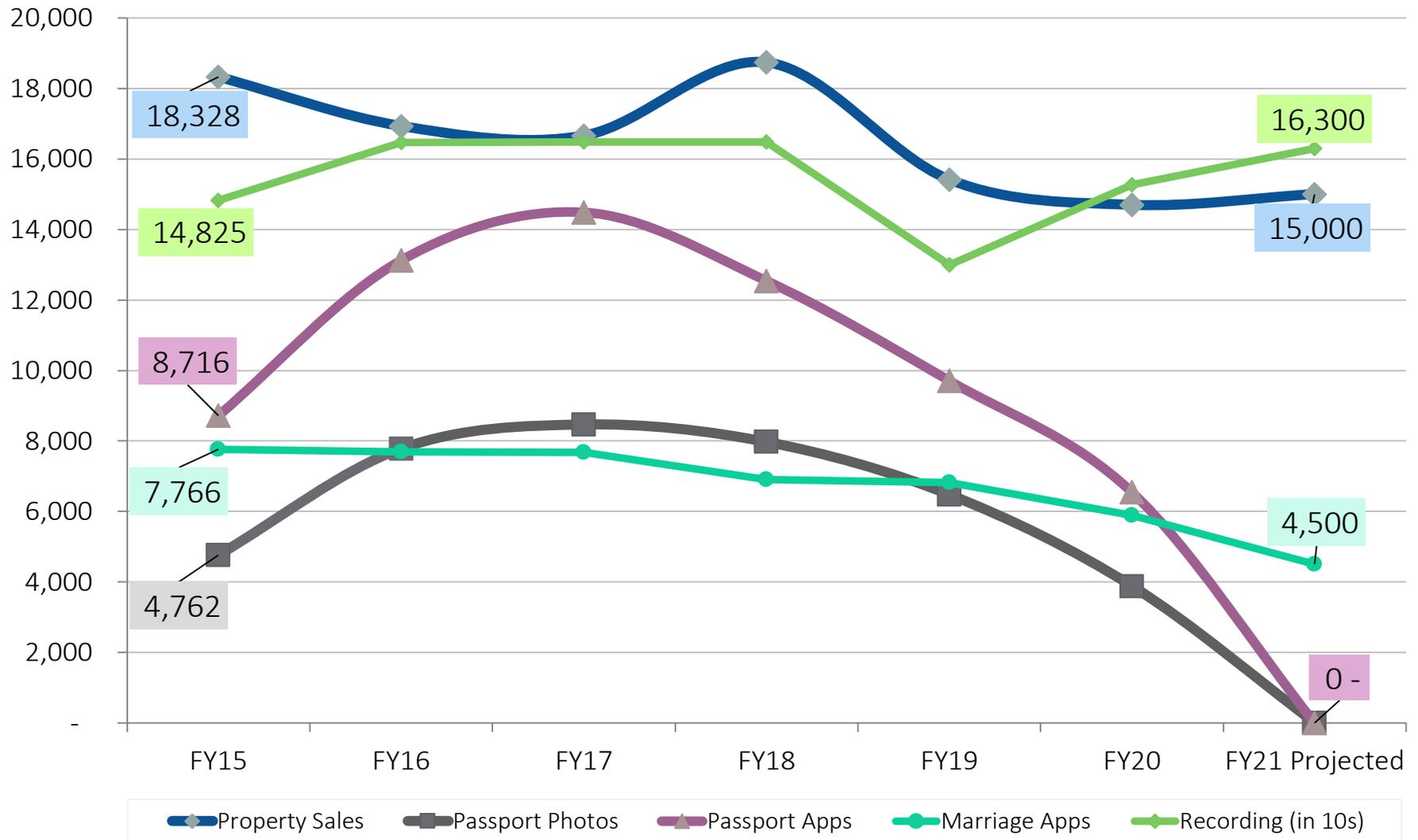
Assessment, Recording and Taxation Division



- General Fund increased by \$1,070,524
- No significant changes, status quo budget
- DART maintains all statutory work for core functions of assessment, taxation, county clerk
- Focus on continued development of remote service delivery and virtual technology

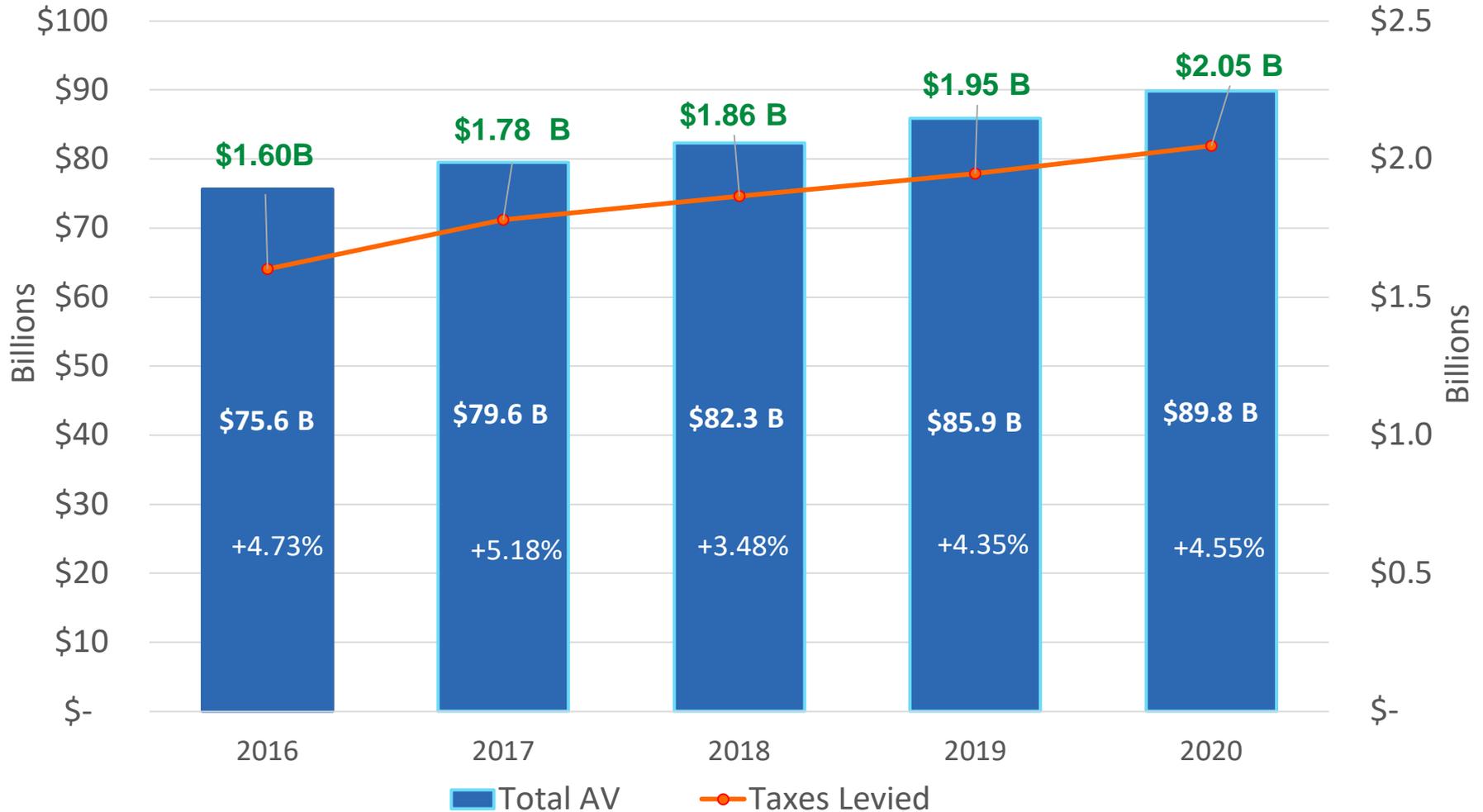


Assessment, Recording & Taxation: Service Trends



Assessment, Recording & Taxation: Service Trends

Taxable Value and Total Taxes Levied by Year



A stylized graphic on the left side of the page. It features two dark green mountain peaks with rounded tops. Below the mountains is a dark green wavy band representing a forest or a middle ground. At the bottom is a dark blue wavy band representing water. The entire graphic is composed of solid colors and simple shapes.

FY 2022 Proposed Budget Summary & Impacts

General Fund Reductions

Prog. Name/# or Description	FY 2022 General Fund	General Fund FTE
DCM Business Services 72015 <i>(materials /services – no service impact)</i>	(\$5,000)	(0.00)
Budget Office 72001 <i>(temp staff, professional services – no services impact)</i>	(\$55,350)	(0.00)
Central HR Services 72017A <i>(professional services – no services impact)</i>	(\$3,589)	(0.00)
Workday Support Central HR 72022 <i>(professional services – no services impact)</i>	(\$18,000)	(0.00)
DART Tax Revenue Management 72027 <i>(temp staffing – no services impact)</i>	(\$11,000)	(0.00)
DART Administration 72023 <i>(travel & training – no services impact)</i>	(\$7,500)	(0.00)
All DCM Programs - Personnel Savings <i>(staff turnover)</i>	(\$95,457)	(0.00)
All DCM Programs – Internal Services savings	(\$76,598)	(0.00)
Department of County Management Total	(\$272,494)	(.00)



General Fund Reallocations

Prog. Name/# or Description	FY 2022 General Fund	General Fund FTE
FRM Payroll / Retirement Services 72007	(\$111,452)	(1.00)
FRM Workday Support – Finance 72046	(\$25,000)	0.00
Central HR Services 72017A	(\$16,411)	0.00
Workday Support – Central Human Resources 72022	\$152,863	1.00
Department of County Management Total	\$0	0.00



New, OTO, Backfill & Restored Offers

Prog. Name & # or Description	FY 2022 General Fund	GF Backfill	FY 2022 Other Funds	Total	Restor ation	OTO	NEW
DCM Directors Office (72000B)	\$198,416	N/A	\$0	\$198,416	X		
Preschool for All Tax Administration (72008B)	\$0	N/A	\$13,179,841	\$13,179,841			X
Workers' Compensation/Safety & Health-OSHA & Enhanced Initiatives (72009B)	\$0	N/A	\$296,732	\$296,732			X
College to County Internship Expansion (72017B)	\$261,611	N/A	\$0	\$261,611		X	X
Central HR – Communications Specialist (72017C)	\$179,701	N/A	\$0	\$179,701			X
Department of County Management Total	\$639,728	\$0	\$13,476,573	\$14,116,301			



Potential Legislative Impacts

- State Paid Family and Medical Leave
 - Potential impact on budget and leave management
 - Contributions expected to begin Jan 1, 2022
 - New benefits effective in FY 2023 will require changes in coordination with all other leave benefits
 - Possible legislation to push out implementation 1 – year
- OPSRP – Out of State
- American Rescue Plan Act (ARPA) Legislation



COVID-19 Impacts and Response - FY 2021

- DCM adapted quickly to working remotely
- Closure of office required new ways of delivering customer service in DART
- Central Human Resources provided information, resources and updates to programs/policies
- HR managed testing and vaccine programs
- Labor Relations identified and resolved an unprecedented number of issues
- DCM employees supported emergency response



COVID-19 Impacts and Response - FY 2021

- Risk Management developed plan to comply with COVID-19 OR-OSHA temporary rules changes
- Finance and Risk Management administered distribution of 16,000 gift cards (totaling \$6.2 million in community support) and processed over 3,000 business relief payments totaling almost \$6 million
- Budget Office included \$100 million in additional services to accommodate the County's response



COVID-19 Impacts and Response – FY 2022

- DCM will continue with COVID-19 response, working behind the scenes to ensure the County can accomplish its public health mission
- Budget includes enhanced capacity to comply with new COVID-19 Oregon OSHA policy and procedural requirements and increased workload
- Added a new communications position for countywide communications; will continue to focus on COVID-19 internal communication



FY 2022 COVID-19 Rescue Plan Funding

Prog. Name/# or Short Name (if new)	Brief Description	FY 2022 Amount	FY 2022 FTE
FRM Fiscal Compliance /72012	Finance Specialist SR (LDA) – to monitor/support grant compliance for increased Federal Funding	\$160,000	.00
Central HR Employee Benefits /72020	FFCRA - Voluntary extension of Federal Leave EPSL and EFMLA from April 1 to September 30. This has been requested by our union partners	\$1,250,000	.00
Central HR - Labor Relations /72018	Labor Relations HR Manager 2 (LDA) Capacity for bargaining and contracts rolled over due to COVID-19; general support with specific emphasis on Health, Emergency Management and Joint Office of Homeless Services	\$226,600	.00
Central HR Services / 72017	HR Manager 1 (LDA) Return to Regular Onsite Work Coordinator, countywide	\$198,587	.00
	Department of County Management Total	\$1,835,187	.00



Questions

